Essentials of Contemporary Management 8th edition Jones Test Bank

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Essentials of Contemporary Management, 8e **(Jones)**
Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person

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

2) 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.

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

4) People who are low on extraversion still experience positive moods.

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

6) 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.

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

8) 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.

9) Both terminal and instrumental values of managers play a role in determining organizational culture.

10) 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.

11) 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.

12) Identify the Big Five personality traits.
A) extraversion, compliance, perfectionism, self-reliance, and apprehension
B) extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience
C) extraversion, negative affectivity, agreeableness, conscientiousness, and compliance
D) extraversion, negative affectivity, agreeableness, compliance, and perfectionism
E) extraversion, negative affectivity, compliance, perfectionism, and self-reliance

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13) 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.

14) Jill Acosta's manager retired recently, so now she has a new manager to report to, April Snow. Jill notices that April tries to ensure that all of her subordinates get along and feel comfortable approaching her with questions or concerns. Jill concludes that April has a(n)
A) high need for affiliation.
B) strong desire to control situations.
C) high need for achievement.
D) introverted personality.
E) low level of self-esteem.

15) You need to promote someone to a position that requires a high degree of conscientiousness. Which of the following people are you most likely to promote?
A) Javier enjoys pointing out the negative side of any proposal.
B) Agnetha will put in extra time to learn a new skill thoroughly.
C) Wanda tends to assume her performance is worse than it is.
D) Lester goes out of his way to help new employees feel part of the team.
E) Malik is open to considering new ideas about products and processes.

16) People who are less inclined toward social interactions and to have a less positive outlook are said to be
A) optimistic.
B) dominant.
C) introverts.
D) agreeable.
E) extraverts.

17) Christian's manager Jeff never discusses personal topics, avoids eye contact, and doesn't attend office parties or other work-related social events. Christian tells a coworker Michelle about his fear that their manager is planning to fire them because of his aloofness. Christian is reassured when Michelle points out that Jeff is quiet and aloof because he simply doesn't have a sociable, outgoing personality. Michelle's response demonstrates the idea that
A) subordinates are better off with a manager who is extraverted rather than introverted.
B) a manager with an introverted personality often clashes with subordinates who are more outgoing.
C) understanding personality differences can help subordinates understand managers' behavior.
D) introverted managers need to change their personalities to lead effectively.
E) organization members tend to seek employees who are similar in personality to themselves.

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18) Javier Lopez of Software Solutions is an effective and efficient manager. However, he always points out what can go wrong, and he avoids personal conversations and office parties. Javier can be classified as
A) an extravert.
B) having an external locus of control.
C) having high self-esteem.
D) an introvert.
E) being open to change.

19) 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

20) Tom slams his coffee cup on his desk and calls for his assistant Ian. Ian rushes in, and Tom begins to complain about Ian's lack of progress on an ongoing project. Then he breaks off, puts his head in his hands, and moans, "We'll never reach our goal; it's impossible at this rate." Tom is demonstrating
A) introversion.
B) conscientiousness.
C) negative affectivity.
D) self-esteem.
E) the need for affiliation.

21) Chelsie Sykes, a manager for a medical devices manufacturer, is organized and self-disciplined. She thinks carefully before she speaks, turns in error-free reports, and tirelessly strives to meet her goals. Chelsie is demonstrating
A) conscientiousness.
B) openness to experience.
C) agreeableness.
D) extraversion.
E) negative affectivity.

22) Which of the following managers would you evaluate as being high on the agreeableness continuum?
A) Jenna plans social activities to help foster team identity.
B) Luis expresses concern when his employees have personal problems.
C) Anshul takes care that all his reports use accurate figures and correct grammar.
D) Lena feels good about her leadership skills and contributions to the company.
E) Harold wants to exceed his goals so he will receive the "Manager of the Year" award.

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23) Laura Coraldi is a manager at Quick Pizza. She is great at understanding the feelings of her subordinates and takes time out for all of them. She listens to their problems, sympathizes, and tries her best to give solutions. From this information, it can be inferred that Laura is
A) an introvert.
B) a planner.
C) high on agreeableness.
D) low on conscientiousness.
E) high on negative affectivity.

24) _____ is the tendency to be careful, scrupulous, and persevering.
A) Conscientiousness
B) Openness to experience
C) Need for achievement
D) Agreeableness
E) Extraversion

25) When might introversion be a helpful personality trait for managers?
A) when they need to cultivate good, close relationships
B) when their jobs require them to accomplish much work in a limited time
C) when they need to overcome obstacles
D) when they turn their ideas into successful new ventures
E) when they want to be innovative in their planning and decision making

26) Managers who have high conscientiousness are most likely to be
A) introverts.
B) open to experience.
C) low on agreeableness.
D) organized and self-disciplined.
E) extroverts.

27) _____ 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

28) As a manager of a creative services agency, Brooke Burns is known throughout the company as a risk-taker and an innovator. Brooke is high on the trait continuum of
A) introversion.
B) agreeableness.
C) openness to experience.
D) negative affectivity.
E) conscientiousness.

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29) Which of the following is a reason that high self-esteem is valuable in a manager?
A) It causes managers to become more extraverted when dealing with associates.
B) It keeps managers from intervening in their subordinates' projects or problems.
C) It allows them to face the reality that they are not in control of most situations.
D) It facilitates the manager's setting high standards for his or her own performance.
E) It tends to accompany the personality trait of conscientiousness.

30) Kevin Plank at Under Armor has _____, meaning that he believes he can make a difference.
A) high conscientiousness
B) low self-esteem
C) a need for power
D) an internal locus of control
E) an external locus of control

31) If manager Cate Hale does not perform well on a project, she blames it on lack of preparedness on her part. Cate can be said to have
A) agreeableness.
B) low self-esteem.
C) negative affectivity.
D) high extraversion.
E) an internal locus of control.

32) 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) negative affectivity
E) attitude

33) 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 possess
A) conscientiousness.
B) openness to experience.
C) extraversion.
D) an external locus of control.
E) a high self-esteem.

34) 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) agreeableness.
B) high self-esteem.
C) a high sense of achievement.
D) low neuroticism.
E) an external locus of control.

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35) _____ 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) Locus of control

36) As the night manager of Spicy Bites, Ryan must deal with customer complaints, address safety hazards, and handle employee conflicts. He never lets these difficult situations keep him from feeling competent, deserving, and in control. As a manager, Ryan consistently demonstrates
A) an external locus of control.
B) negative affectivity.
C) high self-esteem.
D) agreeableness.
E) risk-taking behavior.

37) 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) an internal locus of control.
B) low self-esteem.
C) a need for affiliation.
D) little openness to experience.
E) low level of agreeableness.

38) Which of the following traits is likely to help managers maintain high standards for themselves and push ahead on challenging projects?
A) high extraversion
B) need for affiliation
C) external locus of control
D) need for power
E) high self-esteem

39) 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) sociability.

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40) Leo must choose a manager to head a new task force. The vice president of his department asked him to choose a high achiever for this role. Which of the following people is Leo most likely to choose?
A) Lai works consistently to improve relationships in her department. She schedules a team social event at least six times a year.
B) Ivo believes he can make a difference. He accepts responsibility for the consequences of his own actions.
C) Rita is a natural leader. She exerts a lot of influence over her peers, and she keeps tight control over the actions of her subordinates.
D) Jess consistently accepts challenging tasks. She keeps clear goals for herself and likes to get regular feedback for her performance.
E) Greg is unsure of his capabilities. He needs to be pushed to take on assignments that force him to learn new skills.

41) The need for _____ is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having associates get along with one another.
A) power
B) self-esteem
C) conscientiousness
D) achievement
E) affiliation

42) The need for power is the extent to which an individual desires to
A) socialize the workplace.
B) uphold high standards.
C) control or influence others.
D) establish good relationships.
E) complain about subordinates.

43) Which of the following terms refers to 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

44) A(n) _____ value is a personal conviction about lifelong goals or objectives.
A) terminal
B) instrumental
C) moral
D) means
E) competence-related

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45) A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.
A) terminal
B) personal
C) social
D) moral
E) instrumental

46) Manager Scott Fairchild is upset because another valuable employee has just submitted her letter of resignation. Liana Cho is experienced, knowledgeable, and has gained much insight over the years into Synergy Company's culture and the software industry in general. She will be missed. Scott is alarmed by Synergy's high turnover rate. What is one thing he might do to address this problem effectively?
A) Explain to employees that they must sometimes do things that go against their consciences, and offer them support for doing so.
B) Keep employees aware of exactly what they are supposed to do and when and how they are supposed to do it.
C) Praise employees for excellent job performance and offer them the freedom to use their own judgment on the job.
D) Keep employees out of loop when it comes to planning and decision making, so that if an employee quits, valuable knowledge won't be lost.
E) Hold a company-wide meeting in which he states that loyalty to Synergy is paramount and that disloyal employees will be laid off.

47) The employees at Software Solutions wear casual clothes, play pool at lunch, and bring their children to work. When Adrienne Sidon joined the company, no one explained these unwritten rules to her; she just figured them out. These informal codes of conduct followed by Software Solutions employees are known as
A) norms.
B) goals.
C) instrumental values.
D) terminal values.
E) unspoken rules.

48) 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

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49) Which of the following is an example of someone applying a terminal value?
A) Lara is confident she can figure out problems using her own analytical skills.
B) Peter prefers not to accept help from coworkers unless it is absolutely necessary.
C) Na is careful not to do anything that will make her feel that she has compromised herself.
D) Hector rarely loses his temper when he is working under stressful conditions.
E) Trish methodically sticks to her schedule and to-do list even when she doesn't like the tasks.

50) Jayden Johnson, a production manager at AKC, has successfully developed a cost-effective nebulizer that has made a lasting contribution to the firm. Which of the following terminal values most likely helped Jayden develop this product?
A) need for affiliation
B) sense of accomplishment
C) need for power
D) self-respect
E) need for equality

51) A(n) _____ is a collection of feelings and beliefs.
A) habit
B) attitude
C) value
D) norm
E) aptitude

52) Adam Fallon, a newly promoted manager at Drone World, puts in long hours and recently went out of his way to help a coworker finish a task on time. Adam is demonstrating
A) mature socialization.
B) organizational citizenship.
C) job dissatisfaction.
D) high introversion.
E) the need for power.

53) 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) reluctance to offer suggestions to the organization.
D) emotional attachment to the organization.
E) collection of feelings and beliefs about the organization as a whole.

54) 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.

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55) Teresa Perez manages twelve employees at Muy Delicioso, a Mexican fast-food chain. She believes in the quality of the food, has a high degree of loyalty toward Muy Delicioso as a company, and is proud of the difference its presence has made in the community. Teresa is demonstrating organizational
A) culture.
B) socialization.
C) commitment.
D) control.
E) affiliation.

56) 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

57) William Merck, manager of Will's Way, is always smiling, pointing out the bright side of negative situations, and giving uplifting advice. Predict the most likely condition of the subordinates who work for William.
A) lower self-esteem
B) introversion
C) higher performance levels
D) higher need for power
E) low job satisfaction

58) Ayesha Drummond, a manager at Hi-Yield Investment Group, is not always able to control her temper at work. If anyone contradicts her, she gets red in the face, raises her voice, and challenges others' opinions. Ayesha's assistant, Violeta Padilla, feels threatened and upset when Ayesha gets angry. Violeta has noticed that her own and others' decision-making ability is hindered by Ayesha's negative moods. Violeta decides to take the initiative and discuss her concerns directly with Ayesha. Of the following, what should Violeta focus on in the discussion?
A) Violeta should say that she cannot work for a manager who gets angry because she is an introvert who needs a quiet environment.
B) She should inform Ayesha that Ayesha does not have a good understanding of her own emotions.
C) She should explain that Ayesha's subordinates want to feel comfortable making decisions, but her outbursts create an atmosphere of fear.
D) Violeta should read Ayesha passages taken from a recent journal article on emotional intelligence in the workplace.
E) Violeta should accuse Ayesha of being irrational and conclude that she has no business being a manager.

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59) 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

60) People who are most likely to experience negative moods are
A) high on negative affectivity.
B) high on agreeableness.
C) high on job satisfaction.
D) high on organizational commitment.
E) low on socialization.

61) As a manager of a packing and shipping store, Kwame Brown comes to work upbeat, enthusiastic, and energetic. His employees appreciate his positive
A) trait.
B) mood.
C) values.
D) self-esteem.
E) achievements.

62) An intense, relatively short-lived feeling is called a(n)
A) emotion.
B) value.
C) motivation.
D) commitment.
E) attitude.

63) 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) organizational commitment

64) 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) attitude.
B) socialization.
C) emotional intelligence.
D) organizational commitment.
E) extraversion.

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65) Emotional intelligence can help managers perform interpersonal roles like that of a
A) resource allocator.
B) monitor.
C) planner.
D) liaison.
E) decision maker.

66) Because Parthiv understands his employees' feelings, he is able to relate to them and motivate them to work together to achieve the team's goals. This demonstrates that emotional intelligence in a manager has the potential to contribute to effective _____ in multiple ways.
A) leadership
B) profit sharing
C) values
D) agreeableness
E) socialization

67) 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) achievement
C) conscientiousness
D) structure
E) culture

68) Words on Paper 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. This is a description of the company's _____ culture.
A) innovative
B) entrepreneurial
C) organizational
D) conservative
E) imaginative

69) The distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization is known as organizational
A) culture.
B) capital.
C) hierarchy.
D) planning.
E) structure.

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70) Bill Gates, founder of Microsoft, expects employees to be creative, work hard, dress informally, and personalize their offices. This is an example of how
A) employees imitate their supervisors' behavior out of deference.
B) founders influence their organizations' values and norms.
C) successful organizations all display a similar organizational culture.
D) employees gravitate toward organizations that have no norms.
E) organizational members learn from each other without realizing it.

71) _____ signify what an organization and its employees are trying to accomplish.
A) Emotions
B) Moods
C) Terminal values
D) Instrumental values
E) Attitudes

72) _____ guide how the organization and its members achieve organizational goals.
A) Attitudes
B) Emotions
C) Moods
D) Instrumental values
E) Terminal values

73) Shannon Colbert, a business major at Urban College, is focused on her dream of becoming a manager for a major company. Armen Krikorian, a manager at Shoe Shack, believes his team should show unfailing courtesy to customers. Shannon demonstrates _____ values, while Armen demonstrates _____ values.
A) leading; planning
B) planning; leading
C) introverted; extraverted
D) terminal; instrumental
E) instrumental; terminal

74) According to the ASA model, company founders can influence the values, norms, and standards of their companies. This occurs because
A) the founder is highly conscientious.
B) managers distribute rules for behavior.
C) the founder lays off employees and hires all-new staff.
D) subordinates imitate the style of the founder.
E) subordinates are inspired to create their own values.

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) As a manager of a chain of auto parts stores, you have noticed a high turnover rate for newly hired employees. It seems that new employees quit, often within their first six months, because they say they feel disconnected from their coworkers and the rest of the organization. Which of the following actions would most likely help you reduce employee turnover?
A) Make introverted employees attend a workshop to become more outgoing.
B) Implement a plan for improving organizational socialization.
C) Recruit and hire introverted personalities who won't mind feeling less connected.
D) Ask resigning employees to name the specific people they didn't connect with.
E) Warn job applicants that the organization has a reputation for being unfriendly.

77) At Zoom Zone Athletic Wear, new employees go through a short orientation process. They hear about the organization and its values, culture, and goals. They then meet their work group and learn 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
A) controlling.
B) planning.
C) socialization.
D) agreeableness.
E) conscientiousness.

78) 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.

79) Rites of _____ determine how individuals enter, advance within, and leave the organization.
A) passage
B) integration
C) celebration
D) inauguration
E) enhancement

80) 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.

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81) For the grocery chain Go Bananas, a social media specialist announces employee promotions on the company's blog. This is an example of a rite of
A) inauguration.
B) celebration.
C) socialization.
D) passage.
E) enhancement.

82) 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.

83) Emma Rosenstein of Busy Industries has just hired a new lower-level manager who comes from a conservative organizational culture. Will Slater is cautious, slow to make decisions, and subjects his subordinates to close monitoring. One of his subordinates, Tessa Jones, comes to Emma in frustration, saying, "Whenever I have a suggestion, Will wants to put it through a formal review process. I don't feel like he is willing to listen to new ideas." Emma decides to encourage Will to change his management style to one that better fits the innovative culture of Busy Industries. Of the following, which is the best choice for Emma?
A) Encourage Will to allow his subordinates to participate in the planning and decision-making process.
B) Counsel Will to take a hands-on approach and stay involved in every aspect of his subordinates' actions.
C) Help Will become more extraverted so that he can establish a friendly relationship with each subordinate.
D) Advise Will to establish rites of passage, such as employee training, so that subordinates feel involved.
E) Urge Will to remain cautious in the implementation of new ideas, so that his subordinates' jobs stay secure.

84) 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.
C) A product team structure is most suitable for an organization with a conservative culture.
D) Such organizations have a flat structure with few levels in the hierarchy.
E) The managers most likely value creativity and innovation, and are open to change.

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85) Bells and Whistles Company establishes a product team to develop a new mobile app. Mark and Carmen are part of the team, and they are excited about their new roles as product developers. Lately, Mark has been complaining to Carmen that he needs to have every action he takes approved by his manager and then by his manager's manager. Mark despairs of ever getting a creative idea off the ground. Carmen confides that she is experiencing the same problem. Evaluate the reason why Mark and Carmen are having difficulty getting their new product team up and running.
A) Mark and Carmen are not sufficiently socialized at Bells and Whistles Company.
B) Bells and Whistles has a rigid hierarchy of authority that demonstrates a conservative culture.
C) Mark and Carmen are not extraverted enough to communicate comfortably with upper management.
D) Mark and Carmen have low self-esteem, as evidenced by their poor attitudes toward their work.
E) Bells and Whistles does not offer enough rites of integration to build shared norms and values.

86) Rebecca Nguyen hires a new salesperson, Paul McKinney. She notices he hesitates to cultivate new customers, preferring to work with established clients. One day Rebecca takes Paul to lunch. To his surprise, she suddenly starts making a sales pitch to a total stranger on the street. The stranger isn't interested, but afterward Rebecca turns to Paul and says, "That wasn't so bad; I've learned something from that encounter. Now you go and do likewise." Rebecca's management style is
A) conscientious.
B) introverted.
C) leading by example.
D) conservative.
E) constant monitoring.

87) Managers who recognize that failure must be accepted for creativity to thrive tend to value
A) caution.
B) formality.
C) introversion.
D) innovation.
E) hierarchy.

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88) Selena Jackson is a new manager at a real-estate agency, Forever Homes. The manager she is replacing had a reputation for being extremely conservative. He carefully monitored employee progress toward sales goals, laid out strict rules that all employees were expected to follow, and emphasized caution in decision making. Selena believes the company would benefit from a less conservative management approach. What is one step Selena can take to establish an innovative culture at Forever Homes?
A) Be supportive whether employees succeed or fail.
B) Initiate an annual awards banquet that recognizes employees who surpass their sales goals.
C) Set clear, easily achievable incremental sales goals and closely watch employees' individual progress.
D) Conduct a survey of employee attitudes, and lay off employees demonstrating poor job satisfaction.
E) Award bonuses to employees who demonstrate extraversion.

89) Roxanna Schwartzkopf joined WestCorp, a company with an innovative culture, as a middle manager. Now she has been promoted to lead a team of subject-matter experts tasked with developing a new product line. Roxanna feels pressure to ensure the success of this risky new venture. When one of her team members, Jenna Sanders, approaches her with a daring new idea, Roxanna insists that Jenna defend the idea by presenting an hour-long slide presentation to management. Next, Roxanna subjects Jenna's idea to a formal review process that is still underway months later. As a result, Roxanna's team has made little progress, and the team members are losing motivation. Given WestCorp's culture, what should Roxanna have done instead to support the success of her new team?
A) She should have allowed the team to proceed with the idea but constantly monitored their progress toward the goal.
B) She should have prevented her team from participating in the planning process until she herself had defined their final objective.
C) She should have shown a willingness to listen to new ideas and to take risks in developing new products.
D) She should have created a well-defined hierarchy of authority and established clear reporting relationships for the team.
E) She should have tested Jenna's idea at every stage of development by holding focus tests rather than doing internal reviews.

90) Sumathy Kumar is a manager tasked with building common norms and values at a new social networking start-up, Spirit. As a brand-new company, Spirit does not yet have a clear-cut organizational culture. The company founder has chosen Sumathy for this task because of her outgoing and positive personality. Which of the following represents the most effective way Sumathy can progress toward encouraging shared norms and values at Spirit?
A) She can halt the singling out of individual employees at awards ceremonies because it discourages other employees.
B) She can post a report about the importance of socialization to the company website and email its link to all employees.
C) She can share stories about organizational heroes and villains and their actions.
D) She can stay late at the office to lead by example and encourage others to do the same.
E) She can encourage employees to suggest how other coworkers can be more sociable.

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91) It is important to understand the personalities of managers because their personality types influence their approach to managing people and resources. Choose one of the Big Five personality dimensions. Describe in detail the ways in which a manager with the personality dimension you chose would approach each of the four management behaviors (planning, organizing, leading, controlling).

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

93) Distinguish between internal and external locus of control.

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

95) A terminal value is a personal conviction about lifelong goals. Choose one of the two terminal values identified by Milton Rokeach. Next, give three well-developed examples of how a manager would apply the value you chose in the workplace.

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

97) Discuss organizational commitment and its relationship to organizational culture.

98) How do negative moods affect an organization? First, describe the qualities of a negative mood in general. Next, develop at least three examples of how negative moods exhibited by managers can affect their subordinates and, by extension, the organization as a whole.

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

100) What is organizational culture? Compare weak and strong organizational culture, using examples.

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

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

103) How does socialization help an organization? Give two examples of ways that organizations can use socialization to improve their organization.

104) Explain what organizational rites are and name the different types. Choose one type of organizational rite, and discuss how a manager could use it to enhance employee productivity. Provide specific examples of this application.

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

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Essentials of Contemporary Management, 8e **(Jones)**
Chapter 2 Values, Attitudes, Emotions, and Culture: The Manager as a Person

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

Answer: FALSE
Explanation: Managers are responsible for ensuring that organizations and their members behave in an ethical fashion, and for this they need an internal locus of control—they need to know and feel they can make a difference.
Difficulty: 2 Medium
Topic: Internal Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

2) 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.

Answer: FALSE
Explanation: 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.
Difficulty: 1 Easy
Topic: Need for Achievement
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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3) A personal conviction about lifelong goals or objectives is called a terminal value.

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

4) People who are low on extraversion still experience positive moods.

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

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

Answer: FALSE
Explanation: 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.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
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6) 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.

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

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

Answer: TRUE
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
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8) 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.

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

9) Both terminal and instrumental values of managers play a role in determining organizational culture.

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

10) 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.

Answer: TRUE
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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11) 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.

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

12) Identify the Big Five personality traits.
A) extraversion, compliance, perfectionism, self-reliance, and apprehension
B) extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience
C) extraversion, negative affectivity, agreeableness, conscientiousness, and compliance
D) extraversion, negative affectivity, agreeableness, compliance, and perfectionism
E) extraversion, negative affectivity, compliance, perfectionism, and self-reliance

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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13) 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.

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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14) Jill Acosta's manager retired recently, so now she has a new manager to report to, April Snow. Jill notices that April tries to ensure that all of her subordinates get along and feel comfortable approaching her with questions or concerns. Jill concludes that April has a(n)
A) high need for affiliation.
B) strong desire to control situations.
C) high need for achievement.
D) introverted personality.
E) low level of self-esteem.

Answer: A
Explanation: 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. 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.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Apply
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15) You need to promote someone to a position that requires a high degree of conscientiousness. Which of the following people are you most likely to promote?
A) Javier enjoys pointing out the negative side of any proposal.
B) Agnetha will put in extra time to learn a new skill thoroughly.
C) Wanda tends to assume her performance is worse than it is.
D) Lester goes out of his way to help new employees feel part of the team.
E) Malik is open to considering new ideas about products and processes.

Answer: B
Explanation: 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. Conscientiousness is the tendency to be careful, scrupulous, and persevering.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Apply
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16) People who are less inclined toward social interactions and to have a less positive outlook are said to be
A) optimistic.
B) dominant.
C) introverts.
D) agreeable.
E) extraverts.

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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17) Christian's manager Jeff never discusses personal topics, avoids eye contact, and doesn't attend office parties or other work-related social events. Christian tells a coworker Michelle about his fear that their manager is planning to fire them because of his aloofness. Christian is reassured when Michelle points out that Jeff is quiet and aloof because he simply doesn't have a sociable, outgoing personality. Michelle's response demonstrates the idea that
A) subordinates are better off with a manager who is extraverted rather than introverted.
B) a manager with an introverted personality often clashes with subordinates who are more outgoing.
C) understanding personality differences can help subordinates understand managers' behavior.
D) introverted managers need to change their personalities to lead effectively.
E) organization members tend to seek employees who are similar in personality to themselves.

Answer: C
Explanation: Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook. Managers who are low on extraversion may nevertheless be highly effective and efficient, especially when their jobs do not require much social interaction. Their quieter approach may enable them to accomplish quite a bit of work in limited time.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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18) Javier Lopez of Software Solutions is an effective and efficient manager. However, he always points out what can go wrong, and he avoids personal conversations and office parties. Javier can be classified as
A) an extravert.
B) having an external locus of control.
C) having high self-esteem.
D) an introvert.
E) being open to change.

Answer: D
Explanation: 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.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
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19) 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

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Negative Affectivity
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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20) Tom slams his coffee cup on his desk and calls for his assistant Ian. Ian rushes in, and Tom begins to complain about Ian's lack of progress on an ongoing project. Then he breaks off, puts his head in his hands, and moans, "We'll never reach our goal; it's impossible at this rate." Tom is demonstrating
A) introversion.
B) conscientiousness.
C) negative affectivity.
D) self-esteem.
E) the need for affiliation.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Negative Affectivity
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Apply
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21) Chelsie Sykes, a manager for a medical devices manufacturer, is organized and self-disciplined. She thinks carefully before she speaks, turns in error-free reports, and tirelessly strives to meet her goals. Chelsie is demonstrating
A) conscientiousness.
B) openness to experience.
C) agreeableness.
D) extraversion.
E) negative affectivity.

Answer: A
Explanation: Conscientiousness is the tendency to be careful, scrupulous, and persevering. Managers who are high on the conscientiousness continuum are organized and self-disciplined, and their persistence and determination help them overcome obstacles and turn their ideas into successful new ventures.
Difficulty: 2 Medium
Topic: Negative Affectivity
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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22) Which of the following managers would you evaluate as being high on the agreeableness continuum?
A) Jenna plans social activities to help foster team identity.
B) Luis expresses concern when his employees have personal problems.
C) Anshul takes care that all his reports use accurate figures and correct grammar.
D) Lena feels good about her leadership skills and contributions to the company.
E) Harold wants to exceed his goals so he will receive the "Manager of the Year" award.

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Agreeableness
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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23) Laura Coraldi is a manager at Quick Pizza. She is great at understanding the feelings of her subordinates and takes time out for all of them. She listens to their problems, sympathizes, and tries her best to give solutions. From this information, it can be inferred that Laura is
A) an introvert.
B) a planner.
C) high on agreeableness.
D) low on conscientiousness.
E) high on negative affectivity.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Agreeableness
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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24) _____ is the tendency to be careful, scrupulous, and persevering.
A) Conscientiousness
B) Openness to experience
C) Need for achievement
D) Agreeableness
E) Extraversion

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Conscientiousness
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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25) When might introversion be a helpful personality trait for managers?
A) when they need to cultivate good, close relationships
B) when their jobs require them to accomplish much work in a limited time
C) when they need to overcome obstacles
D) when they turn their ideas into successful new ventures
E) when they want to be innovative in their planning and decision making

Answer: B
Explanation: Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook. Managers who are low on extraversion may nevertheless be highly effective and efficient, especially when their jobs do not require much social interaction. Their quieter approach may enable them to accomplish quite a bit of work in limited time.
Difficulty: 2 Medium
Topic: Conscientiousness
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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26) Managers who have high conscientiousness are most likely to be
A) introverts.
B) open to experience.
C) low on agreeableness.
D) organized and self-disciplined.
E) extroverts.

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: Conscientiousness
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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27) _____ 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

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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28) As a manager of a creative services agency, Brooke Burns is known throughout the company as a risk-taker and an innovator. Brooke is high on the trait continuum of
A) introversion.
B) agreeableness.
C) openness to experience.
D) negative affectivity.
E) conscientiousness.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

29) Which of the following is a reason that high self-esteem is valuable in a manager?
A) It causes managers to become more extraverted when dealing with associates.
B) It keeps managers from intervening in their subordinates' projects or problems.
C) It allows them to face the reality that they are not in control of most situations.
D) It facilitates the manager's setting high standards for his or her own performance.
E) It tends to accompany the personality trait of conscientiousness.

Answer: D
Explanation: 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.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
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30) Kevin Plank at Under Armor has _____, meaning that he believes he can make a difference.
A) high conscientiousness
B) low self-esteem
C) a need for power
D) an internal locus of control
E) an external locus of control

Answer: D
Explanation: 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.
Difficulty: 2 Medium
Topic: Internal Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

31) If manager Cate Hale does not perform well on a project, she blames it on lack of preparedness on her part. Cate can be said to have
A) agreeableness.
B) low self-esteem.
C) negative affectivity.
D) high extraversion.
E) an internal locus of control.

Answer: E
Explanation: 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.
Difficulty: 2 Medium
Topic: Internal Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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32) 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) negative affectivity
E) attitude

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Internal Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

33) 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 possess
A) conscientiousness.
B) openness to experience.
C) extraversion.
D) an external locus of control.
E) a high self-esteem.

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: External Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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34) 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) agreeableness.
B) high self-esteem.
C) a high sense of achievement.
D) low neuroticism.
E) an external locus of control.

Answer: E
Explanation: 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.
Difficulty: 2 Medium
Topic: External Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
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35) _____ 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) Locus of control

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Self-Esteem
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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36) As the night manager of Spicy Bites, Ryan must deal with customer complaints, address safety hazards, and handle employee conflicts. He never lets these difficult situations keep him from feeling competent, deserving, and in control. As a manager, Ryan consistently demonstrates
A) an external locus of control.
B) negative affectivity.
C) high self-esteem.
D) agreeableness.
E) risk-taking behavior.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Self-Esteem
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
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37) 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) an internal locus of control.
B) low self-esteem.
C) a need for affiliation.
D) little openness to experience.
E) low level of agreeableness.

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Self-Esteem
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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38) Which of the following traits is likely to help managers maintain high standards for themselves and push ahead on challenging projects?
A) high extraversion
B) need for affiliation
C) external locus of control
D) need for power
E) high self-esteem

Answer: E
Explanation: 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.
Difficulty: 2 Medium
Topic: Self-Esteem
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
AACSB: Analytical Thinking
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39) 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) sociability.

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Need for Achievement
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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40) Leo must choose a manager to head a new task force. The vice president of his department asked him to choose a high achiever for this role. Which of the following people is Leo most likely to choose?
A) Lai works consistently to improve relationships in her department. She schedules a team social event at least six times a year.
B) Ivo believes he can make a difference. He accepts responsibility for the consequences of his own actions.
C) Rita is a natural leader. She exerts a lot of influence over her peers, and she keeps tight control over the actions of her subordinates.
D) Jess consistently accepts challenging tasks. She keeps clear goals for herself and likes to get regular feedback for her performance.
E) Greg is unsure of his capabilities. He needs to be pushed to take on assignments that force him to learn new skills.

Answer: D
Explanation: 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.
Difficulty: 3 Hard
Topic: Need for Achievement
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Apply
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41) The need for _____ is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having associates get along with one another.
A) power
B) self-esteem
C) conscientiousness
D) achievement
E) affiliation

Answer: E
Explanation: 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.
Difficulty: 1 Easy
Topic: Need for Affiliation
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
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42) The need for power is the extent to which an individual desires to
A) socialize the workplace.
B) uphold high standards.
C) control or influence others.
D) establish good relationships.
E) complain about subordinates.

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Need for Power
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
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43) Which of the following terms refers to 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

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Remember
AACSB: Analytical Thinking
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44) A(n) _____ value is a personal conviction about lifelong goals or objectives.
A) terminal
B) instrumental
C) moral
D) means
E) competence-related

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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45) A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.
A) terminal
B) personal
C) social
D) moral
E) instrumental

Answer: E
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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46) Manager Scott Fairchild is upset because another valuable employee has just submitted her letter of resignation. Liana Cho is experienced, knowledgeable, and has gained much insight over the years into Synergy Company's culture and the software industry in general. She will be missed. Scott is alarmed by Synergy's high turnover rate. What is one thing he might do to address this problem effectively?
A) Explain to employees that they must sometimes do things that go against their consciences, and offer them support for doing so.
B) Keep employees aware of exactly what they are supposed to do and when and how they are supposed to do it.
C) Praise employees for excellent job performance and offer them the freedom to use their own judgment on the job.
D) Keep employees out of loop when it comes to planning and decision making, so that if an employee quits, valuable knowledge won't be lost.
E) Hold a company-wide meeting in which he states that loyalty to Synergy is paramount and that disloyal employees will be laid off.

Answer: C
Explanation: The freedom to use one's judgment can be a source of satisfaction for managers and other employees. An employee who is highly satisfied may never even think about looking for another position; a dissatisfied employee may always be on the lookout for new opportunities. Turnover can hurt an organization because it causes the loss of the experience and knowledge that employees have gained about the company, industry, and business environment.
Difficulty: 3 Hard
Topic: Attitudes
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Apply
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47) The employees at Software Solutions wear casual clothes, play pool at lunch, and bring their children to work. When Adrienne Sidon joined the company, no one explained these unwritten rules to her; she just figured them out. These informal codes of conduct followed by Software Solutions employees are known as
A) norms.
B) goals.
C) instrumental values.
D) terminal values.
E) unspoken rules.

Answer: A
Explanation: In addition to values, shared norms also are a key aspect of organizational culture. Recall that norms are unwritten, informal rules or guidelines that prescribe appropriate behavior in particular situations.
Difficulty: 2 Medium
Topic: Norms
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Understand
AACSB: Analytical Thinking
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48) 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

Answer: A
Explanation: *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.
Difficulty: 1 Easy
Topic: Value Systems
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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49) Which of the following is an example of someone applying a terminal value?
A) Lara is confident she can figure out problems using her own analytical skills.
B) Peter prefers not to accept help from coworkers unless it is absolutely necessary.
C) Na is careful not to do anything that will make her feel that she has compromised herself.
D) Hector rarely loses his temper when he is working under stressful conditions.
E) Trish methodically sticks to her schedule and to-do list even when she doesn't like the tasks.

Answer: C
Explanation: Na exhibits self-respect by not wanting to compromise herself. A sense of self-respect is an example of a terminal value. The others exhibit self-reliance, self-sufficience, self-control, and self-discipline, which are examples of instrumental values.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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50) Jayden Johnson, a production manager at AKC, has successfully developed a cost-effective nebulizer that has made a lasting contribution to the firm. Which of the following terminal values most likely helped Jayden develop this product?
A) need for affiliation
B) sense of accomplishment
C) need for power
D) self-respect
E) need for equality

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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51) A(n) _____ is a collection of feelings and beliefs.
A) habit
B) attitude
C) value
D) norm
E) aptitude

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Remember
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52) Adam Fallon, a newly promoted manager at Drone World, puts in long hours and recently went out of his way to help a coworker finish a task on time. Adam is demonstrating
A) mature socialization.
B) organizational citizenship.
C) job dissatisfaction.
D) high introversion.
E) the need for power.

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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53) 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) reluctance to offer suggestions to the organization.
D) emotional attachment to the organization.
E) collection of feelings and beliefs about the organization as a whole.

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Understand
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54) 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.

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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55) Teresa Perez manages twelve employees at Muy Delicioso, a Mexican fast-food chain. She believes in the quality of the food, has a high degree of loyalty toward Muy Delicioso as a company, and is proud of the difference its presence has made in the community. Teresa is demonstrating organizational
A) culture.
B) socialization.
C) commitment.
D) control.
E) affiliation.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Understand
AACSB: Analytical Thinking
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56) 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

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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57) William Merck, manager of Will's Way, is always smiling, pointing out the bright side of negative situations, and giving uplifting advice. Predict the most likely condition of the subordinates who work for William.
A) lower self-esteem
B) introversion
C) higher performance levels
D) higher need for power
E) low job satisfaction

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
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58) Ayesha Drummond, a manager at Hi-Yield Investment Group, is not always able to control her temper at work. If anyone contradicts her, she gets red in the face, raises her voice, and challenges others' opinions. Ayesha's assistant, Violeta Padilla, feels threatened and upset when Ayesha gets angry. Violeta has noticed that her own and others' decision-making ability is hindered by Ayesha's negative moods. Violeta decides to take the initiative and discuss her concerns directly with Ayesha. Of the following, what should Violeta focus on in the discussion?
A) Violeta should say that she cannot work for a manager who gets angry because she is an introvert who needs a quiet environment.
B) She should inform Ayesha that Ayesha does not have a good understanding of her own emotions.
C) She should explain that Ayesha's subordinates want to feel comfortable making decisions, but her outbursts create an atmosphere of fear.
D) Violeta should read Ayesha passages taken from a recent journal article on emotional intelligence in the workplace.
E) Violeta should accuse Ayesha of being irrational and conclude that she has no business being a manager.

Answer: C
Explanation: Rather than making personal judgments or accusations, Violeta should focus on how Ayesha's behavior affects her employees' productivity. Managers and other members of an organization need to realize that how they feel affects how they treat others and how others respond to them, including their subordinates. For example, a subordinate may be more likely to approach a manager with a somewhat unusual but potentially useful idea if the subordinate thinks the manager is in a good mood. Likewise, when managers are in very bad moods, their subordinates might try to avoid them at all costs.
Difficulty: 3 Hard
Topic: Emotional Stability
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Bloom's: Apply
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59) 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

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Bloom's: Remember
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60) People who are most likely to experience negative moods are
A) high on negative affectivity.
B) high on agreeableness.
C) high on job satisfaction.
D) high on organizational commitment.
E) low on socialization.

Answer: A
Explanation: 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.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
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61) As a manager of a packing and shipping store, Kwame Brown comes to work upbeat, enthusiastic, and energetic. His employees appreciate his positive
A) trait.
B) mood.
C) values.
D) self-esteem.
E) achievements.

Answer: B
Explanation: A mood is a feeling or state of mind. When people are in a positive mood, they feel excited, enthusiastic, active, or elated.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

62) An intense, relatively short-lived feeling is called a(n)
A) emotion.
B) value.
C) motivation.
D) commitment.
E) attitude.

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
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63) 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) organizational commitment

Answer: A
Explanation: Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.
Difficulty: 1 Easy
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

64) 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) attitude.
B) socialization.
C) emotional intelligence.
D) organizational commitment.
E) extraversion.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
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65) Emotional intelligence can help managers perform interpersonal roles like that of a
A) resource allocator.
B) monitor.
C) planner.
D) liaison.
E) decision maker.

Answer: D
Explanation: 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.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Bloom's: Understand
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66) Because Parthiv understands his employees' feelings, he is able to relate to them and motivate them to work together to achieve the team's goals. This demonstrates that emotional intelligence in a manager has the potential to contribute to effective _____ in multiple ways.
A) leadership
B) profit sharing
C) values
D) agreeableness
E) socialization

Answer: A
Explanation: More generally, emotional intelligence has the potential to contribute to effective leadership in multiple ways.
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
Bloom's: Understand
AACSB: Analytical Thinking
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67) 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) achievement
C) conscientiousness
D) structure
E) culture

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

68) Words on Paper 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. This is a description of the company's _____ culture.
A) innovative
B) entrepreneurial
C) organizational
D) conservative
E) imaginative

Answer: C
Explanation: In essence, organizational culture reflects the distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
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69) The distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization is known as organizational
A) culture.
B) capital.
C) hierarchy.
D) planning.
E) structure.

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

70) Bill Gates, founder of Microsoft, expects employees to be creative, work hard, dress informally, and personalize their offices. This is an example of how
A) employees imitate their supervisors' behavior out of deference.
B) founders influence their organizations' values and norms.
C) successful organizations all display a similar organizational culture.
D) employees gravitate toward organizations that have no norms.
E) organizational members learn from each other without realizing it.

Answer: B
Explanation: An organization's founder and his or her terminal and instrumental values have a substantial influence on the values, norms, and standards of behavior that develop over time within the organization. Founders set the scene for the way cultural values and norms develop because their own values guide the building of the company, and they hire other managers and employees who they believe will share these values and help the organization attain them.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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71) _____ signify what an organization and its employees are trying to accomplish.
A) Emotions
B) Moods
C) Terminal values
D) Instrumental values
E) Attitudes

Answer: C
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Remember
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72) _____ guide how the organization and its members achieve organizational goals.
A) Attitudes
B) Emotions
C) Moods
D) Instrumental values
E) Terminal values

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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73) Shannon Colbert, a business major at Urban College, is focused on her dream of becoming a manager for a major company. Armen Krikorian, a manager at Shoe Shack, believes his team should show unfailing courtesy to customers. Shannon demonstrates _____ values, while Armen demonstrates _____ values.
A) leading; planning
B) planning; leading
C) introverted; extraverted
D) terminal; instrumental
E) instrumental; terminal

Answer: D
Explanation: A terminal value is a personal conviction about lifelong goals; an instrumental value is a personal conviction about modes of conduct. Terminal and instrumental values have an impact on what managers try to achieve and how they behave.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
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74) According to the ASA model, company founders can influence the values, norms, and standards of their companies. This occurs because
A) the founder is highly conscientious.
B) managers distribute rules for behavior.
C) the founder lays off employees and hires all-new staff.
D) subordinates imitate the style of the founder.
E) subordinates are inspired to create their own values.

Answer: D
Explanation: From the ASA model, 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by 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.

Answer: B
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Remember
AACSB: Analytical Thinking
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76) As a manager of a chain of auto parts stores, you have noticed a high turnover rate for newly hired employees. It seems that new employees quit, often within their first six months, because they say they feel disconnected from their coworkers and the rest of the organization. Which of the following actions would most likely help you reduce employee turnover?
A) Make introverted employees attend a workshop to become more outgoing.
B) Implement a plan for improving organizational socialization.
C) Recruit and hire introverted personalities who won't mind feeling less connected.
D) Ask resigning employees to name the specific people they didn't connect with.
E) Warn job applicants that the organization has a reputation for being unfriendly.

Answer: B
Explanation: 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Apply
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77) At Zoom Zone Athletic Wear, new employees go through a short orientation process. They hear about the organization and its values, culture, and goals. They then meet their work group and learn 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
A) controlling.
B) planning.
C) socialization.
D) agreeableness.
E) conscientiousness.

Answer: C
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
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78) 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.

Answer: D
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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79) Rites of _____ determine how individuals enter, advance within, and leave the organization.
A) passage
B) integration
C) celebration
D) inauguration
E) enhancement

Answer: A
Explanation: 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.
Difficulty: 1 Easy
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Remember
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80) 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.

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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81) For the grocery chain Go Bananas, a social media specialist announces employee promotions on the company's blog. This is an example of a rite of
A) inauguration.
B) celebration.
C) socialization.
D) passage.
E) enhancement.

Answer: E
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
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82) 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.

Answer: A
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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83) Emma Rosenstein of Busy Industries has just hired a new lower-level manager who comes from a conservative organizational culture. Will Slater is cautious, slow to make decisions, and subjects his subordinates to close monitoring. One of his subordinates, Tessa Jones, comes to Emma in frustration, saying, "Whenever I have a suggestion, Will wants to put it through a formal review process. I don't feel like he is willing to listen to new ideas." Emma decides to encourage Will to change his management style to one that better fits the innovative culture of Busy Industries. Of the following, which is the best choice for Emma?
A) Encourage Will to allow his subordinates to participate in the planning and decision-making process.
B) Counsel Will to take a hands-on approach and stay involved in every aspect of his subordinates' actions.
C) Help Will become more extraverted so that he can establish a friendly relationship with each subordinate.
D) Advise Will to establish rites of passage, such as employee training, so that subordinates feel involved.
E) Urge Will to remain cautious in the implementation of new ideas, so that his subordinates' jobs stay secure.

Answer: A
Explanation: 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Apply
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84) 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.
C) A product team structure is most suitable for an organization with a conservative culture.
D) Such organizations have a flat structure with few levels in the hierarchy.
E) The managers most likely value creativity and innovation, and are open to change.

Answer: B
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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85) Bells and Whistles Company establishes a product team to develop a new mobile app. Mark and Carmen are part of the team, and they are excited about their new roles as product developers. Lately, Mark has been complaining to Carmen that he needs to have every action he takes approved by his manager and then by his manager's manager. Mark despairs of ever getting a creative idea off the ground. Carmen confides that she is experiencing the same problem. Evaluate the reason why Mark and Carmen are having difficulty getting their new product team up and running.
A) Mark and Carmen are not sufficiently socialized at Bells and Whistles Company.
B) Bells and Whistles has a rigid hierarchy of authority that demonstrates a conservative culture.
C) Mark and Carmen are not extraverted enough to communicate comfortably with upper management.
D) Mark and Carmen have low self-esteem, as evidenced by their poor attitudes toward their work.
E) Bells and Whistles does not offer enough rites of integration to build shared norms and values.

Answer: B
Explanation: 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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86) Rebecca Nguyen hires a new salesperson, Paul McKinney. She notices he hesitates to cultivate new customers, preferring to work with established clients. One day Rebecca takes Paul to lunch. To his surprise, she suddenly starts making a sales pitch to a total stranger on the street. The stranger isn't interested, but afterward Rebecca turns to Paul and says, "That wasn't so bad; I've learned something from that encounter. Now you go and do likewise." Rebecca's management style is
A) conscientious.
B) introverted.
C) leading by example.
D) conservative.
E) constant monitoring.

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

87) Managers who recognize that failure must be accepted for creativity to thrive tend to value
A) caution.
B) formality.
C) introversion.
D) innovation.
E) hierarchy.

Answer: D
Explanation: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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88) Selena Jackson is a new manager at a real-estate agency, Forever Homes. The manager she is replacing had a reputation for being extremely conservative. He carefully monitored employee progress toward sales goals, laid out strict rules that all employees were expected to follow, and emphasized caution in decision making. Selena believes the company would benefit from a less conservative management approach. What is one step Selena can take to establish an innovative culture at Forever Homes?
A) Be supportive whether employees succeed or fail.
B) Initiate an annual awards banquet that recognizes employees who surpass their sales goals.
C) Set clear, easily achievable incremental sales goals and closely watch employees' individual progress.
D) Conduct a survey of employee attitudes, and lay off employees demonstrating poor job satisfaction.
E) Award bonuses to employees who demonstrate extraversion.

Answer: A
Explanation: 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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89) Roxanna Schwartzkopf joined WestCorp, a company with an innovative culture, as a middle manager. Now she has been promoted to lead a team of subject-matter experts tasked with developing a new product line. Roxanna feels pressure to ensure the success of this risky new venture. When one of her team members, Jenna Sanders, approaches her with a daring new idea, Roxanna insists that Jenna defend the idea by presenting an hour-long slide presentation to management. Next, Roxanna subjects Jenna's idea to a formal review process that is still underway months later. As a result, Roxanna's team has made little progress, and the team members are losing motivation. Given WestCorp's culture, what should Roxanna have done instead to support the success of her new team?
A) She should have allowed the team to proceed with the idea but constantly monitored their progress toward the goal.
B) She should have prevented her team from participating in the planning process until she herself had defined their final objective.
C) She should have shown a willingness to listen to new ideas and to take risks in developing new products.
D) She should have created a well-defined hierarchy of authority and established clear reporting relationships for the team.
E) She should have tested Jenna's idea at every stage of development by holding focus tests rather than doing internal reviews.

Answer: C
Explanation: 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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90) Sumathy Kumar is a manager tasked with building common norms and values at a new social networking start-up, Spirit. As a brand-new company, Spirit does not yet have a clear-cut organizational culture. The company founder has chosen Sumathy for this task because of her outgoing and positive personality. Which of the following represents the most effective way Sumathy can progress toward encouraging shared norms and values at Spirit?
A) She can halt the singling out of individual employees at awards ceremonies because it discourages other employees.
B) She can post a report about the importance of socialization to the company website and email its link to all employees.
C) She can share stories about organizational heroes and villains and their actions.
D) She can stay late at the office to lead by example and encourage others to do the same.
E) She can encourage employees to suggest how other coworkers can be more sociable.

Answer: C
Explanation: Stories and language also communicate organizational culture. Stories (whether fact or fiction) about organizational heroes and villains and their actions provide important clues about values and norms. Such stories can reveal the kinds of behaviors that are valued by the organization and the kinds of practices that are frowned upon.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

91) It is important to understand the personalities of managers because their personality types influence their approach to managing people and resources. Choose one of the Big Five personality dimensions. Describe in detail the ways in which a manager with the personality dimension you chose would approach each of the four management behaviors (planning, organizing, leading, controlling).

Answer: 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.

Student examples will vary. A sample answer follows: A manager with conscientiousness will be scrupulous about devoting enough time to planning; will be highly organized; and will lead by example as well as by direct feedback. A manager with conscientiousness may or may not be controlling, depending on what other personality traits he or she has.
Difficulty: 3 Hard
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Apply
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92) Discuss extraversion. How does it affect managers' thoughts, feelings, and behaviors?

Answer: 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.
Difficulty: 2 Medium
Topic: Big Five Personality Dimensions
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

93) Distinguish between internal and external locus of control.

Answer: 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.
Difficulty: 2 Medium
Topic: Internal Locus of Control; External Locus of Control
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Understand
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94) Define the needs for achievement, affiliation, and power that affect managerial behavior.

Answer: 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.
Difficulty: 2 Medium
Topic: Need for Achievement; Need for Affiliation; Need for Power
Learning Objective: 02-01 Describe the various personality traits that affect how managers think, feel, and behave.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

95) A terminal value is a personal conviction about lifelong goals. Choose one of the two terminal values identified by Milton Rokeach. Next, give three well-developed examples of how a manager would apply the value you chose in the workplace.

Answer: Some of the terminal values identified by researcher Milton Rokeach are especially important for managers, including "a sense of accomplishment" and "equality for all."

Student examples will vary. A sample answer follows: A manager who believes in "equality for all" would never take credit for his or her department's accomplishments but would credit all the contributing team members. The manager would encourage all department members to share their opinions about projects. He or she would help subordinates to pursue opportunities for advancement.
Difficulty: 3 Hard
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
Bloom's: Apply
AACSB: Analytical Thinking
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96) Define job satisfaction and discuss why it is so important for managers to be satisfied with their jobs.

Answer: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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97) Discuss organizational commitment and its relationship to organizational culture.

Answer: 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.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-02 Explain what values and attitudes are, and describe their impact on managerial action.
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98) How do negative moods affect an organization? First, describe the qualities of a negative mood in general. Next, develop at least three examples of how negative moods exhibited by managers can affect their subordinates and, by extension, the organization as a whole.

Answer: A mood is a feeling or state of mind. When people are in a negative mood, they feel distressed, fearful, scornful, hostile, jittery, or nervous.

Student examples will vary. A sample answer follows: Managers with negative moods can be more critical of their employees and lower their self-esteem and willingness to take initiative. Employees may hide problems from managers who consistently display negative moods, thus causing problems to grow rather than to be addressed at an early stage. In the long run, managers with negative moods can harm the company's productivity and innovation. On the other hand, 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.
Difficulty: 3 Hard
Topic: Emotional Intelligence
Learning Objective: 02-03 Appreciate how moods and emotions influence all members of an organization.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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

Answer: 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).
Difficulty: 2 Medium
Topic: Emotional Intelligence
Learning Objective: 02-04 Describe the nature of emotional intelligence and its role in management.
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100) What is organizational culture? Compare weak and strong organizational culture, using examples.

Answer: 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.

In a weak organizational culture, employees may feel uncertain about what is expected of them. They will most likely not feel a strong commitment to the organization or its goals. This may manifest in difficulty working in teams because people will strive for individual goals rather than group goals. It may also result in high turnover. In contrast, in a strong organizational culture, employees will know what the values, norms, and goals of the organization are. It will be easier for individuals to work in tandem because they will share a common history and working style.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
AACSB: Analytical Thinking
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101) Explain the attraction-selection-attrition (ASA) framework. How does it help explain the formation of organizational cultures?

Answer: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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102) Differentiate between terminal and instrumental values. How do they contribute to the organizational culture?

Answer: 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.
Difficulty: 2 Medium
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
Bloom's: Understand
AACSB: Analytical Thinking
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103) How does socialization help an organization? Give two examples of ways that organizations can use socialization to improve their organization.

Answer: 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.
Student examples will vary. A sample answer follows: A company might have a set of training sessions, covering such topics as teamwork or better listening, to help new employees learn the corporate culture. Companies can have new employees "shadow" a more-senior, successful employee to learn how things are done at the organization.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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104) Explain what organizational rites are and name the different types. Choose one type of organizational rite, and discuss how a manager could use it to enhance employee productivity. Provide specific examples of this application.

Answer: 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.
- Rites of integration, such as shared announcements of organizational successes, office parties, and company cookouts, build and reinforce common bonds among organizational members.
- 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.

Student examples will vary. A sample answer follows: A small Midwestern publishing company used several rites of integration, each of which had a slightly different purpose. It held an annual summer picnic to which employee families were invited, helping the spouses and children to feel a connection to the organization. It held an annual holiday party at which there was a talent show, giving employees the opportunity to display their outside interests to coworkers. It held a monthly breakfast with the president to allow small groups of employees time to interact with the company's founder and ask him questions about the organization and its history. Each department had monthly birthday celebrations to build team spirit.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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105) Explain how culture influences the way managers perform their four main functions: planning, organizing, leading, and controlling.

Answer: 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' 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.
Difficulty: 3 Hard
Topic: Organizational Culture
Learning Objective: 02-05 Define organizational culture, and explain how managers both create and are influenced by organizational culture.
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