M Organizational Behavior 4th edition McShane Test Bank

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M. Organizational Behavior, 4e **(McShane)**
Chapter 2 Individual Behavior, Personality, and Values

1) According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors—motivation, ability, role perceptions, and situational factors—is low in a given situation.

2) The MARS model identifies the four main factors that influence individual behavior and performance—motivation, ability, skills, and training.

3) Motivation is an external force on a person that causes him or her to engage in specific behaviors.

4) Roger wanted to go home early, so he skipped lunch and focused on his project to get it done. Roger demonstrates the intensity element of motivation.

5) Persistence is the amount of effort allocated to a goal.

6) Ridhi is so good at math that she finishes her spreadsheets much faster than her coworkers. It could be said that Ridhi has an aptitude for math.

7) Learned capabilities tend to wane over time when not in use.

8) Aptitudes and learned capabilities are two elements of competencies.

9) A good match between an employee's abilities and his or her job requirements tends to increase employee performance and well-being.

10) Role perceptions refer to how people implement the job duties assigned to them.

11) Role perceptions are important because they represent how employees feel about their job and increase motivation.

12) Anita anticipates changes at her workplace and adjusts her work schedule to avoid any time delays because of the changes. In this case, Anita demonstrates adaptive task performance.

13) Task performance refers to goal-directed behaviors under an individual's control that support organizational objectives.

14) Proficient task performance refers to how well an employee responds to, copes with, and supports new circumstances and work patterns.

15) Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support an organization's social and psychological context.

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16) Faran often enters into verbal arguments with his colleagues, and thereby creates unnecessary fights at his workplace. This is an example of organizational citizenship behavior (OCB).

17) American employees are absent from scheduled work an average of 20 days per year.

18) Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions.

19) Georgios went to work in spite of the fact that he was running a high temperature and could hardly stay awake. This is an example of presenteeism.

20) Personality is a relatively enduring pattern of thoughts, emotions, and behaviors that explains a person's behavioral tendencies.

21) An individual's personality usually becomes more unstable as he or she ages.

22) Personality is completely determined by heredity.

23) Among the "Big Five" personality dimensions, extraversion and agreeableness are the best personality predictors of individual performance for most job groups.

24) The most researched and respected clustering of personality traits is the MARS model.

25) Phoebe, a manager at a firm, is a conformist and is resistant to trying out new processes. In this case, Phoebe is most likely to score high on the openness-to-experience personality dimension.

26) All of his colleagues feel that Rasheed is easy to work with because he is sensitive, flexible, creative, and curious. Rasheed most closely resembles the Big Five personality dimension of conscientiousness.

27) People with a high score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.

28) Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.

29) Martina is very conscientious, which is one of the best personality traits for predicting job performance.

30) Ivan is unusually quiet and he tends to avoid interacting with others whenever possible. Ivan is an extravert.

31) The Myers-Briggs Type Indicator (MBTI) is based on the personality traits described by Swiss psychiatrist Carl Jung.

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32) The CEO of the company was not flexible when it came to his management style, and he expected people to conform to his style. He demonstrated a perceiving orientation.

33) The Myers-Briggs Type Indicator (MBTI) is an excellent predictor of job performance and is recommended for employment selection.

34) The Myers-Briggs Type Indicator (MBTI) instrument is the most popular personality test for career counseling and executive coaching.

35) Values are stable, evaluative beliefs about, in part, what is important in a variety of situations.

36) People arrange values into a hierarchy of preferences, called a value system.

37) Schwartz's circumplex model has a quadrant called openness to change at one extreme and an opposing quadrant called conservation.

38) Values and personality traits are essentially the same thing and equally influenced by socialization.

39) In Schwartz's circumplex model, the value category of self-direction refers to the pursuit of pleasure, enjoyment, and the gratification of desires.

40) The ideal situation in organizations is to have employees whose values are perfectly congruent with an organization's values.

41) Utilitarianism suggests that one should choose the option that provides the highest degree of satisfaction to those affected.

42) One problem with applying the individual rights principle is that most people are uncomfortable engaging in behaviors that seem unethical to attain results that are ethical.

43) The distributive justice principle of ethical decision making advocates that benefits should be distributed among people irrespective of their abilities and similarities.

44) Moral sensitivity is the degree to which an issue demands the application of ethical principles.

45) One type of factor that can change a person's moral sensitivity is expertise or knowledge of prescriptive norms and rules.

46) Mindfulness refers to the level of empathy people have when referring to their moral sensitivity.

47) A code of ethical conduct is a statement about desired activities, rules of conduct, and philosophy about an organization's relationship to its stakeholders and the environment.

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48) Collectivism is a cross-cultural value that describes the extent to which people in a culture value their duty to groups to which they belong.

49) Individualism and collectivism are opposite values found in certain countries and places.

50) In terms of cross-cultural values, people in the United States tend to have relatively high individualism, a medium achievement-nurturing orientation, and medium power distance.

51) People with high power distance expect relatively equal power sharing.

52) People with a high achievement-nurturing orientation tend to value assertiveness, competitiveness, and materialism.

53) One limitation with some research on cross-cultural values is that it incorrectly assumes that everyone within a specific country holds similar values.

54) According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?
A) role perceptions
B) moral intensity
C) corporate social responsibility
D) uncertainty avoidance

55) Which of the following statements is TRUE about the MARS model?
A) It identifies role perception as an external factor that affects an individual's behavior.
B) It identifies ability as a factor located within an individual that influences his or her performance.
C) It identifies motivation as the most important among the four factors that affect an individual's voluntary behavior and performance.
D) It is the most researched and respected clustering of personality traits.

56) Which of the following is external to an individual but still affects his or her behavior and performance?
A) motivations
B) role perceptions
C) situational factors
D) abilities

57) _____ represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
A) Motivation
B) Personality
C) Norm
D) Ethics

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58) Motivation affects a person's _____ of voluntary behavior.
A) direction, intensity, and persistence
B) antecedents, consequences, and perceptions
C) size, shape, and weight
D) aptitudes, abilities, and competencies

59) Which of the following refers to the fact that motivation is goal-directed, not random?
A) persistence
B) direction
C) intensity
D) aptitude

60) Which of the following best represents the amount of effort allocated to a particular goal?
A) persistence
B) direction
C) intensity
D) aptitude

61) Valerio was on a team with the goal of completing a marketing project. The other team members left work early, but Valerio stayed and finished the project himself. Valerio demonstrated which element of motivation?
A) persistence
B) direction
C) tenacity
D) aptitude

62) Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?
A) persistence
B) direction
C) intensity
D) aptitude

63) Which of the following concepts consists of aptitudes and learned capabilities?
A) motivation
B) personality
C) values
D) ability

64) When Corinne took a word processing class, she found that she could type faster than anyone else in her class. This demonstrates a(n) _____ that Corinne has.
A) trait
B) situational factor
C) attribute
D) aptitude

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65) A company hires several new employees who are motivated, able to perform their jobs, and have adequate resources. However, the new hires are not sure what tasks are included in their job. According to the MARS model, these new employees are most likely to
A) perform the job poorly due to poor role perceptions.
B) perform exceedingly well because they are motivated.
C) have above-average organizational citizenship.
D) have a high degree of citizenship.

66) Which of the following refers to an employee's understanding of specific duties or consequences for which they are accountable?
A) natural aptitudes
B) role clarity
C) competencies
D) situational factors

67) To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior mainly by
A) increasing employee motivation to be less wasteful.
B) helping employees to learn how to be less wasteful.
C) altering situational factors so that employees have more difficulty practicing wasteful behavior.
D) increasing aptitudes that make employees less wasteful.

68) Assisting coworkers with their work problems, adjusting one's work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of
A) role perception.
B) counterproductive work behaviors (CWB).
C) task performance.
D) organizational citizenship behavior (OCB).

69) Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?
A) productive behavior
B) counterproductive work behavior (CWB)
C) task performance
D) organizational citizenship behavior (OCB)

70) Absenteeism is higher in organizations that have
A) weak absence norms.
B) high amounts of presenteeism.
C) meager sick leave benefits.
D) high work-related stress.

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71) Presenteeism tends to occur when employees
A) lack sick leave pay.
B) have financial buffers.
C) have many people dependent on their job performance.
D) experience high job security and job satisfaction.

72) Jin's mother died, but she went to work anyway because her team had a big presentation and she didn't want to let them down. Jin was demonstrating
A) corporate citizenship.
B) stress-induced myopia.
C) presenteeism.
D) job security.

73) _____ is the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.
A) Personality
B) Norm
C) Motivation
D) Locus of control

74) Personality develops and changes mainly when people are young; it stabilizes by about _____ years of age.
A) 15
B) 20
C) 30
D) 35

75) According to the "Big Five" personality dimensions, people with low conscientiousness tend to be
A) uncooperative and intolerant of others' needs.
B) careless, disorganized, and less thorough.
C) more suspicious and self-focused.
D) more resistant to change and less open to new ideas.

76) Which of the following acronyms represents the "Big Five" personality dimensions?
A) CANOE
B) VALUE
C) MARSE
D) SMART

77) Being good-natured, trusting, considerate, and flexible are characteristics of people with _____ as a personality trait.
A) openness to experience
B) agreeableness
C) locus of control
D) extraversion

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78) Conscientiousness is a dimension of
A) the MARS model.
B) Schwartz's values model.
C) the Myers-Briggs Type Indicator (MBTI).
D) the five-factor model (FFM) of personality.

79) Which of the following explicitly identifies neuroticism as one of its personality dimensions?
A) the MARS model
B) Schwartz's Values Circumflex model
C) the five-factor model
D) the Myers-Briggs Type Indicator (MBTI)

80) An organization is in the process of hiring sales professionals, who are expected to meet the weekly target of at least 25 sales per week. For this role, the organization is most likely to choose candidates with
A) high neuroticism.
B) low conscientiousness.
C) high introversion.
D) high extraversion.

81) Eric is the advertising head of a firm. He is extremely imaginative, creative, and curious. Which of the Big Five personality dimensions does Eric possess?
A) openness to experience
B) resistance to change
C) neuroticism
D) cautiousness

82) The Big Five dimension _____ characterizes people who have high levels of anxiety, insecurity, depression, and self-consciousness.
A) extraversion
B) openness to experience
C) conscientiousness
D) neuroticism

83) People with low agreeableness tend to be more
A) tolerant.
B) flexible.
C) self-focused.
D) helpful.

84) Which of the following Big Five personality dimensions is the most valuable for predicting proficient job performance?
A) extraversion
B) openness to experience
C) conscientiousness
D) tolerance

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85) _____ characterizes people who are quiet, cautious, and less interactive with others.
A) Introversion
B) Openness to experience
C) Conscientiousness
D) Neuroticism

86) Barney is very conventional manager; he is resistant to change, habitual, and does not accept new ideas very easily. In which of the following dimensions is Barney more likely to have a LOW score?
A) neuroticism
B) customary thinking
C) extraversion
D) openness to experience

87) Jung's psychological types are measured through the
A) "Big Five" personality scale.
B) locus of control scale.
C) instrument that also measures neuroticism.
D) Myers-Briggs Type Indicator (MBTI).

88) According to Jung, people with a perceiving orientation are
A) quiet.
B) curious.
C) caring.
D) realistic.

89) According to Jung, which of the following is one of the competing orientations used by people in perceiving information?
A) intuition
B) feeling
C) thinking
D) judging

90) Companies often avoid personality tests like the MBTI due to concerns that they
A) are not appropriate for improving self-awareness for career development.
B) unfairly discriminate against visible majorities.
C) can be expensive and time consuming to administer.
D) do not predict job-related performance.

91) Perceptions about what is good or bad, right or wrong are referred to as
A) organizational citizenship.
B) values.
C) collectivism.
D) moral intensity.

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92) Schwartz's model organizes values into
A) six dimensions.
B) a hierarchy.
C) three statistical formulas.
D) ten broad categories.

93) Which of the following is one of the values categories in Schwartz's model?
A) persuasion
B) agreeableness
C) conscientiousness
D) stimulation

94) In Schwartz's circumplex model, the quadrant that includes hedonism, stimulation and self-direction is called
A) openness to change.
B) self-enhancement.
C) conservation.
D) self-transcendence.

95) Under Schwartz's circumplex model, hedonism is a part of two different quadrants: _____ and _____.
A) self-transcendence; self-enhancement
B) self-enhancement; conservation
C) openness to change; conservation
D) openness to change; self-enhancement

96) Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
A) conscientiousness
B) moral intensity
C) self-monitoring
D) ethics

97) Which of the following is identified as a type of ethical principle?
A) utilitarianism
B) power distance
C) conservation
D) self-enhancement

98) Ali was having a disagreement with his co-owner, Belinda. Ali felt that they should give smaller bonuses to more people instead of large bonuses to a few. Which ethical principle does Ali adhere to?
A) utilitarianism
B) power distance
C) conservation
D) self-enhancement

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99) A problem with the utilitarian principle of ethical decision making is that
A) it focuses on the consequences of one's actions, not on how one achieves those consequences.
B) there is no agreement on what activities are of the greatest benefits to the affected.
C) it is difficult to predict the trickle-down benefits to those people who are least well off in society.
D) it is almost impossible to evaluate the benefits or costs of many decisions.

100) Which ethical principle reflects the idea that people have natural rights that let them act in a certain way?
A) utilitarianism
B) individual rights
C) moral intensity
D) distributive justice

101) One of the limitations of the individual rights principle is
A) it really is not an ethical principle at all.
B) some individual rights conflict with other individual rights.
C) it does not protect the right to physical security and freedom of speech of employees.
D) it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.

102) Senior executives at CyberForm must make a decision that will affect many people, and the decision may produce good or bad consequences for those affected. This decision
A) has a high degree of ethical sensitivity.
B) is one in which decision makers should rely only on the utilitarianism rule of ethics.
C) has a low degree of ethical sensitivity.
D) has a high degree of moral intensity.

103) The ability to detect a moral dilemma and determine its relative importance is
A) neuroticism.
B) moral intensity.
C) moral sensitivity.
D) utilitarianism.

104) People who have high moral sensitivity
A) are more likely to know when unethical behavior occurs.
B) tend to have lower levels of empathy.
C) are always more ethical than people with a moderate or low level of ethical sensitivity.
D) are individualistic and achievement oriented.

105) People who value their independence and personal uniqueness have
A) high individualism.
B) high collectivism.
C) high power distance.
D) low uncertainty avoidance.

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106) _____ is the extent to which one values his or her duty to groups to which he or she belongs to and group harmony.
A) Individualism
B) Collectivism
C) Power distance
D) Achievement orientation

107) Employees with high uncertainty avoidance are most likely to value
A) indirect or ambiguous communications.
B) structured situations in which rules of conduct is clearly documented.
C) unequal power and view the relationship with their boss as one of interdependence.
D) their personal connection to others in their in-groups.

108) People with high collectivism
A) accept unequal distribution of power.
B) value duty to the groups to which they belong.
C) value thrift, savings, and persistence.
D) appreciate the unique qualities that distinguish themselves from others.

109) Americans tend to have high
A) power distance.
B) collectivist tendencies.
C) long-term orientation.
D) individualism.

110) Which of the following countries generally has the strongest collectivist value orientation?
A) United States
B) Japan
C) Taiwan
D) Germany

111) Employees from cultures with a high power distance are more likely to
A) use their existing power to gain more power.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in an organization.

112) _____ is the degree to which people either tolerate ambiguity or feel threatened by ambiguity.
A) Individualism
B) Collectivism
C) Power distance
D) Uncertainty avoidance

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113) Etoni is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Etoni's culture has
A) high power distance and a strong nurturing orientation.
B) high collectivism and a short-term orientation.
C) low uncertainty avoidance and high individualism.
D) low power distance and a strong nurturing orientation.

114) People with _____ value assertiveness, competitiveness, and materialism.
A) high individualism
B) high collectivism
C) low power distance
D) a high achievement orientation

115) Scenario: Kleen Waterproofing

Dave Docket, the installation manager at Kleen Waterproofing, receives a high number of customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed, and customer dissatisfaction rate keeps increasing. Dave hires several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave wonders how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Dave organizes a training program for his employees to teach them how to operate the machines used for working. Which of the following attributes will show a direct improvement because of this training?
A) motivation
B) organizational citizenship behaviors (OCB)
C) ethical sensitivity
D) ability

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According to the MARS model, the new employees Dave hires are likely to
A) emphasize the utilitarianism principle in their decision making.
B) have lower job performance due to poor role perceptions.
C) have better job performance because they are motivated and able to perform the work.
D) have above-average organizational citizenship.

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117) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the Big Five personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers want to hire people who are dependable, goal-focused, thorough, and disciplined. Which of the following "Big Five" personality dimensions is desirable for potential recruits?
A) Openness to experience
B) Agreeableness
C) Conscientiousness
D) Locus of control

118) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers should be aware that being good-natured, empathetic, caring, and courteous are characteristics of people who score high on
A) openness to experience.
B) agreeableness.
C) locus of control.
D) emotional stability.

119) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers must pay attention to the _____ personality dimension when hiring new employees because it characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
A) extraversion
B) openness-to-experience
C) conscientiousness
D) neuroticism

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120) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

When hiring new employees, e-commerce managers should look for people who have a high level of _____, which is the most valuable "Big Five" personality dimension for predicting job performance.
A) extraversion
B) openness to experience
C) conscientiousness
D) introversion

121) Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Middle Eastern markets. The company decides to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences.

IMT managers should make themselves aware that people in Japan tend to have
A) high individualism.
B) high power distance.
C) a high achievement orientation.
D) a low fostering orientation.

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IMT managers should know that employees from cultures with a high power distance orientation are more likely to
A) use their power to obtain undue favors.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in the organization.

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123) Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Middle Eastern markets. The company decides to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences.

U.S. managers tend to be
A) more individualistic.
B) high in nurturing.
C) more collectivistic.
D) low in achievement orientation.

124) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late to office each morning. Some sales representatives directly visit clients rather than coming to the office as required by the company policy. Others arrive several minutes after their appointed start-time. The vice president of sales does not want to introduce time clocks, but this may be necessary if punctuality continues to be an issue. Using the MARS model of individual behavior and performance, diagnose the possible reasons why salespeople may be engaging in this inappropriate behavior.

125) Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

126) Employees in a company's warehouse make several errors in inventory control and break the items that are to be shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person-job matching.

127) Identify and define the types of individual behavior in a workplace.

128) An ongoing debate in organizational behavior is whether one should consider the personality traits of job applicants when selecting them into an organization. Take the view that personality traits should be considered in the selection process and provide arguments for your position.

129) Describe (and/or draw) and explain Schwartz's Values Circumplex model.

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130) There is often a disconnect between personal values and individual behavior. What does this mean? What factors contribute to this disconnect?

131) Explain the three distinct types of ethical principles.

132) Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe two strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

133) What have we learned from research about differences in values across cultures? What warning flags do we need to pay attention to?

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1) According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors—motivation, ability, role perceptions, and situational factors—is low in a given situation.

Answer: FALSE
Explanation: All four factors in the MARS model are critical influences on an individual's voluntary behavior and performance; if any one of them is low in a given situation, the employee would perform the task poorly.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

2) The MARS model identifies the four main factors that influence individual behavior and performance—motivation, ability, skills, and training.

Answer: FALSE
Explanation: The MARS model identifies the four main factors that influence individual behavior—motivation, ability, role perceptions, and situational factors.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

3) Motivation is an external force on a person that causes him or her to engage in specific behaviors.

Answer: FALSE
Explanation: Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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4) Roger wanted to go home early, so he skipped lunch and focused on his project to get it done. Roger demonstrates the intensity element of motivation.

Answer: TRUE
Explanation: Intensity is all about how much people push themselves to complete a task.
Difficulty: 2 Medium
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

5) Persistence is the amount of effort allocated to a goal.

Answer: FALSE
Explanation: Intensity is the amount of effort allocated to a goal.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

6) Ridhi is so good at math that she finishes her spreadsheets much faster than her coworkers. It could be said that Ridhi has an aptitude for math.

Answer: TRUE
Explanation: Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.
Difficulty: 2 Medium
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
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7) Learned capabilities tend to wane over time when not in use.

Answer: TRUE
Explanation: Learned capabilities are the skills and knowledge that one currently possesses. These capabilities include the physical and mental skills and knowledge one has acquired. Learned capabilities tend to wane over time when not in use.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

8) Aptitudes and learned capabilities are two elements of competencies.

Answer: TRUE
Explanation: Aptitudes and learned capabilities (skills and knowledge) are the main elements of a broader concept called competencies, which are characteristics of a person that result in superior performance.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

9) A good match between an employee's abilities and his or her job requirements tends to increase employee performance and well-being.

Answer: TRUE
Explanation: The challenge is to match a person's abilities with the job's requirements because a good match tends to increase employee performance and well-being.
Difficulty: 2 Medium
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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10) Role perceptions refer to how people implement the job duties assigned to them.

Answer: FALSE
Explanation: Role perceptions refer to how clearly people understand the job duties (roles) assigned to or expected of them.
Difficulty: 1 Easy
Topic: Role perceptions
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

11) Role perceptions are important because they represent how employees feel about their job and increase motivation.

Answer: FALSE
Explanation: Role perceptions are important because they represent how well employees understand the job duties (roles) assigned to or expected of them.
Difficulty: 2 Medium
Topic: Role perceptions
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Understand
AACSB: Analytical Thinking
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12) Anita anticipates changes at her workplace and adjusts her work schedule to avoid any time delays because of the changes. In this case, Anita demonstrates adaptive task performance.

Answer: FALSE
Explanation: *Adaptive task performance* refers to how well employees modify their thoughts and behavior to align with and support a new or changing environment. *Proactive task performance* refers to how well employees take the initiative to anticipate and introduce new work patterns that benefit the organization.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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13) Task performance refers to goal-directed behaviors under an individual's control that support organizational objectives.

Answer: TRUE
Explanation: Task performance refers to individual's voluntary goal-directed behaviors that contribute to organizational objectives.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

14) Proficient task performance refers to how well an employee responds to, copes with, and supports new circumstances and work patterns.

Answer: FALSE
Explanation: *Proficient task performance* refers to performing the work efficiently and accurately.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

15) Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support an organization's social and psychological context.

Answer: TRUE
Explanation: Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support an organization's social and psychological context.
Difficulty: 1 Easy
Topic: Interpersonal citizenship behavior
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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16) Faran often enters into verbal arguments with his colleagues, and thereby creates unnecessary fights at his workplace. This is an example of organizational citizenship behavior (OCB).

Answer: FALSE
Explanation: This is an example of counterproductive work behavior (CWB). CWBs are voluntary behaviors that have the potential to directly or indirectly harm an organization.
Difficulty: 2 Medium
Topic: Counterproductive behaviors (CWBs)
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

17) American employees are absent from scheduled work an average of 20 days per year.

Answer: FALSE
Explanation: American employees are absent from scheduled work an average of only five days per year.
Difficulty: 1 Easy
Topic: Job performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

18) Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions.

Answer: TRUE
Explanation: Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions.
Difficulty: 2 Medium
Topic: Employee engagement
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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19) Georgios went to work in spite of the fact that he was running a high temperature and could hardly stay awake. This is an example of presenteeism.

Answer: TRUE
Explanation: Presenteeism is the situation whereby employees show up for work when their capacity to work is significantly diminished by illness, fatigue, personal problems, or other factors.
Difficulty: 2 Medium
Topic: Employee engagement
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Apply
AACSB: Analytical Thinking
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20) Personality is a relatively enduring pattern of thoughts, emotions, and behaviors that explains a person's behavioral tendencies.

Answer: TRUE
Explanation: Personality is a relatively enduring pattern of thoughts, emotions, and behaviors that characterizes a person, along with the psychological processes behind those characteristics. One estimates an individual's personality by what they say and do, and one infers the person's internal states—including thoughts and emotions—from these observable behaviors.
Difficulty: 1 Easy
Topic: Individual differences
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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21) An individual's personality usually becomes more unstable as he or she ages.

Answer: FALSE
Explanation: The main explanation of why personality becomes more stable over time is that one forms a clearer and more rigid self-concept as he or she gets older.
Difficulty: 1 Easy
Topic: Individual differences
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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22) Personality is completely determined by heredity.

Answer: FALSE
Explanation: Personality is not completely determined by heredity; personality is also shaped by nurture—our socialization, life experiences, and other forms of interaction with the environment.
Difficulty: 1 Easy
Topic: Individual differences
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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23) Among the "Big Five" personality dimensions, extraversion and agreeableness are the best personality predictors of individual performance for most job groups.

Answer: FALSE
Explanation: Among the Big Five personality dimensions, conscientiousness and extraversion stand out as the best personality predictors of individual performance for most job groups.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
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24) The most researched and respected clustering of personality traits is the MARS model.

Answer: FALSE
Explanation: The most researched and respected clustering of personality traits is the five-factor model (FFM).
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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25) Phoebe, a manager at a firm, is a conformist and is resistant to trying out new processes. In this case, Phoebe is most likely to score high on the openness-to-experience personality dimension.

Answer: FALSE
Explanation: Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive.
Difficulty: 2 Medium
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Apply
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26) All of his colleagues feel that Rasheed is easy to work with because he is sensitive, flexible, creative, and curious. Rasheed most closely resembles the Big Five personality dimension of conscientiousness.

Answer: FALSE
Explanation: Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Apply
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27) People with a high score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.

Answer: FALSE
Explanation: High neuroticism characterizes people who tend to be anxious, insecure, self-conscious, depressed, and temperamental.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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28) Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.

Answer: TRUE
Explanation: Conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion are the "Big Five" personality dimensions.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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29) Martina is very conscientious, which is one of the best personality traits for predicting job performance.

Answer: TRUE
Explanation: Conscientiousness and extraversion are the personality traits that best predict individual performance.
Difficulty: 2 Medium
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Apply
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30) Ivan is unusually quiet and he tends to avoid interacting with others whenever possible. Ivan is an extravert.

Answer: FALSE
Explanation: Extraverts are people who are outgoing, talkative, energetic, sociable, and assertive.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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31) The Myers-Briggs Type Indicator (MBTI) is based on the personality traits described by Swiss psychiatrist Carl Jung.

Answer: TRUE
Explanation: Swiss psychiatrist Carl Jung's personality types are measured through the Myers-Briggs Type Indicator (MBTI).
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

32) The CEO of the company was not flexible when it came to his management style, and he expected people to conform to his style. He demonstrated a perceiving orientation.

Answer: FALSE
Explanation: People with a perceiving orientation are open, curious, and flexible, prefer to adapt spontaneously to events as they unfold, and prefer to keep their options open.
Difficulty: 2 Medium
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Apply
AACSB: Analytical Thinking
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33) The Myers-Briggs Type Indicator (MBTI) is an excellent predictor of job performance and is recommended for employment selection.

Answer: FALSE
Explanation: The Myers-Briggs Type Indicator (MBTI) seems to improve self-awareness for career development and mutual understanding. It also does a reasonably good job of representing Jung's personality types. The MBTI poorly predicts job performance and is generally not recommended for employment selection or promotion decisions.
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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34) The Myers-Briggs Type Indicator (MBTI) instrument is the most popular personality test for career counseling and executive coaching.

Answer: TRUE
Explanation: The Myers-Briggs Type Indicator (MBTI) instrument is the most popular personality test for career counseling and executive coaching.
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

35) Values are stable, evaluative beliefs about, in part, what is important in a variety of situations.

Answer: TRUE
Explanation: *Values* are stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. They are the foundation of evaluations that something is right or wrong, good or bad, important or trivial.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

36) People arrange values into a hierarchy of preferences, called a value system.

Answer: TRUE
Explanation: People arrange values into a hierarchy of preferences, called a value system. Some individuals value new challenges more than they value conformity. Others value generosity more than frugality.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
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37) Schwartz's circumplex model has a quadrant called openness to change at one extreme and an opposing quadrant called conservation.

Answer: TRUE
Explanation: Schwartz's circumplex model has the opposing value domains of openness to change and conservation. Openness to change refers to the extent to which a person is motivated to pursue innovative ways. Conservation is the extent to which a person is motivated to preserve the status quo.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

38) Values and personality traits are essentially the same thing and equally influenced by socialization.

Answer: FALSE
Explanation: Values and personality traits are related to each other, but the two concepts differ in a few ways. The most noticeable distinction is that values are evaluative—they tell one what he or she ought to do—whereas personality traits are descriptive; they describe what one naturally tends to do. Values are influenced more by socialization whereas personality is influenced about equally by heredity and socialization.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

39) In Schwartz's circumplex model, the value category of self-direction refers to the pursuit of pleasure, enjoyment, and the gratification of desires.

Answer: FALSE
Explanation: The self-direction value category refers to creativity and independent thought.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
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40) The ideal situation in organizations is to have employees whose values are perfectly congruent with an organization's values.

Answer: FALSE
Explanation: While a comfortable degree of values congruence is necessary, organizations also benefit from some level of incongruence. Also, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

41) Utilitarianism suggests that one should choose the option that provides the highest degree of satisfaction to those affected.

Answer: TRUE
Explanation: Utilitarianism advises one to seek the greatest good for the greatest number of people. In other words, one should choose the option that provides the highest degree of satisfaction to those affected.
Difficulty: 1 Easy
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

42) One problem with applying the individual rights principle is that most people are uncomfortable engaging in behaviors that seem unethical to attain results that are ethical.

Answer: FALSE
Explanation: One problem with individual rights is that certain individual rights may conflict with others.
Difficulty: 2 Medium
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Understand
AACSB: Ethics
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43) The distributive justice principle of ethical decision making advocates that benefits should be distributed among people irrespective of their abilities and similarities.

Answer: FALSE
Explanation: Distributive justice principle suggests that employees who contribute equally in their work should receive similar rewards, whereas those who make a lesser contribution should receive less.
Difficulty: 2 Medium
Topic: Distributive justice
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Understand
AACSB: Ethics
Accessibility: Keyboard Navigation

44) Moral sensitivity is the degree to which an issue demands the application of ethical principles.

Answer: FALSE
Explanation: Moral sensitivity (also called ethical sensitivity) is a person's ability to recognize the presence of an ethical issue and determine its relative importance.
Difficulty: 1 Easy
Topic: Moral sensitivity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

45) One type of factor that can change a person's moral sensitivity is expertise or knowledge of prescriptive norms and rules.

Answer: TRUE
Explanation: Expertise or knowledge of prescriptive norms and rules is one of the factors that is associated with a person's moral sensitivity.
Difficulty: 1 Easy
Topic: Moral sensitivity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
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46) Mindfulness refers to the level of empathy people have when referring to their moral sensitivity.

Answer: FALSE
Explanation: Mindfulness refers to a person's reception and impartial attention to and awareness of the present situation as well as to one's own thoughts and emotions in that moment.
Difficulty: 1 Easy
Topic: Moral sensitivity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

47) A code of ethical conduct is a statement about desired activities, rules of conduct, and philosophy about an organization's relationship to its stakeholders and the environment.

Answer: TRUE
Explanation: A code of ethical conduct is a statement about desired activities, rules of conduct, and philosophy about an organization's relationship to its stakeholders and the environment.
Difficulty: 1 Easy
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

48) Collectivism is a cross-cultural value that describes the extent to which people in a culture value their duty to groups to which they belong.

Answer: TRUE
Explanation: *Collectivism* is the extent to which we value our duty to groups to which we belong and to group harmony.
Difficulty: 1 Easy
Topic: Collectivism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
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49) Individualism and collectivism are opposite values found in certain countries and places.

Answer: FALSE
Explanation: Contrary to popular belief, individualism is not the opposite of collectivism. In fact, the two concepts are typically uncorrelated. Some cultures clearly emphasize either personal uniqueness or group obligations, but both have a place in a person's values and self-concept.
Difficulty: 2 Medium
Topic: Collectivism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

50) In terms of cross-cultural values, people in the United States tend to have relatively high individualism, a medium achievement-nurturing orientation, and medium power distance.

Answer: TRUE
Explanation: People in the United States tend to have high individualism, medium power distance, and a medium achievement-nurturing orientation.
Difficulty: 1 Easy
Topic: Diversity
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

51) People with high power distance expect relatively equal power sharing.

Answer: FALSE
Explanation: People with high power distance accept and value unequal power.
Difficulty: 2 Medium
Topic: Power distance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
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52) People with a high achievement-nurturing orientation tend to value assertiveness, competitiveness, and materialism.

Answer: TRUE
Explanation: People with a high achievement-nurturing orientation value assertiveness, competitiveness, and materialism. They appreciate people who are tough, and they favor the acquisition of money and material goods.
Difficulty: 1 Easy
Topic: Diversity
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

53) One limitation with some research on cross-cultural values is that it incorrectly assumes that everyone within a specific country holds similar values.

Answer: TRUE
Explanation: Cross-cultural studies often assume that each country has one culture. In reality, many countries have become culturally diverse. As more countries embrace globalization and multiculturalism, it becomes even less appropriate to assume that an entire country has one unified culture.
Difficulty: 2 Medium
Topic: Diversity
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

54) According to the MARS model, which of the following directly influences an employee's voluntary behavior and performance?
A) role perceptions
B) moral intensity
C) corporate social responsibility
D) uncertainty avoidance

Answer: A
Explanation: A) According to the MARS model, the four variables—motivation, ability, role perceptions, and situational factors—are critical influences on an individual's voluntary behavior and performance.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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55) Which of the following statements is TRUE about the MARS model?

A) It identifies role perception as an external factor that affects an individual's behavior.
B) It identifies ability as a factor located within an individual that influences his or her performance.
C) It identifies motivation as the most important among the four factors that affect an individual's voluntary behavior and performance.
D) It is the most researched and respected clustering of personality traits.

Answer: B
Explanation: B) The four variables—motivation, ability, role perceptions, and situational factors—are represented by the acronym MARS. Motivation, ability, and role perceptions are clustered together in the model because they are located within the person.
Difficulty: 2 Medium
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Understand
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Accessibility: Keyboard Navigation

56) Which of the following is external to an individual but still affects his or her behavior and performance?
A) motivations
B) role perceptions
C) situational factors
D) abilities

Answer: C
Explanation: C) Motivation, ability, and role perceptions are clustered together in the MARS model because they are located within a person. Situational factors are external to the individual but still affect his or her behavior and performance.
Difficulty: 1 Easy
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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57) _____ represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
A) Motivation
B) Personality
C) Norm
D) Ethics

Answer: A
Explanation: A) Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
Difficulty: 1 Easy
Topic: Motivating factors
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

58) Motivation affects a person's _____ of voluntary behavior.
A) direction, intensity, and persistence
B) antecedents, consequences, and perceptions
C) size, shape, and weight
D) aptitudes, abilities, and competencies

Answer: A
Explanation: A) Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.
Difficulty: 1 Easy
Topic: Motivating factors
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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59) Which of the following refers to the fact that motivation is goal-directed, not random?
A) persistence
B) direction
C) intensity
D) aptitude

Answer: B
Explanation: B) Direction refers to the path along which people steer their effort. With motivation, people have choices about where they put their effort; they have a sense of what they are trying to achieve and at what level of quality, quantity, and so forth. This shows that motivation is goal-directed, not random.
Difficulty: 1 Easy
Topic: Motivating factors
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

60) Which of the following best represents the amount of effort allocated to a particular goal?
A) persistence
B) direction
C) intensity
D) aptitude

Answer: C
Explanation: C) Intensity is the amount of effort allocated to a certain goal.
Difficulty: 1 Easy
Topic: Motivating factors
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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61) Valerio was on a team with the goal of completing a marketing project. The other team members left work early, but Valerio stayed and finished the project himself. Valerio demonstrated which element of motivation?
A) persistence
B) direction
C) tenacity
D) aptitude

Answer: A
Explanation: A) Persistence refers to the length of time that the individual continues to exert effort toward an objective. Employees sustain their effort until they reach their goal or give up beforehand.
Difficulty: 2 Medium
Topic: Motivating factors
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

62) Which of the following refers to the natural talents that help employees learn specific tasks more quickly and perform them better?
A) persistence
B) direction
C) intensity
D) aptitude

Answer: D
Explanation: D) Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.
Difficulty: 1 Easy
Topic: Ability
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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63) Which of the following concepts consists of aptitudes and learned capabilities?
A) motivation
B) personality
C) values
D) ability

Answer: D
Explanation: D) Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Aptitudes and learned capabilities (skills and knowledge) are the main elements of a broader concept called competencies, which are characteristics of a person that result in superior performance.
Difficulty: 1 Easy
Topic: Ability
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Remember
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

64) When Corinne took a word processing class, she found that she could type faster than anyone else in her class. This demonstrates a(n) _____ that Corinne has.
A) trait
B) situational factor
C) attribute
D) aptitude

Answer: D
Explanation: D) The speed at which an employee types words is an example of an aptitude. Aptitudes are the natural talents that help employees learn specific tasks more quickly and perform them better.
Difficulty: 2 Medium
Topic: Ability
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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65) A company hires several new employees who are motivated, able to perform their jobs, and have adequate resources. However, the new hires are not sure what tasks are included in their job. According to the MARS model, these new employees are most likely to
A) perform the job poorly due to poor role perceptions.
B) perform exceedingly well because they are motivated.
C) have above-average organizational citizenship.
D) have a high degree of citizenship.

Answer: A
Explanation: A) Role perceptions refer to how clearly people understand the job duties (roles) assigned to or are expected of them.
Difficulty: 3 Hard
Topic: Role perceptions
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

66) Which of the following refers to an employee's understanding of specific duties or consequences for which they are accountable?
A) natural aptitudes
B) role clarity
C) competencies
D) situational factors

Answer: B
Explanation: B) Role clarity exists when employees have clear role perceptions and when they understand the specific duties or consequences for which they are accountable.
Difficulty: 1 Easy
Topic: Role perceptions
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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67) To reduce the amount of non-recyclable waste that employees throw out each day, a major computer company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behavior mainly by
A) increasing employee motivation to be less wasteful.
B) helping employees to learn how to be less wasteful.
C) altering situational factors so that employees have more difficulty practicing wasteful behavior.
D) increasing aptitudes that make employees less wasteful.

Answer: C
Explanation: C) Individual behavior and performance depend on the situation. This refers to conditions beyond an employee's immediate control that constrain or facilitate behavior and performance.
Difficulty: 3 Hard
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

68) Assisting coworkers with their work problems, adjusting one's work schedules to accommodate coworkers, and showing genuine courtesy toward coworkers are some of the forms of
A) role perception.
B) counterproductive work behaviors (CWB).
C) task performance.
D) organizational citizenship behavior (OCB).

Answer: D
Explanation: D) Organizational citizenship behaviors (OCBs) include various forms of cooperation and helpfulness to others that support an organization's social and psychological context.
Difficulty: 1 Easy
Topic: Organizational behavior
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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69) Lawrence stole a clock from his workplace. Which of the following refers to Lawrence's activity?
A) productive behavior
B) counterproductive work behavior (CWB)
C) task performance
D) organizational citizenship behavior (OCB)

Answer: B
Explanation: B) Counterproductive work behaviors (CWBs) are voluntary behaviors that have the potential to directly or indirectly harm an organization. Some of the CWBs include harassing coworkers, creating unnecessary conflict, deviating from preferred work methods (e.g., shortcuts that risk work quality), being untruthful, stealing, sabotaging work, avoiding work obligation (tardiness), and wasting resources.
Difficulty: 2 Medium
Topic: Counterproductive behaviors (CWBs)
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

70) Absenteeism is higher in organizations that have
A) weak absence norms.
B) high amounts of presenteeism.
C) meager sick leave benefits.
D) high work-related stress.

Answer: D
Explanation: D) Employees who experience job dissatisfaction, workplace incivility, or work-related stress are more likely to be absent or late for work because taking time off is a way of temporarily withdrawing from those difficult conditions.
Difficulty: 1 Easy
Topic: Job satisfaction
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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71) Presenteeism tends to occur when employees
A) lack sick leave pay.
B) have financial buffers.
C) have many people dependent on their job performance.
D) experience high job security and job satisfaction.

Answer: C
Explanation: C) Presenteeism is common when employees lack job security, have many people dependent on their job performance, and who have personality traits that motivate them to show up for work when others would gladly recover at home.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Understand
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72) Jin's mother died, but she went to work anyway because her team had a big presentation and she didn't want to let them down. Jin was demonstrating
A) corporate citizenship.
B) stress-induced myopia.
C) presenteeism.
D) job security.

Answer: C
Explanation: C) Presenteeism occurs when employees show up for work when they are unwell, injured, faced with dangerous conditions getting to work, or are preoccupied with personal problems.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
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73) _____ is the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.
A) Personality
B) Norm
C) Motivation
D) Locus of control

Answer: A
Explanation: A) Personality is the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.
Difficulty: 1 Easy
Topic: Personal development
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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74) Personality develops and changes mainly when people are young; it stabilizes by about _____ years of age.
A) 15
B) 20
C) 30
D) 35

Answer: C
Explanation: C) Personality develops and changes mainly when people are young; it stabilizes by about 30 years of age.
Difficulty: 1 Easy
Topic: Personal development
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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75) According to the "Big Five" personality dimensions, people with low conscientiousness tend to be
A) uncooperative and intolerant of others' needs.
B) careless, disorganized, and less thorough.
C) more suspicious and self-focused.
D) more resistant to change and less open to new ideas.

Answer: B
Explanation: B) Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious. People with low conscientiousness tend to be careless, disorganized, and less thorough.
Difficulty: 2 Medium
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Understand
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76) Which of the following acronyms represents the "Big Five" personality dimensions?
A) CANOE
B) VALUE
C) MARSE
D) SMART

Answer: A
Explanation: A) The "Big Five" personality dimensions are represented by the handy acronym CANOE which includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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77) Being good-natured, trusting, considerate, and flexible are characteristics of people with _____ as a personality trait.
A) openness to experience
B) agreeableness
C) locus of control
D) extraversion

Answer: B
Explanation: B) Agreeableness is a personality dimension that includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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78) Conscientiousness is a dimension of
A) the MARS model.
B) Schwartz's values model.
C) the Myers-Briggs Type Indicator (MBTI).
D) the five-factor model (FFM) of personality.

Answer: D
Explanation: D) The five-factor model (FFM) of personality includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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79) Which of the following explicitly identifies neuroticism as one of its personality dimensions?
A) the MARS model
B) Schwartz's Values Circumflex model
C) the five-factor model
D) the Myers-Briggs Type Indicator (MBTI)

Answer: C
Explanation: C) Neuroticism characterizes people with high levels of anxiety, hostility, depression, and self-consciousness. It is one of the dimensions of the five-factor model (FFM) of personality.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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80) An organization is in the process of hiring sales professionals, who are expected to meet the weekly target of at least 25 sales per week. For this role, the organization is most likely to choose candidates with
A) high neuroticism.
B) low conscientiousness.
C) high introversion.
D) high extraversion.

Answer: D
Explanation: D) Extraversion characterizes people who are outgoing, talkative, energetic, sociable, and assertive. Extraversion is associated with performance in sales and management jobs, where employees must interact with and influence people.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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81) Eric is the advertising head of a firm. He is extremely imaginative, creative, and curious. Which of the Big Five personality dimensions does Eric possess?
A) openness to experience
B) resistance to change
C) neuroticism
D) cautiousness

Answer: A
Explanation: A) Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive.
Difficulty: 2 Medium
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Understand
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82) The Big Five dimension _____ characterizes people who have high levels of anxiety, insecurity, depression, and self-consciousness.
A) extraversion
B) openness to experience
C) conscientiousness
D) neuroticism

Answer: D
Explanation: D) Neuroticism characterizes people who tend to be anxious, insecure, self-conscious, depressed, and temperamental.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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83) People with low agreeableness tend to be more
A) tolerant.
B) flexible.
C) self-focused.
D) helpful.

Answer: C
Explanation: C) People with low agreeableness tend to be uncooperative and intolerant of others' needs as well as more suspicious and self-focused.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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84) Which of the following Big Five personality dimensions is the most valuable for predicting proficient job performance?
A) extraversion
B) openness to experience
C) conscientiousness
D) tolerance

Answer: C
Explanation: C) Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious. Conscientiousness and emotional stability (low neuroticism) stand out as the best personality predictors of individual performance for most job groups.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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85) _____ characterizes people who are quiet, cautious, and less interactive with others.
A) Introversion
B) Openness to experience
C) Conscientiousness
D) Neuroticism

Answer: A
Explanation: A) Introversion characterizes people who are quiet, cautious, and less interactive with others.
Difficulty: 1 Easy
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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86) Barney is very conventional manager; he is resistant to change, habitual, and does not accept new ideas very easily. In which of the following dimensions is Barney more likely to have a LOW score?
A) neuroticism
B) customary thinking
C) extraversion
D) openness to experience

Answer: D
Explanation: D) Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive. Those who score low on this dimension tend to be more resistant to change, less open to new ideas, and more conventional and fixed in their ways.
Difficulty: 2 Medium
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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87) Jung's psychological types are measured through the
A) "Big Five" personality scale.
B) locus of control scale.
C) instrument that also measures neuroticism.
D) Myers-Briggs Type Indicator (MBTI).

Answer: D
Explanation: D) Jung's psychological types are measured through the Myers-Briggs Type Indicator (MBTI).
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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88) According to Jung, people with a perceiving orientation are
A) quiet.
B) curious.
C) caring.
D) realistic.

Answer: B
Explanation: B) People with a perceiving orientation are open, curious, and flexible; prefer to adapt spontaneously to events as they unfold; and prefer to keep their options open.
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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89) According to Jung, which of the following is one of the competing orientations used by people in perceiving information?
A) intuition
B) feeling
C) thinking
D) judging

Answer: A
Explanation: A) According to Jung, perceiving, which involves how people prefer to gather information or perceive the world around them, occurs through two competing orientations: sensing and intuition.
Difficulty: 1 Easy
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Remember
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90) Companies often avoid personality tests like the MBTI due to concerns that they
A) are not appropriate for improving self-awareness for career development.
B) unfairly discriminate against visible majorities.
C) can be expensive and time consuming to administer.
D) do not predict job-related performance.

Answer: D
Explanation: D) There are several reasons why the MBTI is popular, but it has a number of limitations. It is usually a poor predictor of job performance and should not be used for employment selection or promotion decisions.
Difficulty: 2 Medium
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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91) Perceptions about what is good or bad, right or wrong are referred to as
A) organizational citizenship.
B) values.
C) collectivism.
D) moral intensity.

Answer: B
Explanation: B) Values are perceptions about what is right or wrong, good or bad, important or trivial.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Remember
AACSB: Analytical Thinking
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92) Schwartz's model organizes values into
A) six dimensions.
B) a hierarchy.
C) three statistical formulas.
D) ten broad categories.

Answer: D
Explanation: D) Schwartz's circumplex model clusters 57 specific values into 10 broad values categories.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
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93) Which of the following is one of the values categories in Schwartz's model?
A) persuasion
B) agreeableness
C) conscientiousness
D) stimulation

Answer: D
Explanation: D) Stimulation is one of the 10 broad values categories in Schwartz's model.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Remember
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94) In Schwartz's circumplex model, the quadrant that includes hedonism, stimulation and self-direction is called
A) openness to change.
B) self-enhancement.
C) conservation.
D) self-transcendence.

Answer: A
Explanation: A) In Schwartz's circumplex model, the quadrant called openness to change refers to the extent to which a person is motivated to pursue innovative ways. This quadrant includes the value categories of self-direction, stimulation, and hedonism.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
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95) Under Schwartz's circumplex model, hedonism is a part of two different quadrants: _____ and _____.
A) self-transcendence; self-enhancement
B) self-enhancement; conservation
C) openness to change; conservation
D) openness to change; self-enhancement

Answer: D
Explanation: D) The quadrant called openness to change includes self-direction, stimulation, and hedonism. The quadrant called self-enhancement includes the value categories of achievement, power, and hedonism.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Remember
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96) Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
A) conscientiousness
B) moral intensity
C) self-monitoring
D) ethics

Answer: D
Explanation: D) Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.
Difficulty: 1 Easy
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
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97) Which of the following is identified as a type of ethical principle?
A) utilitarianism
B) power distance
C) conservation
D) self-enhancement

Answer: A
Explanation: A) Utilitarianism is one of the ethical principles.
Difficulty: 1 Easy
Topic: Utilitarianism
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

98) Ali was having a disagreement with his co-owner, Belinda. Ali felt that they should give smaller bonuses to more people instead of large bonuses to a few. Which ethical principle does Ali adhere to?
A) utilitarianism
B) power distance
C) conservation
D) self-enhancement

Answer: A
Explanation: A) Utilitarianism says the only moral obligation is to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected.
Difficulty: 2 Medium
Topic: Utilitarianism
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
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99) A problem with the utilitarian principle of ethical decision making is that
A) it focuses on the consequences of one's actions, not on how one achieves those consequences.
B) there is no agreement on what activities are of the greatest benefits to the affected.
C) it is difficult to predict the trickle-down benefits to those people who are least well off in society.
D) it is almost impossible to evaluate the benefits or costs of many decisions.

Answer: D
Explanation: D) One problem is that utilitarianism requires a cost–benefit analysis, yet many outcomes aren't measurable.
Difficulty: 2 Medium
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Understand
AACSB: Ethics
Accessibility: Keyboard Navigation

100) Which ethical principle reflects the idea that people have natural rights that let them act in a certain way?
A) utilitarianism
B) individual rights
C) moral intensity
D) distributive justice

Answer: B
Explanation: B) This principle says that everyone has the same set of natural rights, such as freedom of speech, freedom of movement, right to physical security, and right to fair trial.
Difficulty: 1 Easy
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
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101) One of the limitations of the individual rights principle is
A) it really is not an ethical principle at all.
B) some individual rights conflict with other individual rights.
C) it does not protect the right to physical security and freedom of speech of employees.
D) it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.

Answer: B
Explanation: B) One problem with individual rights is that certain individual rights may conflict with others. The shareholders' right to be informed about corporate activities may ultimately conflict with an executive's right to privacy, for example.
Difficulty: 1 Easy
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

102) Senior executives at CyberForm must make a decision that will affect many people, and the decision may produce good or bad consequences for those affected. This decision
A) has a high degree of ethical sensitivity.
B) is one in which decision makers should rely only on the utilitarianism rule of ethics.
C) has a low degree of ethical sensitivity.
D) has a high degree of moral intensity.

Answer: D
Explanation: D) The moral intensity of a situation is higher where: the decision will have substantially good or bad consequences; most people view the decision outcomes as good or bad; there is a high probability that the good or bad decision consequences will occur; and many people will be affected by the decision and its consequences.
Difficulty: 3 Hard
Topic: Moral intensity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
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103) The ability to detect a moral dilemma and determine its relative importance is
A) neuroticism.
B) moral intensity.
C) moral sensitivity.
D) utilitarianism.

Answer: C
Explanation: C) Moral or ethical sensitivity is a characteristic of a person, namely his or her ability to detect a moral dilemma and estimate its relative importance.
Difficulty: 1 Easy
Topic: Moral sensitivity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Remember
AACSB: Ethics
Accessibility: Keyboard Navigation

104) People who have high moral sensitivity
A) are more likely to know when unethical behavior occurs.
B) tend to have lower levels of empathy.
C) are always more ethical than people with a moderate or low level of ethical sensitivity.
D) are individualistic and achievement oriented.

Answer: A
Explanation: A) People with high moral sensitivity can more quickly and accurately estimate the moral intensity of the issue. This awareness does not necessarily translate into more ethical behavior; it just means they are more likely to know when unethical behavior occurs.
Difficulty: 2 Medium
Topic: Moral sensitivity
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Understand
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105) People who value their independence and personal uniqueness have
A) high individualism.
B) high collectivism.
C) high power distance.
D) low uncertainty avoidance.

Answer: A
Explanation: A) Individualism is a cross-cultural value which describes the degree to which people in a culture value independence and personal uniqueness.
Difficulty: 1 Easy
Topic: Individualism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

106) _____ is the extent to which one values his or her duty to groups to which he or she belongs to and group harmony.
A) Individualism
B) Collectivism
C) Power distance
D) Achievement orientation

Answer: B
Explanation: B) Collectivism is a cross-cultural value that describes the degree to which people in a culture emphasize duty to groups to which people belong and to group harmony.
Difficulty: 1 Easy
Topic: Collectivism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
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107) Employees with high uncertainty avoidance are most likely to value
A) indirect or ambiguous communications.
B) structured situations in which rules of conduct is clearly documented.
C) unequal power and view the relationship with their boss as one of interdependence.
D) their personal connection to others in their in-groups.

Answer: B
Explanation: B) Employees with high uncertainty avoidance value structured situations in which rules of conduct and decision making are clearly documented. They usually prefer direct rather than indirect or ambiguous communications.
Difficulty: 2 Medium
Topic: Uncertainty avoidance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

108) People with high collectivism
A) accept unequal distribution of power.
B) value duty to the groups to which they belong.
C) value thrift, savings, and persistence.
D) appreciate the unique qualities that distinguish themselves from others.

Answer: B
Explanation: B) Highly collectivist people define themselves by their group memberships, emphasize their personal connection to others in their in-groups, and value the goals and well-being of people within those groups.
Difficulty: 2 Medium
Topic: Collectivism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
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109) Americans tend to have high
A) power distance.
B) collectivist tendencies.
C) long-term orientation.
D) individualism.

Answer: D
Explanation: D) Americans generally have high individualism.
Difficulty: 1 Easy
Topic: Individualism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
Accessibility: Keyboard Navigation

110) Which of the following countries generally has the strongest collectivist value orientation?
A) United States
B) Japan
C) Taiwan
D) Germany

Answer: C
Explanation: C) Low collectivism countries include the United States, Japan, and Germany, whereas Israel and Taiwan have relatively high collectivism.
Difficulty: 1 Easy
Topic: Collectivism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
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111) Employees from cultures with a high power distance are more likely to
A) use their existing power to gain more power.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in an organization.

Answer: D
Explanation: D) Countries with a high power distance value unequal power. Those in higher positions expect obedience to authority, and those in lower positions are comfortable receiving commands from their superiors without consultation or debate. They prefer to resolve differences through formal procedures rather than directly.
Difficulty: 2 Medium
Topic: Power distance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
AACSB: Diversity
Accessibility: Keyboard Navigation

112) _____ is the degree to which people either tolerate ambiguity or feel threatened by ambiguity.
A) Individualism
B) Collectivism
C) Power distance
D) Uncertainty avoidance

Answer: D
Explanation: D) Uncertainty avoidance is the degree to which people tolerate ambiguity or feel threatened by ambiguity and uncertainty.
Difficulty: 1 Easy
Topic: Uncertainty avoidance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
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113) Etoni is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Etoni's culture has
A) high power distance and a strong nurturing orientation.
B) high collectivism and a short-term orientation.
C) low uncertainty avoidance and high individualism.
D) low power distance and a strong nurturing orientation.

Answer: A
Explanation: A) People in nurturing-oriented cultures emphasize relationships and the well-being of others. Those with high power distance value unequal power.
Difficulty: 3 Hard
Topic: Power distance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

114) People with _____ value assertiveness, competitiveness, and materialism.
A) high individualism
B) high collectivism
C) low power distance
D) a high achievement orientation

Answer: D
Explanation: D) People with a high achievement orientation value assertiveness, competitiveness, and materialism.
Difficulty: 1 Easy
Topic: Values
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
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115) Scenario: Kleen Waterproofing

Dave Docket, the installation manager at Kleen Waterproofing, receives a high number of customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed, and customer dissatisfaction rate keeps increasing. Dave hires several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave wonders how he can understand what is going on with his crew behavior and what he can do to improve the situation.

Dave organizes a training program for his employees to teach them how to operate the machines used for working. Which of the following attributes will show a direct improvement because of this training?
A) motivation
B) organizational citizenship behaviors (OCB)
C) ethical sensitivity
D) ability

Answer: D
Explanation: D) Ability includes both the natural aptitudes and the learned capabilities required to successfully complete a task. Here, the training is intended to teach them the capabilities for performing the task.
Difficulty: 2 Medium
Topic: Ability
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
Bloom's: Apply
AACSB: Knowledge Application
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116) Scenario: Kleen Waterproofing

Dave Docket, the installation manager at Kleen Waterproofing, receives a high number of customer complaints that several crewmembers either come late to the job or they do not show up at all, without any communication with the customers. The job completion dates keep getting delayed and customer dissatisfaction keeps increasing. Dave hires several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they are not sure what tasks are included in their job. Dave wonders how he can understand what is going on with his crew behavior and what he can do to improve the situation.

According to the MARS model, the new employees Dave hires are likely to
A) emphasize the utilitarianism principle in their decision making.
B) have lower job performance due to poor role perceptions.
C) have better job performance because they are motivated and able to perform the work.
D) have above-average organizational citizenship.

Answer: B
Explanation: B) Employees require accurate role perceptions to perform their jobs well. Role perceptions refer to how clearly people understand the job duties (roles) assigned to or expected of them.
Difficulty: 3 Hard
Topic: Role perceptions
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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117) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the Big Five personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers want to hire people who are dependable, goal-focused, thorough, and disciplined. Which of the following "Big Five" personality dimensions is desirable for potential recruits?
A) Openness to experience
B) Agreeableness
C) Conscientiousness
D) Locus of control

Answer: C
Explanation: C) Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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118) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers should be aware that being good-natured, empathetic, caring, and courteous are characteristics of people who score high on
A) openness to experience.
B) agreeableness.
C) locus of control.
D) emotional stability.

Answer: B
Explanation: B) Agreeableness includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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119) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

Electronika managers must pay attention to the _____ personality dimension when hiring new employees because it characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
A) extraversion
B) openness-to-experience
C) conscientiousness
D) neuroticism

Answer: D
Explanation: D) Neuroticism characterizes people who tend to be anxious, insecure, self-conscious, depressed, and temperamental.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
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120) Scenario: Electronika International

Electronika International is a fast-growing small company specializing in consumer electronics. Managers at Electronika International are exploring the idea of using the "Big Five" personality dimensions in hiring and improving work-related behaviors and job performance.

When hiring new employees, e-commerce managers should look for people who have a high level of _____, which is the most valuable "Big Five" personality dimension for predicting job performance.
A) extraversion
B) openness to experience
C) conscientiousness
D) introversion

Answer: C
Explanation: C) Conscientiousness and emotional stability (low neuroticism) stand out as the personality traits that best predict individual performance in almost every job group.
Difficulty: 3 Hard
Topic: Big Five Model
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Apply
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121) Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Middle Eastern markets. The company decides to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences.

IMT managers should make themselves aware that people in Japan tend to have
A) high individualism.
B) high power distance.
C) a high achievement orientation.
D) a low fostering orientation.

Answer: C
Explanation: C) Very high achievement orientation scores have been reported in Japan and Austria.
Difficulty: 3 Hard
Topic: Values
Learning Objective: 02-06 Describe five values commonly studied across cultures.
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AACSB: Knowledge Application
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122) Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company decides to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences.

IMT managers should know that employees from cultures with a high power distance orientation are more likely to
A) use their power to obtain undue favors.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in the organization.

Answer: D
Explanation: D) Countries with a high power distance orientation value unequal power. Those in higher positions expect obedience to authority; those in lower positions are comfortable receiving commands from their superiors without consultation or debate, and they prefer to resolve differences through formal procedures rather than directly.
Difficulty: 3 Hard
Topic: Power distance
Learning Objective: 02-06 Describe five values commonly studied across cultures.
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123) Scenario: International Manufacturing & Trading

International Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Middle Eastern markets. The company decides to open a manufacturing plant in Japan, Taiwan, and Malaysia. IMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. IMT managers realize that there will be some cultural differences.

U.S. managers tend to be
A) more individualistic.
B) high in nurturing.
C) more collectivistic.
D) low in achievement orientation.

Answer: A
Explanation: A) U.S. managers tend to be more individualistic, low in collectivism, and moderate in achievement-nurturing orientation.
Difficulty: 1 Easy
Topic: Individualism
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Remember
AACSB: Diversity
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124) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late to office each morning. Some sales representatives directly visit clients rather than coming to the office as required by the company policy. Others arrive several minutes after their appointed start-time. The vice president of sales does not want to introduce time clocks, but this may be necessary if punctuality continues to be an issue. Using the MARS model of individual behavior and performance, diagnose the possible reasons why salespeople may be engaging in this inappropriate behavior.

Answer: The MARS model suggests that individual behavior and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day.

Lateness may also occur because sales representatives are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, long distance between home and the office or client location, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time. Student answers will vary due to the nature of this question. The students should also discuss the possible solutions to these problems.

Difficulty: 3 Hard
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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125) Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behavior and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Students should answer this question by describing the four causes of individual behavior and applying these causes to the situation.

Answer: Ability: It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. Some employees may lack the necessary experience.

Motivation: Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not very effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore may not be motivated by the company's compensation system.

Role perceptions: Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors: Employees at Store #34 might have lower performance due to unfavorable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty receiving inventory from the company's warehouse, resulting in lack of sales.

Student answers will vary due to the nature of this question.
Difficulty: 3 Hard
Topic: MARS Model of Individual Behavior and Performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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126) Employees in a company's warehouse make several errors in inventory control and break the items that are to be shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this kind of person-job matching.

Answer: Three different strategies that would potentially improve this kind of person-job matching are:

Select qualified applicants: This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training: Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job: This involves reassigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-01 Describe the four factors that directly influence individual behavior and performance.
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127) Identify and define the types of individual behavior in a workplace.

Answer: The types are task performance, organizational citizenship, counter-productive behaviors, joining/staying with the organization, and maintaining attendance.

- Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives. It consists of proficiency, adaptability, and proactivity.
- Organizational citizenship includes various forms of cooperation and helpfulness to others that support the organization's social and psychological context.
- Counterproductive work behaviors are voluntary behaviors that have the potential to directly or indirectly harm the organization.
- Joining and staying with the organization reflects the organization's ability to hire and retain talent.
- Maintaining work attendance consists of absenteeism (missing work), tardiness (being late for work), and presenteeism (attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors).

Difficulty: 3 Hard
Topic: Behavioral component
Learning Objective: 02-02 Summarize the five types of individual behavior in organizations.
Bloom's: Understand
AACSB: Analytical Thinking
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128) An ongoing debate in organizational behavior is whether one should consider the personality traits of job applicants when selecting them into an organization. Take the view that personality traits should be considered in the selection process and provide arguments for your position.

Answer: Students should be evaluated in this question not only on factual knowledge from the text, but also their logic and persuasive argument skills. Factually, the text presents two arguments in favor of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits affect the types of jobs in which people are interested. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviors.

Student answers will vary though they should address these points in their answer.
Difficulty: 3 Hard
Topic: Myers-Briggs Type Indicator (MBTI)
Learning Objective: 02-03 Describe personality and discuss how the "Big Five" personality dimensions and four MBTI types relate to individual behavior in organizations.
Bloom's: Evaluate
AACSB: Analytical Thinking
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129) Describe (and/or draw) and explain Schwartz's Values Circumplex model.

Answer: This model clusters 57 specific values into 10 broad values categories: universalism, benevolence, tradition, conformity, security, power, achievement, hedonism, stimulation, and self-direction. These 10 categories are further clustered into four quadrants. The first, openness to change, refers to the extent to which a person is motivated to pursue innovative ways. This quadrant includes the value categories of self-direction and hedonism. The opposing quadrant is conservation, which is the extent to which a person is motivated to preserve the status quo. The third quadrant is self-enhancement, which refers to how much a person is motivated by self-interest. The last quadrant, which is the opposite of self-enhancement, is self-transcendence, which refers to the motivation to promote the welfare of others and nature. The model is shown in Exhibit 2.6.
Difficulty: 2 Medium
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Understand
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130) There is often a disconnect between personal values and individual behavior. What does this mean? What factors contribute to this disconnect?

Answer: This means that people may think that they act consistently with their hierarchy of values, but they don't always do so. One influence on the values-behavior link is the situation. Work environments influence our behavior, at least in the short term, so they necessarily encourage or discourage values-consistent behavior. This sometimes occurs without our awareness, but more often we blame the situation for preventing us from applying our values. Another factor is that we are more likely to apply values when we actively think about them and understand their relevance to the situation. Some situations easily trigger awareness of our values. However, values are abstract concepts, so their relevance to specific situations is not obvious much of the time.
Difficulty: 3 Hard
Topic: Values
Learning Objective: 02-04 Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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131) Explain the three distinct types of ethical principles.

Answer: The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree on who is "similar" and what factors are "relevant."
Difficulty: 2 Medium
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Understand
AACSB: Analytical Thinking; Ethics
Accessibility: Keyboard Navigation

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132) Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe two strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

Answer: The company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve some of the decision-making dilemmas they face. Another strategy to improve ethical conduct is to train and regularly evaluate employees about their knowledge of proper ethical conduct. Many large firms have annual quizzes to test employee awareness of company rules and practices on important ethical issues such as giving gifts and receiving sensitive information about competitors or governments. In some firms, employees participate in elaborate games that present increasingly challenging and complex moral dilemmas. An increasingly popular practice to improve ethical conduct is an ethics telephone hotline and website, typically operated by an independent organization, where employees can anonymously report suspicious behavior. A few very large businesses also employ ombudspersons who receive information confidentially from employees and proactively investigate possible wrongdoing. Ethics audits also are conducted in some organizations but are more common for evaluation of corporate social responsibility practices. The most powerful foundation is a set of shared values that reinforces ethical conduct. An ethical culture is supported by the conduct and vigilance of corporate leaders.
Difficulty: 2 Medium
Topic: Ethics
Learning Objective: 02-05 Describe three ethical principles and discuss three factors that influence ethical behavior.
Bloom's: Apply
AACSB: Analytical Thinking; Ethics
Accessibility: Keyboard Navigation

133) What have we learned from research about differences in values across cultures? What warning flags do we need to pay attention to?

Answer: While our knowledge of cross-cultural dynamics has blossomed due to research in the past two decades, there are three issues we need to be aware of. First, many research studies have relied on small, convenient samples, and these studies may draw conclusions that might not generalize to the cultures they represent. Second, cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.
Difficulty: 3 Hard
Topic: Cultural values
Learning Objective: 02-06 Describe five values commonly studied across cultures.
Bloom's: Understand
AACSB: Analytical Thinking
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