Essentials of Contemporary Management 7th edition Jones Test Bank

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Chapter 02

Values, Attitudes, Emotions, and Culture: The Manager as a Person

True / False Questions

1. The tendency of a manager to feel distressed and be critical of himself or herself and others is called negative affectivity.

   True False

2. Managers who are high on the conscientiousness continuum are organized and self-disciplined.

   True False

3. Since managers are accountable for ensuring that organizations and their members behave in an ethical fashion, they need an external locus of control.

   True False

4. The need for affiliation is the extent to which a manager has a strong interest in performing challenging tasks well and to meet personal standards of excellence.

   True False

5. A personal conviction about lifelong goals or objectives is called a terminal value.

   True False

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6. Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization.

True False

7. Downsizing tends to increase employee satisfaction because employees' increased workloads make them feel more responsible and empowered.

True False

8. Differences in the levels of organizational commitment among managers in different countries are likely because these managers have different kinds of opportunities and rewards.

True False

9. People who are low on extraversion still experience positive moods.

True False

10. Emotional intelligence concerns understanding and managing the moods and emotions of others but not oneself.

True False

11. When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists.

True False

12. The personal characteristics of the founders of an organization have an important role in the creation of the organization's culture.

True False

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13. The attraction-selection-attrition framework suggests that employees who are dissimilar in personality from that of the founders are more likely to leave the organization over time.

True False

14. The terminal values and not the instrumental values of managers play a role in determining organizational culture.

True False

15. Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

True False

Multiple Choice Questions

16. An individual's enduring tendencies to feel, think, and act in certain ways are referred to as his/her _____.

A. personality traits
B. terminal values
C. norms
D. attitudes
E. moods

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17. What are the Big Five personality traits?

A. Extraversion, tension, perfectionism, self-reliance, and apprehension
B. Extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience
C. Extraversion, negative affectivity, agreeableness, conscientiousness, and tension
D. Extraversion, negative affectivity, agreeableness, tension, and perfectionism
E. Extraversion, negative affectivity, tension, perfectionism, and self-reliance

18. The tendency to experience positive emotions and moods and feel good about oneself and the rest of the world is known as _____.

A. conscientiousness
B. openness to experience
C. rationality
D. extraversion
E. social recognition

19. People who tend to be sociable, outgoing, and friendly are said to _____.

A. be extraverts
B. be introverts
C. have low self-esteem
D. be conscientious
E. have an internal locus of control

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20. Max enjoys being the center of attraction during his office parties. He has excellent social skills and easily makes friends with new employees. He can rightly be said to _____.

A. have an internal locus of control

B. be an extravert

C. have a low self-esteem

D. be an introvert

E. be conscientious

21. People who are less inclined toward social interactions and to have a less positive outlook are known to be _____.

A. optimistic

B. dominant

C. introverts

D. agreeable

E. extraverts

22. Steven is an effective and efficient manager. However, he is quite pessimistic and avoids social interactions. Steven can be classified as an _____.

A. extravert

B. individual with a high external locus of control

C. individual with high self-esteem

D. introvert

E. individual who is open to change

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23. The tendency of a person to feel bad emotions and moods, to feel distressed, and to be critical of oneself and others is called _____.

A. agreeableness
B. conscientiousness
C. negative affectivity
D. high on self-esteem
E. optimism

24. Edward, a manager at Real Corp., is a very positive individual. He rarely exhibits adverse emotions or moods and is always optimistic about himself and others. It can be said that Edward is _____.

A. low on negative affectivity
B. low on agreeableness
C. high on conscientiousness
D. high on self-esteem
E. an extravert

25. The tendency to get along well with others is known as _____.

A. need for affiliation
B. agreeableness
C. conscientiousness
D. self-esteem
E. need for achievement

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26. Penelope is a manager with Quick Pizza. She is very good at understanding the feelings of her subordinates and takes time out for all of them. She listens to their problems, sympathizes with them, and tries her best to give them solutions regarding the same. From this information, it can be said that Penelope is _____.

A. an introvert
B. a pessimist
C. high on agreeableness
D. low on conscientiousness
E. high on ambition

27. _____ is the tendency to be careful, scrupulous, and persevering.

A. Conscientiousness
B. Openness to experience
C. Need for achievement
D. Agreeableness
E. Extraversion

28. Managers who are _____ appear to lack direction and self-discipline.

A. low on negative affectivity
B. low on conscientiousness
C. low on agreeableness
D. extraverts
E. optimists

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29. Managers who have high conscientiousness are known to be _____.

A. introverts

B. open to experience

C. low on agreeableness

D. organized and self-disciplined

E. extroverts

30. _____ is the tendency to be original, have broad interests, be daring, and take risks.

A. Agreeableness

B. Conscientiousness

C. Openness to experience

D. Introversion

E. Negative affectivity

31. As a manager, Nancy is known in the company as a risk-taker and an innovator. Nancy is _____.

A. high on introversion

B. low on agreeableness

C. high on openness to experience

D. high on negative affectivity

E. high on conscientiousness

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32. Brian has been employed at Precision Services for nearly 10 years. He is an effective manager but does not like to take risks. Brian is more comfortable following guidelines and maintaining the status quo. Brian is _____.

A. low on conscientiousness
B. high on extraversion
C. high on agreeableness
D. low on openness to experience
E. high on the need for affiliation

33. People who have _____ believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes.

A. low self-esteem
B. a low sense of achievement
C. high neuroticism
D. an internal locus of control
E. an external locus of control

34. Whenever Cate does not perform well in a test, she blames it on the lack of preparedness on her part. Cate is said to have _____.

A. an external locus of control
B. low self-esteem
C. a low sense of achievement
D. high neuroticism
E. an internal locus of control

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35. Identify the personality trait that makes people accountable and responsible for their own actions and ensures ethical behavior in an organization.

A. Self-esteem

B. Conscientiousness

C. Internal locus of control

D. External locus of control

E. Attitude

36. People who believe that outside forces are responsible for what happens to and around them and do not think that their own actions make much of a difference have _____.

A. a high sense of achievement

B. less neuroticism

C. an internal locus of control

D. an external locus of control

E. high self-esteem

37. Whenever Daniel performs well in a test, he thinks that his teacher was being lenient or that he was lucky. Daniel is said to have _____.

A. an internal locus of control

B. high self-esteem

C. a high sense of achievement

D. low neuroticism

E. an external locus of control

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38. _____ is the degree to which individuals feel good about themselves and their capabilities.

A. Self-esteem

B. Attitude

C. Emotional intelligence

D. Self-criticism

E. Hedonism

39. As the night manager of Spicy Bites, Ronald feels competent, deserving, and capable of handling most situations. Ronald _____.

A. has an external locus of control

B. has low sense of achievement

C. has high self-esteem

D. is highly hedonistic

E. is highly self-critical

40. Steve, a middle manager working at KT Corp., is unable to judge his own capabilities and has a poor opinion of himself; Steve is likely to have _____.

A. less external locus of control

B. low self-esteem

C. less need for affiliation

D. less openness to experience

E. low level of agreeableness

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41. Which of the following traits is likely to help a manager in keeping high standards for himself or herself and pushing ahead on hard projects?

A. High neuroticism

B. High need for affiliation

C. High external locus of control

D. High need for power

E. High self-esteem

42. According to psychologist David McClelland, the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence is known as the individual's need for _____.

A. affiliation

B. achievement

C. power

D. affection

E. conscientiousness

43. Jane, a first-line manager in an advisory firm, shows consistent interest in taking up challenging tasks. She keeps clear goals for herself and likes to get regular feedback for her performance in all levels. Which of the following personality traits best reflects her behavior?

A. Need for affiliation

B. External locus of control

C. Need for power

D. Need for achievement

E. Social behavior

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44. The need for _____ is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.

A. power
B. self-esteem
C. conscientiousness
D. achievement
E. affiliation

45. The extent to which an individual desires to control or influence others is known as the individual's need for _____.

A. affiliation
B. affection
C. power
D. conscientiousness
E. benevolence

46. Which of the following describes what managers are trying to achieve through work and how they think they should behave?

A. Emotions
B. Moods
C. Intelligence
D. Values
E. Attitudes

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47. A(n) _____ value is a personal conviction about lifelong goals or objectives.

A. terminal

B. instrumental

C. moral

D. means

E. competence-related

48. A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.

A. terminal

B. personal

C. social

D. ends

E. instrumental

49. Unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group are known as _____.

A. norms

B. goals

C. values

D. ideologies

E. rules

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50. Which of the following refers to the terminal and instrumental values that are guiding principles in an individual's life?

A. Value system
B. Organization values
C. Grading system
D. Ruling system
E. Regulations and norms

51. Which of the following is an example of a terminal value?

A. Self-reliant
B. Self-sufficient
C. Self-respect
D. Self-controlled
E. Self-disciplined

52. Jayden, a production manager at AKC Inc., has successfully developed a cost-effective nebulizer that has made a lasting contribution to the firm. Which of the following terminal values of Jayden is discussed here?

A. Need for affiliation
B. Sense of accomplishment
C. Need for power
D. Self-esteem
E. Need for recognition

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53. A(n) _____ is a collection of feelings and beliefs.

A. habit

B. attitude

C. value

D. norm

E. aptitude

54. The collection of feelings and beliefs that managers have about their current jobs is referred to as _____.

A. organizational citizenship behavior

B. job satisfaction

C. organizational culture

D. organizational commitment

E. emotional intelligence

55. Organizational citizenship behaviors are an employee's _____.

A. strict adherence to organizational goals

B. willingness to perform above and beyond the call of duty

C. indisposition to offer suggestions to the organization

D. emotional attachment to the organization

E. collection of feelings and beliefs about the organization as a whole

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56. The collection of feelings and beliefs that managers have about their organization as a whole is known as organizational _____.

A. commitment

B. climate

C. citizenship

D. socialization

E. culture

57. Sharon is working as a shift manager at XT, Inc. She has a high degree of loyalty toward her organization and is proud of what the organization stands for. Sharon is likely to have organizational _____.

A. culture

B. efficiency

C. commitment

D. value

E. development

58. Managers who have _____ perform some of their figurehead and spokesperson roles and persuade others both inside and outside the organization of the organization's merits.

A. competitive advantage

B. organizational commitment

C. high self-esteem

D. need for power

E. organizational culture

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59. Roger, manager of Spike & Co., is a person with relatively high levels of positive mood at work. Predict the most likely condition of the subordinates under Roger.

A. Less creative ideas

B. Unhealthy work environment

C. Higher performance

D. Better salaries

E. More professional experience

60. Which of the following defines emotion?

A. A feeling or state of mind

B. Intense, relatively short-lived feelings

C. Superficial, relatively long-lived feelings

D. A condition

E. Clear, sound reasoning

61. People who are most likely to experience negative moods _____.

A. are high on negative affectivity

B. are low on negative affectivity

C. are low on positive affectivity

D. are high on positive affectivity

E. have balanced affectivity

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62. Which of the following refers to a feeling or state of mind?

A. Affect

B. Mood

C. Value

D. Emotional labor

E. Self-efficacy

63. An intense, relatively short-lived feeling is called a(n) _____.

A. emotion

B. value

C. motivation

D. commitment

E. attitude

64. Which term refers to the ability to understand and manage one's own moods and emotions and those of other people?

A. Emotional intelligence

B. Critical thinking

C. Decision making

D. Cultural intelligence

E. Devil's advocacy

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65. One of the attributes that make Anthony an excellent manager is his ability to understand the moods of his subordinates coupled with his ability to manage his own moods. Anthony has a high level of _____.

A. fluid intelligence

B. intelligence quotient

C. emotional intelligence

D. crystallized intelligence

E. dispositional effect

66. Emotional intelligence can help managers perform interpersonal roles like that of a _____.

A. resource allocator

B. monitor

C. planner

D. liaison

E. decision maker

67. Emotional intelligence has the potential to contribute to effective _____ in multiple ways.

A. leadership

B. emotions

C. values

D. goals

E. feelings

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68. Organizational _____ comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals.

A. planning
B. hierarchy
C. chart
D. structure
E. culture

69. Words Inc., Co. is a printing company that approaches customers directly to know their requirements in detail, deliver the products before the scheduled time, and receive feedback from the customers. Which of the following cultures does it exemplify?

A. Innovative
B. Entrepreneurial
C. Organizational
D. Conservative
E. Imaginative

70. Which of the following reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization?

A. Organizational culture
B. Organizational capital
C. Organizational hierarchy
D. Organizational planning
E. Organizational structure

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71. Which of the following posits that when founders hire employees for their new ventures, they tend to be drawn to and choose employees whose personalities are similar to their own?

A. Equity theory

B. Attraction-selection-attrition framework

C. Belief-desire-intentional framework

D. Organizational commitment

E. Socialization

72. _____ signify what an organization and its employees are trying to accomplish.

A. Emotions

B. Moods

C. Terminal values

D. Instrumental values

E. Attitudes

73. _____ guide how the organization and its members achieve organizational goals.

A. Attitudes

B. Emotions

C. Moods

D. Instrumental values

E. Terminal values

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74. According to the ASA model, identify the person who is responsible for having profound and long-lasting effects on organizational culture.

A. Employees

B. Managers

C. Newcomers

D. Founders

E. Subordinates

75. The process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively is known as organizational _____.

A. conscientiousness

B. socialization

C. planning

D. controlling

E. agreeableness

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76. In Dave's Steel Manufacturing Co., new employees go through a short orientation process after their induction. During this process, they are told about the organization and its history, values, jargon, culture, and procedures. They are then introduced to their work group, the specific people they would work with, and are informed about their own role in the organization, the skills needed to do their job, and both the formal procedures and informal norms. This is an example of organizational _____.

A. controlling
B. planning
C. socialization
D. agreeableness
E. conscientiousness

77. The formal events that recognize incidents of importance to the organization as a whole and to specific employees are known as _____.

A. values
B. rituals
C. stories
D. rites
E. norms

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78. The rites of _____ determine how individuals enter, advance within, and leave the organization.

A. passage
B. integration
C. celebration
D. inauguration
E. enhancement

79. Every year on the Saturday prior to Christmas, Smart Enterprises holds its annual holiday party. This is an example of a rite of _____.

A. enhancement
B. integration
C. inauguration
D. celebration
E. passage

80. Orbit Inc. puts out newspaper releases announcing employees' promotions. This is an example of a rite of _____.

A. inauguration
B. celebration
C. integration
D. passage
E. enhancement

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81. Which of the following is true of the planning process in an organization with an innovative culture?

A. It encourages lower-level managers to participate in the process.
B. It rarely takes risks involving the development of new products.
C. It emphasizes formal top-down planning.
D. It subjects the suggestions from lower-level managers to a formal review process that significantly slows decision making.
E. It creates a well-defined hierarchy of authority and establishes clear reporting relationships so that employees know exactly whom to report to.

82. Which of the following is true of the managerial function of organizing in an organization that has a conservative culture?

A. It has a decentralized authority, which encourages employees to work together to solve ongoing problems.
B. It creates a well-defined hierarchy of authority and establishes clear reporting relationships so that employees know exactly whom to report to.
C. A product team structure is most suitable for an organization with a conservative culture.
D. Such organizations have a flat structure.
E. Such organizations have fewer levels in the hierarchy.

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83. With regard to the managerial function of leading in an organization with an innovative culture, managers _____.

A. emphasize formal top-down communication

B. emphasize caution and maintenance of the status quo and set specific goals

C. are likely to lead by example, encouraging employees to take risks and experiment

D. are likely to use management by objectives

E. constantly monitor subordinates' progress toward goals, overseeing their every move

84. With regard to the managerial function of controlling in an organization that has a conservative culture, managers _____.

A. recognize that there are multiple potential paths to success and that failure must be accepted for creativity to thrive

B. are less concerned about employees' performing their jobs in a specific, predetermined manner

C. are concerned about employees' being flexible and taking the initiative to come up with ideas for improving performance

D. set specific, difficult goals for employees, frequently monitor progress toward these goals, and develop a clear set of rules that employees are expected to adhere to

E. encourage risk taking, creativity, and innovation

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85. With regard to controlling in an organization, which of the following aptly describes the difference between the managers in an innovative culture and those in a conservative culture?

A. Managers in an innovative culture recognize the necessity of flexibility, whereas managers in a conservative culture have a clear, definite set of goals and rules.
B. Managers in a conservative culture encourage risk taking and creativity, whereas managers in an innovative culture emphasize formality and caution.
C. Managers in an innovative culture require the employees to strictly adhere to preset goals, whereas managers in a conservative culture do not.
D. Managers in a conservative culture are concerned about long-term performance, whereas managers in an innovative culture are concerned about short-term targets.
E. Managers in an innovative culture expect their employees to perform in a specific, predetermined manner, whereas managers in a conservative culture do not.

Essay Questions

86. Define personality traits. What are the Big Five personality traits?

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87. Discuss extraversion. How does it affect managers' thoughts, feelings, and behaviors?

88. Distinguish between internal and external locus of control.

89. Define the needs for achievement, affiliation, and power that affect managerial behavior.

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90. What are the two types of personal values? Explain.

91. Define job satisfaction and discuss why it is so important for managers to be satisfied with their jobs.

92. Discuss organizational commitment and its relationship to organizational culture.

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93. Differentiate between moods and emotions. How do moods and emotions affect the organization?

94. Define the concept of emotional intelligence. How does having emotional intelligence help managers?

95. What is organizational culture?

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96. Explain the attraction-selection-attrition (ASA) framework. How does it help explain the formation of organizational cultures?

97. Differentiate between terminal and instrumental values. How do they contribute to the organizational culture?

98. What is socialization? How does it help an organization?

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99. Explain what organizational rites are. What are the different types? Give one example of each.

100. Explain how culture influences the way managers perform their four main functions: planning, organizing, leading, and controlling.

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Chapter 02 Values, Attitudes, Emotions, and Culture: The Manager as a Person Answer Key

True / False Questions

1. The tendency of a manager to feel distressed and be critical of himself or herself and others is called negative affectivity.

   TRUE

   Negative affectivity is the tendency to experience negative emotions and moods, feel distressed, and be critical of oneself and others. Managers high on this trait may often feel angry and dissatisfied and complain about their own and others' lack of progress.

   AACSB: Analytical Thinking
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
   Topic: Negative Affectivity

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2. Managers who are high on the conscientiousness continuum are organized and self-disciplined.

TRUE

Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on the conscientiousness continuum are organized and self-disciplined; those who are low on this trait might sometimes appear to lack direction and self-discipline.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Conscientiousness

3. Since managers are accountable for ensuring that organizations and their members behave in an ethical fashion, they need an external locus of control.

FALSE

Managers are responsible for ensuring that organizations and their members behave in an ethical fashion, and for this as well they need an internal locus of control—they need to know and feel they can make a difference.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Internal Locus of Control

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4. The need for affiliation is the extent to which a manager has a strong interest in performing challenging tasks well and to meet personal standards of excellence.

FALSE

The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Need for Achievement

5. A personal conviction about lifelong goals or objectives is called a terminal value.

TRUE

The two kinds of personal values are terminal and instrumental. A terminal value is a personal conviction about lifelong goals or objectives; an instrumental value is a personal conviction about desired modes of conduct or ways of behaving.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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6. Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization.

TRUE

Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

7. Downsizing tends to increase employee satisfaction because employees' increased workloads make them feel more responsible and empowered.

FALSE

A growing source of dissatisfaction for many lower- and middle-level managers, as well as for nonmanagerial employees, is the threat of unemployment and increased workloads from organizational downsizings and layoffs. This decision obviously hurts the managers who are laid off, and it can reduce the job satisfaction levels of managers who remain.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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8. Differences in the levels of organizational commitment among managers in different countries are likely because these managers have different kinds of opportunities and rewards.

TRUE

Differences in the levels of job satisfaction and organizational commitment among managers in different countries are likely because these managers have different kinds of opportunities and rewards and because they face different economic, political, and sociocultural forces in their organizations' general environments.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

9. People who are low on extraversion still experience positive moods.

TRUE

People who are high on negative affectivity are not always in a bad mood and people who are low on extraversion still experience positive moods.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Topic: Emotional Stability

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10. Emotional intelligence concerns understanding and managing the moods and emotions of others but not oneself.

FALSE

Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people. Managers with a high level of emotional intelligence are more likely to understand how they are feeling and why, and they are more able to effectively manage their feelings.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

11. When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists.

TRUE

When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists. When organizational members are not strongly committed to a shared system of values, beliefs, and routines, organizational culture is weak.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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12. The personal characteristics of the founders of an organization have an important role in the creation of the organization's culture.

TRUE

Entrepreneurs who start their own companies are typically also the start-ups' top managers until the companies grow and become profitable. Often referred to as the firms' founders, these managers literally create their organizations' cultures. The founders' personal characteristics play an important role in the creation of organizational culture.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

13. The attraction-selection-attrition framework suggests that employees who are dissimilar in personality from that of the founders are more likely to leave the organization over time.

TRUE

The attraction-selection-attrition (ASA) framework posits that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are similar to their own. These similar employees are more likely to stay with the organization. Although employees who are dissimilar in personality might be hired, they are more likely to leave the organization over time.

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Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

14. The terminal values and not the instrumental values of managers play a role in determining organizational culture.

FALSE

Both terminal and instrumental values of managers play a role in determining organizational culture. Managers who highly value freedom and equality, for example, might be likely to stress the importance of autonomy and empowerment in their organizations, as well as fair treatment for all.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

15. Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

TRUE

Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by

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organizational culture.

Topic: Organizational Culture

Multiple Choice Questions

16. An individual's enduring tendencies to feel, think, and act in certain ways are referred to as his/her _____.

A. personality traits
B. terminal values
C. norms
D. attitudes
E. moods

All people, including managers, have certain enduring characteristics that influence how they think, feel, and behave both on and off the job. These characteristics are personality traits: particular tendencies to feel, think, and act in certain ways that can be used to describe the personality of every individual.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Big Five Personality Dimensions

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17. What are the Big Five personality traits?

A. Extraversion, tension, perfectionism, self-reliance, and apprehension

B. Extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience

C. Extraversion, negative affectivity, agreeableness, conscientiousness, and tension

D. Extraversion, negative affectivity, agreeableness, tension, and perfectionism

E. Extraversion, negative affectivity, tension, perfectionism, and self-reliance

An individual's personality is composed of five general traits or characteristics: extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience. Researchers often consider these the Big Five personality traits.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Big Five Personality Dimensions

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18. The tendency to experience positive emotions and moods and feel good about oneself and the rest of the world is known as _____.

A. conscientiousness
B. openness to experience
C. rationality
D. extraversion
E. social recognition

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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19. People who tend to be sociable, outgoing, and friendly are said to _____.

A. be extraverts
B. be introverts
C. have low self-esteem
D. be conscientious
E. have an internal locus of control

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion (often called extraverts) tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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20. Max enjoys being the center of attraction during his office parties. He has excellent social skills and easily makes friends with new employees. He can rightly be said to _____.

A. have an internal locus of control

B. be an extravert

C. have a low self-esteem

D. be an introvert

E. be conscientious

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion (often called extraverts) tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Big Five Personality Dimensions

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21. People who are less inclined toward social interactions and to have a less positive outlook are known to be _____.

A. optimistic
B. dominant
C. introverts
D. agreeable
E. extraverts

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion (often called extraverts) tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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22. Steven is an effective and efficient manager. However, he is quite pessimistic and avoids social interactions. Steven can be classified as an _____.

A. extravert
B. individual with a high external locus of control
C. individual with high self-esteem
D. introvert
E. individual who is open to change

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion (often called extraverts) tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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23. The tendency of a person to feel bad emotions and moods, to feel distressed, and to be critical of oneself and others is called _____.

A. agreeableness
B. conscientiousness
C. negative affectivity
D. high on self-esteem
E. optimism

Negative affectivity is the tendency to experience negative emotions and moods, feel distressed, and be critical of oneself and others. Managers high on this trait may often feel angry and dissatisfied and complain about their own and others' lack of progress.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Negative Affectivity

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24. Edward, a manager at Real Corp., is a very positive individual. He rarely exhibits adverse emotions or moods and is always optimistic about himself and others. It can be said that Edward is _____.

A. low on negative affectivity
B. low on agreeableness
C. high on conscientiousness
D. high on self-esteem
E. an extravert

Negative affectivity is the tendency to experience negative emotions and moods, feel distressed, and be critical of oneself and others. Managers high on this trait may often feel angry and dissatisfied and complain about their own and others' lack of progress. Managers who are low on negative affectivity do not tend to experience many negative emotions and moods and are less pessimistic and critical of themselves and others.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Negative Affectivity

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25. The tendency to get along well with others is known as _____.

A. need for affiliation

B. agreeableness

C. conscientiousness

D. self-esteem

E. need for achievement

Agreeableness is the tendency to get along well with others. Managers who are high on the agreeableness continuum are likable, tend to be affectionate, and care about other people. Managers who are low on agreeableness may be somewhat distrustful of others, unsympathetic, uncooperative, and even at times antagonistic.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Agreeableness

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26. Penelope is a manager with Quick Pizza. She is very good at understanding the feelings of her subordinates and takes time out for all of them. She listens to their problems, sympathizes with them, and tries her best to give them solutions regarding the same. From this information, it can be said that Penelope is _____.

A. an introvert
B. a pessimist
C. high on agreeableness
D. low on conscientiousness
E. high on ambition

Agreeableness is the tendency to get along well with others. Managers who are high on the agreeableness continuum are likable, tend to be affectionate, and care about other people. Managers who are low on agreeableness may be somewhat distrustful of others, unsympathetic, uncooperative, and even at times antagonistic.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Agreeableness

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27. _____ is the tendency to be careful, scrupulous, and persevering.

A. Conscientiousness
B. Openness to experience
C. Need for achievement
D. Agreeableness
E. Extraversion

Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on the conscientiousness continuum are organized and self-disciplined; those who are low on this trait might sometimes appear to lack direction and self-discipline.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Conscientiousness

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28. Managers who are _____ appear to lack direction and self-discipline.

A. low on negative affectivity

B. low on conscientiousness

C. low on agreeableness

D. extraverts

E. optimists

Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on the conscientiousness continuum are organized and self-disciplined; those who are low on this trait might sometimes appear to lack direction and self-discipline.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Conscientiousness

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29. Managers who have high conscientiousness are known to be _____.

A. introverts

B. open to experience

C. low on agreeableness

D. organized and self-disciplined

E. extroverts

Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on the conscientiousness continuum are organized and self-disciplined; those who are low on this trait might sometimes appear to lack direction and self-discipline.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Conscientiousness

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30. _____ is the tendency to be original, have broad interests, be daring, and take risks.

A. Agreeableness
B. Conscientiousness
C. Openness to experience
D. Introversion
E. Negative affectivity

Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Managers who are high on this trait continuum may be especially likely to take risks and be innovative in their planning and decision making. Managers who are low on openness to experience may be less prone to take risks and more conservative in their planning and decision making.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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31. As a manager, Nancy is known in the company as a risk-taker and an innovator. Nancy is _____.

A. high on introversion
B. low on agreeableness
C. high on openness to experience
D. high on negative affectivity
E. high on conscientiousness

Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Managers who are high on this trait continuum may be especially likely to take risks and be innovative in their planning and decision making. Managers who are low on openness to experience may be less prone to take risks and more conservative in their planning and decision making.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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32. Brian has been employed at Precision Services for nearly 10 years. He is an effective manager but does not like to take risks. Brian is more comfortable following guidelines and maintaining the status quo. Brian is _____.

A. low on conscientiousness
B. high on extraversion
C. high on agreeableness
D. low on openness to experience
E. high on the need for affiliation

Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Managers who are high on this trait continuum may be especially likely to take risks and be innovative in their planning and decision making. Managers who are low on openness to experience may be less prone to take risks and more conservative in their planning and decision making.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

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33. People who have _____ believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes.

A. low self-esteem
B. a low sense of achievement
C. high neuroticism
D. an internal locus of control
E. an external locus of control

People with an internal locus of control believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes such as attaining levels of job performance, being promoted, or being turned down for a choice job assignment. Some managers with an internal locus of control see the success of a whole organization resting on their shoulders.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Internal Locus of Contro

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34. Whenever Cate does not perform well in a test, she blames it on the lack of preparedness on her part. Cate is said to have _____.

A. an external locus of control
B. low self-esteem
C. a low sense of achievement
D. high neuroticism
E. an internal locus of control

People with an internal locus of control believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes such as attaining levels of job performance, being promoted, or being turned down for a choice job assignment. Some managers with an internal locus of control see the success of a whole organization resting on their shoulders.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Internal Locus of Contro

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35. Identify the personality trait that makes people accountable and responsible for their own actions and ensures ethical behavior in an organization.

A. Self-esteem
B. Conscientiousness
C. Internal locus of control
D. External locus of control
E. Attitude

An internal locus of control helps to ensure ethical behavior and decision making in an organization because people feel accountable and responsible for their own actions. Managers are responsible for ensuring that organizations and their members behave in an ethical fashion, and for this as well they need an internal locus of control.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Internal Locus of Control

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36. People who believe that outside forces are responsible for what happens to and around them and do not think that their own actions make much of a difference have _____.

A. a high sense of achievement
B. less neuroticism
C. an internal locus of control
D. an external locus of control
E. high self-esteem

People with an external locus of control believe that outside forces are responsible for what happens to and around them; they do not think their own actions make much of a difference. As such, they tend not to intervene to try to change a situation or solve a problem, leaving it to someone else.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: External Locus of Control

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37. Whenever Daniel performs well in a test, he thinks that his teacher was being lenient or that he was lucky. Daniel is said to have _____.

A. an internal locus of control
B. high self-esteem
C. a high sense of achievement
D. low neuroticism
E. an external locus of control

People with an external locus of control believe that outside forces are responsible for what happens to and around them; they do not think their own actions make much of a difference. As such, they tend not to intervene to try to change a situation or solve a problem, leaving it to someone else.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: External Locus of Control

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38. _____ is the degree to which individuals feel good about themselves and their capabilities.

A. Self-esteem
B. Attitude
C. Emotional intelligence
D. Self-criticism
E. Hedonism

Self-esteem is the degree to which individuals feel good about themselves and their capabilities. People with high self-esteem believe they are competent, deserving, and capable of handling most situations.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Self-Esteem

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39. As the night manager of Spicy Bites, Ronald feels competent, deserving, and capable of handling most situations. Ronald _____.

A. has an external locus of control
B. has low sense of achievement
C. has high self-esteem
D. is highly hedonistic
E. is highly self-critical

Self-esteem is the degree to which individuals feel good about themselves and their capabilities. People with high self-esteem believe they are competent, deserving, and capable of handling most situations.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Self-Esteem

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40. Steve, a middle manager working at KT Corp., is unable to judge his own capabilities and has a poor opinion of himself; Steve is likely to have _____.

A. less external locus of control
B. low self-esteem
C. less need for affiliation
D. less openness to experience
E. low level of agreeableness

People with low self-esteem have poor opinions of themselves, are unsure about their capabilities, and question their ability to succeed at different endeavors. Research suggests that people tend to choose activities and goals consistent with their levels of self-esteem.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Self-Esteem

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41. Which of the following traits is likely to help a manager in keeping high standards for himself or herself and pushing ahead on hard projects?

A. High neuroticism
B. High need for affiliation
C. High external locus of control
D. High need for power
E. High self-esteem

High self-esteem is desirable for managers because it facilitates their setting and keeping high standards for themselves, pushes them ahead on difficult projects, and gives them the confidence they need to make and carry out important decisions.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Self-Esteem

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42. According to psychologist David McClelland, the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence is known as the individual's need for _____.

A. affiliation

B. achievement

C. power

D. affection

E. conscientiousness

Psychologist David McClelland has extensively researched the needs for achievement, affiliation, and power. The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Need for Achievement

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43. Jane, a first-line manager in an advisory firm, shows consistent interest in taking up challenging tasks. She keeps clear goals for herself and likes to get regular feedback for her performance in all levels. Which of the following personality traits best reflects her behavior?

A. Need for affiliation

B. External locus of control

C. Need for power

D. Need for achievement

E. Social behavior

The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Need for Achievement

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44. The need for _____ is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.

A. power
B. self-esteem
C. conscientiousness
D. achievement
E. affiliation

Psychologist David McClelland has extensively researched the needs for achievement, affiliation, and power. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Need for Affiliation

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45. The extent to which an individual desires to control or influence others is known as the individual's need for _____.

A. affiliation
B. affection
C. power
D. conscientiousness
E. benevolence

Psychologist David McClelland has extensively researched the needs for achievement, affiliation, and power. The need for power is the extent to which an individual desires to control or influence others.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Need for Power

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46. Which of the following describes what managers are trying to achieve through work and how they think they should behave?

A. Emotions

B. Moods

C. Intelligence

D. Values

E. Attitudes

Values, attitudes, and moods and emotions capture how managers experience their jobs as individuals. Values describe what managers are trying to achieve through work and how they think they should behave.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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47. A(n) _____ value is a personal conviction about lifelong goals or objectives.

A. terminal
B. instrumental
C. moral
D. means
E. competence-related

The two kinds of personal values are terminal and instrumental. A terminal value is a personal conviction about lifelong goals or objectives; an instrumental value is a personal conviction about desired modes of conduct or ways of behaving.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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48. A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.

A. terminal
B. personal
C. social
D. ends
E. instrumental

The two kinds of personal values are terminal and instrumental. A terminal value is a personal conviction about lifelong goals or objectives; an instrumental value is a personal conviction about desired modes of conduct or ways of behaving.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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49. Unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group are known as _____.

A. norms
B. goals
C. values
D. ideologies
E. rules

Terminal values often lead to the formation of norms, which are unwritten, informal codes of conduct, such as behaving honestly or courteously, that prescribe how people should act in particular situations and are considered important by most members of a group or an organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Norms

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50. Which of the following refers to the terminal and instrumental values that are guiding principles in an individual's life?

A. Value system

B. Organization values

C. Grading system

D. Ruling system

E. Regulations and norms

"Value system" refers to the terminal and instrumental values that are guiding principles in an individual's life. By rank ordering the terminal values and instrumental values, people can give good pictures of their value systems—what they are striving to achieve in life and how they want to behave.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Value Systems

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51. Which of the following is an example of a terminal value?

A. Self-reliant

B. Self-sufficient

C. Self-respect

D. Self-controlled

E. Self-disciplined

A sense of self-respect is an example of a terminal value. Being self-reliant, self-sufficient, self-controlled, and self-disciplined are examples of instrumental values. Several of Milton Rokeach's terminal values seem to be especially important for managers such as "a sense of accomplishment (a lasting contribution)," "equality (brotherhood, equal opportunity for all)," and "self-respect (self-esteem)."

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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52. Jayden, a production manager at AKC Inc., has successfully developed a cost-effective nebulizer that has made a lasting contribution to the firm. Which of the following terminal values of Jayden is discussed here?

A. Need for affiliation

B. Sense of accomplishment

C. Need for power

D. Self-esteem

E. Need for recognition

Several of Rokeach's terminal values seem to be especially important for managers such as "a sense of accomplishment (a lasting contribution)," "equality (brotherhood, equal opportunity for all)," and "self-respect (self-esteem)." A manager who thinks a sense of accomplishment is of paramount importance might focus on making a lasting contribution to an organization by developing a new product that can save or prolong lives.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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53. A(n) _____ is a collection of feelings and beliefs.

A. habit

B. attitude

C. value

D. norm

E. aptitude

An attitude is a collection of feelings and beliefs. Like everyone else, managers have attitudes about their jobs and organizations, and these attitudes affect how they approach their jobs.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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54. The collection of feelings and beliefs that managers have about their current jobs is referred to as _____.

A. organizational citizenship behavior

B. job satisfaction

C. organizational culture

D. organizational commitment

E. emotional intelligence

Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction generally like their jobs, feel they are fairly treated, and believe their jobs have many desirable features or characteristics.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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55. Organizational citizenship behaviors are an employee's _____.

A. strict adherence to organizational goals

B. willingness to perform above and beyond the call of duty

C. indisposition to offer suggestions to the organization

D. emotional attachment to the organization

E. collection of feelings and beliefs about the organization as a whole

Satisfied managers may be more likely to go the extra mile for their organizations or perform organizational citizenship behaviors (OCBs)—behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage. Managers who are satisfied with their jobs are more likely to perform these "above and beyond the call of duty" behaviors.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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56. The collection of feelings and beliefs that managers have about their organization as a whole is known as organizational _____.

A. commitment

B. climate

C. citizenship

D. socialization

E. culture

Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole. Managers who are committed to their organizations believe in what their organizations are doing, are proud of what these organizations stand for, and feel a high degree of loyalty toward their organizations.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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57. Sharon is working as a shift manager at XT, Inc. She has a high degree of loyalty toward her organization and is proud of what the organization stands for. Sharon is likely to have organizational _____.

A. culture
B. efficiency
C. commitment
D. value
E. development

Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole. Managers who are committed to their organizations believe in what their organizations are doing, are proud of what these organizations stand for, and feel a high degree of loyalty toward their organizations.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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58. Managers who have _____ perform some of their figurehead and spokesperson roles and persuade others both inside and outside the organization of the organization's merits.

A. competitive advantage
B. organizational commitment
C. high self-esteem
D. need for power
E. organizational culture

Organizational commitment is likely to help managers perform some of their figurehead and spokesperson roles. It is much easier for a manager to persuade others both inside and outside the organization of the merits of what the organization has done and is seeking to accomplish if the manager truly believes in and is committed to the organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Topic: Values

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59. Roger, manager of Spike & Co., is a person with relatively high levels of positive mood at work. Predict the most likely condition of the subordinates under Roger.

A. Less creative ideas
B. Unhealthy work environment
C. Higher performance
D. Better salaries
E. More professional experience

Research has found that moods and emotions affect the behavior of managers and all members of an organization. For example, research suggests that the subordinates of managers who experience positive moods at work may perform at somewhat higher levels and be less likely to resign and leave the organization than the subordinates of managers who do not tend to be in a positive mood at work.

AACSB: Analytical Thinking
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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Topic: Emotional Intelligence

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60. Which of the following defines emotion?

A. A feeling or state of mind

B. Intense, relatively short-lived feelings

C. Superficial, relatively long-lived feelings

D. A condition

E. Clear, sound reasoning

Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived. However, once whatever has triggered the emotion has been dealt with, the feelings may linger in the form of a less intense mood.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.

Topic: Emotional Intelligence

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61. People who are most likely to experience negative moods _____.

A. are high on negative affectivity

B. are low on negative affectivity

C. are low on positive affectivity

D. are high on positive affectivity

E. have balanced affectivity

People who are high on negative affectivity are especially likely to experience negative moods. People who are high on negative affectivity are not always in a bad mood and people who are low on extraversion still experience positive moods.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 1 Easy

Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.

Topic: Emotional Intelligence

62. Which of the following refers to a feeling or state of mind?

A. Affect

B. Mood

C. Value

D. Emotional labor

E. Self-efficacy

A mood is a feeling or state of mind. When people are in a positive mood, they feel excited, enthusiastic, active, or elated.

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Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.

Topic: Emotional Intelligence

63. An intense, relatively short-lived feeling is called a(n) _____.

A. emotion

B. value

C. motivation

D. commitment

E. attitude

Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived. However, once whatever has triggered the emotion has been dealt with, the feelings may linger in the form of a less intense mood.

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Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.

Topic: Emotional Intelligence

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64. Which term refers to the ability to understand and manage one's own moods and emotions and those of other people?

A. Emotional intelligence
B. Critical thinking
C. Decision making
D. Cultural intelligence
E. Devil's advocacy

Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

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65. One of the attributes that make Anthony an excellent manager is his ability to understand the moods of his subordinates coupled with his ability to manage his own moods. Anthony has a high level of _____.

A. fluid intelligence
B. intelligence quotient
C. emotional intelligence
D. crystallized intelligence
E. dispositional effect

Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people. Managers with a high level of emotional intelligence are more likely to understand how they are feeling and why, and they are more able to effectively manage their feelings.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 1 Easy
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

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66. Emotional intelligence can help managers perform interpersonal roles like that of a _____.

A. resource allocator
B. monitor
C. planner
D. liaison
E. decision maker

Emotional intelligence can help managers perform their important roles such as their interpersonal roles (figurehead, leader, and liaison). Understanding how the subordinates feel, why they feel that way, and how to manage these feelings is central to developing strong interpersonal bonds with them.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

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67. Emotional intelligence has the potential to contribute to effective _____ in multiple ways.

A. leadership
B. emotions
C. values
D. goals
E. feelings

More generally, emotional intelligence has the potential to contribute to effective leadership in multiple ways.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

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68. Organizational _____ comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals.

A. planning
B. hierarchy
C. chart
D. structure
E. culture

Organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. In essence, organizational culture reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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69. Words Inc., Co. is a printing company that approaches customers directly to know their requirements in detail, deliver the products before the scheduled time, and receive feedback from the customers. Which of the following cultures does it exemplify?

A. Innovative
B. Entrepreneurial
C. Organizational
D. Conservative
E. Imaginative

In essence, organizational culture reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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70. Which of the following reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization?

A. Organizational culture

B. Organizational capital

C. Organizational hierarchy

D. Organizational planning

E. Organizational structure

Organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. In essence, organizational culture reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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71. Which of the following posits that when founders hire employees for their new ventures, they tend to be drawn to and choose employees whose personalities are similar to their own?

A. Equity theory

B. Attraction-selection-attrition framework

C. Belief-desire-intentional framework

D. Organizational commitment

E. Socialization

The attraction-selection-attrition (ASA) framework posits that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are similar to their own. These similar employees are more likely to stay with the organization. Although employees who are dissimilar in personality might be hired, they are more likely to leave the organization over time.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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72. _____ signify what an organization and its employees are trying to accomplish.

A. Emotions

B. Moods

C. Terminal values

D. Instrumental values

E. Attitudes

Shared terminal and instrumental values play a particularly important role in organizational culture. Terminal values signify what an organization and its employees are trying to accomplish, and instrumental values guide how the organization and its members achieve organizational goals.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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73. _____ guide how the organization and its members achieve organizational goals.

A. Attitudes
B. Emotions
C. Moods
D. Instrumental values
E. Terminal values

Shared terminal and instrumental values play a particularly important role in organizational culture. Terminal values signify what an organization and its employees are trying to accomplish, and instrumental values guide how the organization and its members achieve organizational goals.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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74. According to the ASA model, identify the person who is responsible for having profound and long-lasting effects on organizational culture.

A. Employees
B. Managers
C. Newcomers
D. Founders
E. Subordinates

From the ASA model just discussed, it is clear that founders of an organization can have profound and long-lasting effects on organizational culture. Founders' values inspire the founders to start their own companies and, in turn, drive the nature of these new companies and their defining characteristics.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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75. The process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively is known as organizational _____.

A. conscientiousness

B. socialization

C. planning

D. controlling

E. agreeableness

Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively. As a result of their socialization experiences, organizational members internalize an organization's values and norms and behave in accordance with them not only because they think they have to but because they think these values and norms describe the right and proper way to behave.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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76. In Dave's Steel Manufacturing Co., new employees go through a short orientation process after their induction. During this process, they are told about the organization and its history, values, jargon, culture, and procedures. They are then introduced to their work group, the specific people they would work with, and are informed about their own role in the organization, the skills needed to do their job, and both the formal procedures and informal norms. This is an example of organizational _____.

A. controlling
B. planning
C. socialization
D. agreeableness
E. conscientiousness

Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively. As a result of their socialization experiences, organizational members internalize an organization's values and norms and behave in accordance with them not only because they think they have to but because they think these values and norms describe the right and proper way to behave.

AACSB: Analytical Thinking
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Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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77. The formal events that recognize incidents of importance to the organization as a whole and to specific employees are known as _____.

A. values
B. rituals
C. stories
D. rites
E. norms

One of the ways in which managers can create or influence organizational culture is by developing organizational ceremonies and rites—formal events that recognize incidents of importance to the organization as a whole and to specific employees. The most common rites that organizations use to transmit cultural norms and values to their members are rites of passage, of integration, and of enhancement.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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78. The rites of _____ determine how individuals enter, advance within, and leave the organization.

A. passage

B. integration

C. celebration

D. inauguration

E. enhancement

Rites of passage determine how individuals enter, advance within, and leave the organization. These rites help the individuals to learn and internalize the norms and values of the organization.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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79. Every year on the Saturday prior to Christmas, Smart Enterprises holds its annual holiday party. This is an example of a rite of _____.

A. enhancement

B. integration

C. inauguration

D. celebration

E. passage

Rites of integration, such as shared announcements of organizational successes, office parties, and company cookouts, build and reinforce common bonds among organizational members. These rites help the organization to build common norms and values within their employees.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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80. Orbit Inc. puts out newspaper releases announcing employees' promotions. This is an example of a rite of _____.

A. inauguration
B. celebration
C. integration
D. passage
E. enhancement

Rites of enhancement, such as awards dinners, newspaper releases, and employee promotions, let organizations publicly recognize and reward employees' contributions and thus strengthen their commitment to organizational values. By bonding members within the organization, rites of enhancement reinforce an organization's values and norms.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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81. Which of the following is true of the planning process in an organization with an innovative culture?

A. It encourages lower-level managers to participate in the process.
B. It rarely takes risks involving the development of new products.
C. It emphasizes formal top-down planning.
D. It subjects the suggestions from lower-level managers to a formal review process that significantly slows decision making.
E. It creates a well-defined hierarchy of authority and establishes clear reporting relationships so that employees know exactly whom to report to.

Top managers in an organization with an innovative culture are likely to encourage lower-level managers to participate in the planning process and develop a flexible approach to planning. They are likely to be willing to listen to new ideas and to take risks involving the development of new products. In contrast, top managers in an organization with conservative values are likely to emphasize formal top-down planning. Suggestions from lower-level managers are likely to be subjected to a formal review process, which can significantly slow decision making.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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82. Which of the following is true of the managerial function of organizing in an organization that has a conservative culture?

A. It has a decentralized authority, which encourages employees to work together to solve ongoing problems.

B. It creates a well-defined hierarchy of authority and establishes clear reporting relationships so that employees know exactly whom to report to.

C. A product team structure is most suitable for an organization with a conservative culture.

D. Such organizations have a flat structure.

E. Such organizations have fewer levels in the hierarchy.

Valuing creativity, managers in innovative cultures are likely to try to create an organic structure—one that is flat, with few levels in the hierarchy, and one in which authority is decentralized so employees are encouraged to work together to solve ongoing problems. A product team structure may be suitable for an organization with an innovative culture. In contrast, managers in a conservative culture are likely to create a well-defined hierarchy of authority and establish clear reporting relationships so employees know exactly whom to report to and how to react to any problems that arise.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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83. With regard to the managerial function of leading in an organization with an innovative culture, managers _____.

A. emphasize formal top-down communication
B. emphasize caution and maintenance of the status quo and set specific goals
C. are likely to lead by example, encouraging employees to take risks and experiment
D. are likely to use management by objectives
E. constantly monitor subordinates' progress toward goals, overseeing their every move

In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment. They are supportive regardless of whether employees succeed or fail. In contrast, managers in a conservative culture are likely to use management by objectives and to constantly monitor subordinates' progress toward goals, overseeing their every move.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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84. With regard to the managerial function of controlling in an organization that has a conservative culture, managers _____.

A. recognize that there are multiple potential paths to success and that failure must be accepted for creativity to thrive
B. are less concerned about employees' performing their jobs in a specific, predetermined manner
C. are concerned about employees' being flexible and taking the initiative to come up with ideas for improving performance
D. set specific, difficult goals for employees, frequently monitor progress toward these goals, and develop a clear set of rules that employees are expected to adhere to
E. encourage risk taking, creativity, and innovation

Managers who want to encourage risk taking, creativity, and innovation recognize that there are multiple potential paths to success and that failure must be accepted for creativity to thrive. Thus they are less concerned about employees' performing their jobs in a specific, predetermined manner and in strict adherence to preset goals and more concerned about employees' being flexible and taking the initiative to come up with ideas for improving performance. In contrast, managers in cultures that emphasize caution and maintenance of the status quo often set specific, difficult goals for employees, frequently monitor progress toward these goals, and develop a clear set of rules that employees are expected to adhere to.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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85. With regard to controlling in an organization, which of the following aptly describes the difference between the managers in an innovative culture and those in a conservative culture?

A. Managers in an innovative culture recognize the necessity of flexibility, whereas managers in a conservative culture have a clear, definite set of goals and rules.
B. Managers in a conservative culture encourage risk taking and creativity, whereas managers in an innovative culture emphasize formality and caution.
C. Managers in an innovative culture require the employees to strictly adhere to preset goals, whereas managers in a conservative culture do not.
D. Managers in a conservative culture are concerned about long-term performance, whereas managers in an innovative culture are concerned about short-term targets.
E. Managers in an innovative culture expect their employees to perform in a specific, predetermined manner, whereas managers in a conservative culture do not.

Managers in innovative cultures are also more concerned about long-term performance than short-term targets because they recognize that real innovation entails much uncertainty that necessitates flexibility. In contrast, managers in cultures that emphasize caution and maintenance of the status quo often set specific, difficult goals for employees, frequently monitor progress toward these goals, and develop a clear set of rules that employees are expected to adhere to.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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Essay Questions

86. Define personality traits. What are the Big Five personality traits?

"Personality traits" refers to the enduring tendencies to feel, think, and act in certain ways. The Big Five personality traits are extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience.

AACSB: Analytical Thinking
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Big Five Personality Dimensions

87. Discuss extraversion. How does it affect managers' thoughts, feelings, and behaviors?

Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world.
Managers who are high on extraversion (extraverts) tend to be sociable, affectionate, outgoing, and friendly. Managers who are low on extraversion (introverts) tend to be less inclined toward social interactions and to have a less positive outlook. Being high on extraversion may be an asset for managers whose jobs entail especially high levels of social interaction. Managers who are low on extraversion may nevertheless be highly effective and efficient, especially when their jobs do not require much social interaction.

AACSB: Analytical Thinking
Blooms: Remember
Difficulty: 2 Medium

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Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: Big Five Personality Dimensions

88. Distinguish between internal and external locus of control.

People with an internal locus of control believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes such as attaining levels of job performance, being promoted, or being turned down for a choice job assignment. People with an internal locus of control feel accountable and responsible for their own actions.

People with an external locus of control believe that outside forces are responsible for what happens to and around them; they do not think their own actions make much of a difference. People with an external locus of control tend not to intervene to try to change a situation or solve a problem and leave it to someone else.

AACSB: Analytical Thinking

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.

Topic: External Locus of Control

Topic: Internal Locus of Control

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89. Define the needs for achievement, affiliation, and power that affect managerial behavior.

Psychologist David McClelland has extensively researched the needs for achievement, affiliation, and power.

• The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback.
• The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.
• The need for power is the extent to which an individual desires to control or influence others.

AACSB: Analytical Thinking
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the various personality traits that affect how managers think; feel; and behave.
Topic: Need for Achievement
Topic: Need for Affiliation
Topic: Need for Power

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90. What are the two types of personal values? Explain.

The two kinds of personal values are terminal and instrumental. A terminal value is a personal conviction about lifelong goals or objectives; an instrumental value is a personal conviction about desired modes of conduct or ways of behaving. Terminal values often lead to the formation of norms. The terminal and instrumental values that are guiding principles in an individual's life, known as the value systems, explain what people are striving to achieve in life and how they want to behave.

AACSB: Analytical Thinking

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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91. Define job satisfaction and discuss why it is so important for managers to be satisfied with their jobs.

Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction generally like their jobs, feel they are fairly treated, and believe their jobs have many desirable features or characteristics. Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization. Upper managers, in general, tend to be more satisfied with their jobs than entry-level employees. Managers' levels of job satisfaction can range from very low to very high. In general, it is desirable for managers to be satisfied with their jobs, for at least two reasons. First, satisfied managers may be more likely to go the extra mile for their organization or perform organizational citizenship behaviors—behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage. A second reason why it is desirable for managers to be satisfied with their jobs is that satisfied managers may be less likely to quit.

AACSB: Analytical Thinking

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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92. Discuss organizational commitment and its relationship to organizational culture.

Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole. Managers who are committed to their organizations believe in what their organizations are doing, are proud of what these organizations stand for, and feel a high degree of loyalty toward their organizations. Committed managers are more likely to go above and beyond the call of duty to help their companies and are less likely to quit. Organizational commitment can be especially strong when employees and managers truly believe in organizational values; it also leads to a strong organizational culture.

AACSB: Analytical Thinking

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.

Topic: Values

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93. Differentiate between moods and emotions. How do moods and emotions affect the organization?

A mood is a feeling or state of mind. Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived.
Research has found that moods and emotions affect the behavior of managers and all members of an organization. For example, research suggests that the subordinates of managers who experience positive moods at work may perform at somewhat higher levels and be less likely to resign and leave the organization than the subordinates of managers who do not tend to be in a positive mood at work. Other research suggests that under certain conditions creativity might be enhanced by positive moods, whereas under other conditions negative moods might push people to work harder to come up with truly creative ideas. Recognizing that both mood states have the potential to contribute to creativity in different ways, recent research suggests that employees may be especially likely to be creative to the extent that they experience both mood states (at different times) on the job and to the extent that the work environment is supportive of creativity. Research also suggests that moods and emotions may play an important role in ethical decision making. Positive emotions and moods signal that things are going well and thus can lead to more expansive, and even playful, thinking. Negative emotions and moods signal that there are problems in need of attention and areas for improvement. So when people are in negative moods, they tend to be more detail-oriented and focused on the facts at hand. Some studies suggest that critical thinking and devil's advocacy may be promoted by a negative mood, and sometimes especially accurate judgments may be made by managers in negative moods.

AACSB: Analytical Thinking
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Topic: Emotional Intelligence

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94. Define the concept of emotional intelligence. How does having emotional intelligence help managers?

Emotional intelligence is the ability to understand one's own moods and emotions and the moods and emotions of other people. Managers with a high level of emotional intelligence are more likely to understand how they are feeling and why, and they are more able to effectively manage their feelings. When managers are experiencing stressful feelings and emotions such as fear or anxiety, emotional intelligence lets them understand why and manage these feelings so they do not get in the way of effective decision making. It also can help managers perform their important roles such as their interpersonal roles (figurehead, leader, and liaison).

AACSB: Analytical Thinking
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Topic: Emotional Intelligence

95. What is organizational culture?

Organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. In essence, organizational culture reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization. When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists. When organizational members are not strongly committed to a shared system of values, beliefs, and routines, organizational culture is weak.

AACSB: Analytical Thinking

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Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

96. Explain the attraction-selection-attrition (ASA) framework. How does it help explain the formation of organizational cultures?

The attraction-selection-attrition (ASA) framework posits that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are similar to their own. These similar employees are more likely to stay with the organization. Although employees who are dissimilar in personality might be hired, they are more likely to leave the organization over time. As a result of these attraction, selection, and attrition processes, people in the organization tend to have similar personalities, and the typical or dominant personality profile of organizational members determines and shapes organizational culture.

AACSB: Analytical Thinking

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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97. Differentiate between terminal and instrumental values. How do they contribute to the organizational culture?

Shared terminal and instrumental values play a particularly important role in organizational culture. Terminal values signify what an organization and its employees are trying to accomplish, and instrumental values guide how the organization and its members achieve organizational goals. In addition to values, shared norms also are a key aspect of organizational culture. Managers determine and shape organizational culture through the kinds of values and norms they promote in an organization.

AACSB: Analytical Thinking
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

98. What is socialization? How does it help an organization?

Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively. As a result of their socialization experiences, organizational members internalize an organization's values and norms and behave in accordance with them not only because they think they have to but because they think these values and norms describe the right and proper way to behave.

AACSB: Analytical Thinking
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

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Topic: Organizational Culture

99. Explain what organizational rites are. What are the different types? Give one example of each.

Rites are formal events that recognize incidents of importance to the organization and its employees.
The most common rites that organizations use to transmit cultural norms and values to their members are rites of passage, of integration, and of enhancement.

• Rites of passage determine how individuals enter, advance within, and leave the organization. The socialization programs developed by military organizations (such as the U.S. Army) or by large accountancy and law firms are rites of passage.
• Rites of integration, such as shared announcements of organizational successes, office parties, and company cookouts, build and reinforce common bonds among organizational members. IDEO uses many rites of integration to make its employees feel connected to one another and special. In addition to having wild "end-of-year" celebratory bashes, groups of IDEO employees periodically take time off to go to a sporting event, movie, or meal, or sometimes on a long bike ride or for a sail. These kinds of shared activities not only reinforce IDEO's culture but also can be a source of inspiration on the job.
• Rites of enhancement, such as awards dinners, newspaper releases, and employee promotions, let organizations publicly recognize and reward employees' contributions and thus strengthen their commitment to organizational values.

AACSB: Analytical Thinking
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Topic: Organizational Culture

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100. Explain how culture influences the way managers perform their four main functions: planning, organizing, leading, and controlling.

Organizational culture shapes and controls the behavior of all employees, including managers. Culture influences how managers perform their four main functions: planning, organizing, leading, and controlling.

Planning - Top managers in an organization with an innovative culture are likely to encourage lower-level managers to participate in the planning process and develop a flexible approach to planning. They are likely to be willing to listen to new ideas and to take risks involving the development of new products. In contrast, top managers in an organization with conservative values are likely to emphasize formal top-down planning. Suggestions from lower-level managers are likely to be subjected to a formal review process, which can significantly slow decision making.

Organizing - Valuing creativity, managers in innovative cultures are likely to try to create an organic structure—one that is flat, with few levels in the hierarchy, and one in which authority is decentralized so employees are encouraged to work together to solve ongoing problems. A product team structure may be suitable for an organization with an innovative culture. In contrast, managers in a conservative culture are likely to create a well-defined hierarchy of authority and establish clear reporting relationships so that employees know exactly whom to report to and how to react to any problems that arise.

Leading - In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment. They are supportive regardless of whether employees succeed or fail. In contrast, managers in a conservative culture are likely to use management by objectives and to constantly monitor subordinates' progress toward goals, overseeing their every move.

Controlling - The ways in which managers evaluate, and take actions to improve, performance differ depending on whether the organizational culture emphasizes formality and caution or innovation and change. Managers who want to encourage risk taking, creativity, and innovation recognize that there are multiple potential paths to success and that failure must be accepted for creativity to thrive. Thus they are less concerned about employees'

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performing their jobs in a specific, predetermined manner and in strict adherence to preset goals and more concerned about employees' being flexible and taking the initiative to come up with ideas for improving performance. Managers in innovative cultures are also more concerned about long-term performance than short-term targets because they recognize that real innovation entails much uncertainty that necessitates flexibility. In contrast, managers in cultures that emphasize caution and maintenance of the status quo often set specific, difficult goals for employees, frequently monitor progress toward these goals, and develop a clear set of rules that employees are expected to adhere to.

AACSB: Reflective Thinking

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.

Topic: Organizational Culture

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