Organizational Behaviour Key Concepts (Canadian) 5th edition Kinicki Test Bank

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MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Which of the following is not a stage of social perception?
   A) selective attention/comprehension
   B) retrieval and response
   C) encoding and simplification
   D) storage and retention
   E) cognition

Answer: E

2) In the social perception model, what is the third stage of social perception?
   A) storage and retention
   B) retrieval and response
   C) decisions
   D) encoding and simplification
   E) comprehension

Answer: A

3) Which of the following statements most accurately defines "social cognition?"
   A) the study of how people perceive each other
   B) the study of people and objects
   C) being consciously aware of someone
   D) a four-stage sequence
   E) the process of interpreting one's environment

Answer: A

4) "I am very hungry." Which salient stimuli would the speaker most likely pay attention to?
   A) a gas station sign
   B) a shopping mall
   C) a bank
   D) a person walking their dog
   E) a fast food restaurant

Answer: E

5) A student arrived 30 minutes late for an exam. The professor gave the student the full time for the exam even though the student admitted she was late as she stopped for a coffee. This is an example of:
   A) halo effect
   B) contrast effect
   C) leniency effect
   D) central tendency effect
   E) recency effect

Answer: C

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6) The students compared their current professors when completing the evaluation of teaching surveys. This is an example of:
A) central tendency effect
B) contrast effect
C) recency effect
D) leniency effect
E) halo effect
Answer: B

7) The CEO allowed each executive team member to defend his or her department budgetary allocation that would result in a financial loss. This is an example of which negatively perceived leadership behaviour?
A) assigning specific tasks
B) letting group members make decisions
C) getting the team to work as individuals
D) telling employees that they had done well
E) maintaining performance standards
Answer: C

8) Common forms of stereotypes include:
A) age
B) ethnic
C) racial
D) gender-role
E) all answers indicate a common form of stereotype
Answer: E

9) Helen is working by herself at a shoe store as her two colleagues are at home sick. Her supervisor comments on the messy displays and poor customer service, ignoring that the store is short staffed. This is an example of:
A) bullying
B) workplace aggression
C) perception
D) fundamental attribution bias
E) stereotypes
Answer: D

10) According to experts, implicit cognition can be reduced by:
A) allowing managers to use unstructured interviews
B) training managers on interview techniques
C) training managers on interview techniques and using a structured interview process
D) considering first impressions of the applicant
E) using structured as opposed to unstructured interviews
Answer: C

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11) Managers who conduct performance appraisals need to
A) use quantitative measures only
B) rely on their memory to recall employee behaviour
C) be subjective
D) accurately identify the behaviour and results indicative of good performance
E) provide feedback to the employee on a yearly basis
Answer: D

12) Attribution models can be used by managers to
A) manage underlying behaviour
B) explain the transfer of employees whose poor performance was attributed to lack of ability
C) explain the causes of one's successes and externalize the causes of one's failures
D) manage biases
E) explain how to handle poorly performing employees
Answer: E

13) A key managerial challenge is
A) to use mixed-group contact to reduce stereotyping
B) to reduce gender-role stereotypes
C) to treat employees fairly
D) to reduce the extent to which stereotypes influence decision making and interpersonal processes throughout the organization
E) use knowledge of perceptual process to help them interact more effectively with employees
Answer: D

14) Jane considers her job success to be due to her hard work, her in-depth knowledge, and her understanding of the job. At times of job failures, Jane believes she was not supported by her peers and did not receive all the information required for success. This is an example of
A) consistency
B) self-serving bias
C) consensus
D) fundamental attribution bias
E) distinctiveness
Answer: B

15) Individuals interpret events differently. The reasons for the different interpretations may be due to
A) our moods and emotions
B) all of these are correct
C) recent experiences
D) individual differences
E) people possess different information
Answer: B

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16) What does *central tendency* effect refer to?
A) the tendency to avoid all extreme judgments
B) the tendency to not judge people
C) the tendency to judge people harshly
D) the tendency to form an overall impression
E) the tendency to rely on first impressions
Answer: A

17) What is fundamental attribution bias?
A) The tendency to emphasize situational characteristics
B) The tendency to consider events immediately before any observed behaviours
C) The tendency to ignore failures
D) The tendency to emphasize personal characteristics
E) The tendency to take personal responsibility for successes
Answer: D

18) According to Kelley's Model, behaviour is attributed to internal factors when observed behaviour is characterized by:
A) Low consensus, high distinctiveness, and high consistency
B) Low consensus, low distinctiveness, and low consistency
C) High consensus, low distinctiveness, and high consistency
D) High consensus, low distinctiveness, and low consistency
E) Low consensus, low distinctiveness, and high consistency
Answer: E

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

19) Perception is the process of interpreting one's environment.
Answer: True False

20) An individual's performance demonstrates high consensus when it varies from their group's performance.
Answer: True False

21) Implicit cognition represents an automatic response from memory and is a conscious decision.
Answer: True False

22) Employees' evaluation of their supervisor's leadership is based on their individual schemata of good or poor leaders.
Answer: True False

23) The employees of the organization considered Kevin a good leader. Therefore, Kevin had a greater effect when trying to influence the employees.
Answer: True False

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24) The belief that accountants are good at mathematics is a stereotype.

Answer: True False

25) Fundamental attribution bias is an individual's tendency to attribute behaviours to situational factors.

Answer: True False

26) Distinctiveness relates to other people.

Answer: True False

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

27) Explain how the six managerial activities are affected by perception. Include in your answer what the six activities are, and how managers can reduce the effect of perception on each activity.

Answer: (1) List the six activities of (a) hiring, (b) performance appraisal, (c) leadership, (d) communication and interpersonal influence, (e) workplace aggression, and (f) physical and psychological well-being. (2) Students answers will vary as to how perception can be reduced for each managerial activity.

28) Why is it important for all employees, both staff and managers, to have an understanding of perceptual errors?

Answer: It is important for all employees to have an understanding of perceptual errors, as this will provide him/her with knowledge as to why a situation is occurring. This is beneficial information for an interview, as a manager or a new employee. Self-awareness of one's own perceptual biases is important. Refer to Table 2.1.

29) People formulate causal attributions. Part 1 - Explain how people formulate attributions. Part 2 - Explain the three dimensions of behaviour that influence attributions.

Answer: Part 1 - Answers will vary. People formulate causal attributions by considering the events prece observed behaviour.
Part 2 - The three dimensions are (a) consensus, (b) distinctiveness, and (c) consistency. Studer answers will vary as to why each dimension influences attributions.

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1) E
2) A
3) A
4) E
5) C
6) B
7) C
8) E
9) D
10) C
11) D
12) E
13) D
14) B
15) B
16) A
17) D
18) E
19) TRUE
20) FALSE
21) FALSE
22) TRUE
23) TRUE
24) TRUE
25) FALSE
26) FALSE
27) (1) List the six activities of (a) hiring, (b) performance appraisal, (c) leadership, (d) communication and interpersonal influence, (e) workplace aggression, and (f) physical and psychological well-being. (2) Students answers will vary as to how perception can be reduced for each managerial activity.
28) It is important for all employees to have an understanding of perceptual errors, as this will provide him/her with knowledge as to why a situation is occurring. This is beneficial information for an interview, as a manager or a new employee. Self-awareness of one's own perceptual biases is important. Refer to Table 2.1.
29) Part 1 - Answers will vary. People formulate causal attributions by considering the events preceding an obs behaviour.
Part 2 - The three dimensions are (a) consensus, (b) distinctiveness, and (c) consistency. Student answers w to why each dimension influences attributions.

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