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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

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

1) Our personality is determined mostly by our socialization (upbringing) rather than by our genetic origins.
   - ◎ true
   - ◎ false

2) Personality traits are more evident in situations where an individual's behavior is subject to social norms and reward systems.
   - ◎ true
   - ◎ false

3) The relationship between personality and performance is often nonlinear.
   - ◎ true
   - ◎ false

4) Asuka, a middle manager at a computing services firm, is conventional, resistant to change, and unimaginative. This implies that Asuka has a high openness to experience personality.
   - ◎ true
   - ◎ false

5) Neuroticism is one of the three dark triad personality traits.
   - ◎ true
   - ◎ false

6) High-Mach individuals believe that deceit is a natural and acceptable way to achieve their goals.
   - ◎ true
   - ◎ false

7) Narcissistic individuals rarely seek attention for themselves.
   - ◎ true
   - ◎ false

8) The dark triad is associated with bullying and other forms of workplace aggression.
   - ◎ true
   - ◎ false

9) Jung explained that the perceiving function occurs through two competing orientations: sensing and intuition.
   - ◎ true
   - ◎ false

10) According to Jungian theory, an individual's type is completely caused by nurture.
    - ◎ true
    - ◎ false

11) Values tell us what we tend to do, while personality traits tell us what we ought to do.
    - ◎ true
    - ◎ false

12) Values directly motivate our actions by affecting the valence of different choices.
    - ◎ true
    - ◎ false

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13) Utilitarianism suggests that we should choose the option that provides the highest degree of satisfaction to those affected.
- ◎ true
- ◎ false

14) Distributive justice says that appropriate decision criteria rules should be applied to calculate how various benefits and burdens are distributed.
- ◎ true
- ◎ false

15) The individual rights principle of ethical decision making states that individual rights cannot conflict with another.
- ◎ true
- ◎ false

16) Moral intensity is a person's ability to detect a moral dilemma and estimate its relative importance.
- ◎ true
- ◎ false

17) Individualism and collectivism are opposites and the concepts are correlated.
- ◎ true
- ◎ false

18) People with high power distance are more likely to resolve problems through informal discussions.
- ◎ true
- ◎ false

19) Employees who value structured situations in which rules of conduct and decision making are clearly documented score high on uncertainty avoidance.
- ◎ true
- ◎ false

20) Highly collectivist people define themselves by their group memberships.
- ◎ true
- ◎ false

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

21) _____ is the relatively enduring pattern of thoughts and behaviors that characterize a person.
- A) Personality
- B) Values
- C) Motivation
- D) Locus of control
- E) Job satisfaction

22) An individual's personality
- A) changes several times throughout the year.
- B) is formed only from childhood socialization and the environment.
- C) is less evident in situations where social norms, reward systems, and other conditions constrain behavior.
- D) does not provide an enduring pattern of processes.
- E) is more prominent when rewards for behavior are substantial.

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23) Personality is shaped by two general "forces," namely
A) nature and nurture.
B) nature and heredity.
C) heredity and genes.
D) socialization and nurture.
E) tendencies and traits.

24) The "Big Five" personality factors represent
A) all of the personality traits found in an ideal job applicant.
B) the clusters representing most personality traits.
C) the personality traits caused by the environment rather than heredity.
D) the necessary conditions for a person to have extraversion.
E) the characteristics of employees with low levels of motivation.

25) Which of the following acronyms refer to the personality dimensions in the five-factor model?
A) MBTIA
B) CANOE
C) VALUE
D) MARSE
E) SMART

26) Being good-natured, trusting, helpful, and tolerant are characteristics of people with which personality factor?
A) openness to experience
B) agreeableness
C) locus of control
D) emotional stability
E) extraversion

27) Conscientiousness is a dimension of
A) individualism.
B) Schwartz's values model.
C) Myers-Briggs Type Indicator.
D) Jungian personality theory.
E) the five-factor model of personality.

28) Which of the following explicitly identifies neuroticism?
A) power distance
B) Schwartz's Values Circumflex model
C) the five-factor model of personality
D) Holland's theory of vocational choice
E) Myers-Briggs Type Indicator

29) What is the best definition of personality?
A) the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person
B) broad concepts that allow us to label and understand individual differences
C) genetic or hereditary origins
D) socialization, life experiences, and other forms of interaction with the environment
E) clarity of "who we are"

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30) Our socialization, life experiences, and other forms of interaction with the environment are often referred to collectively as
A) ethics.
B) personality traits.
C) nature.
D) nurture.
E) principles.

31) Most employees in the social services section of a government department have frequent interaction with people who are unemployed or face personal problems. Which of the following personality factors is best suited to employees working in these jobs?
A) high neuroticism
B) external locus of control
C) high introversion
D) high agreeableness
E) low motivation

32) Giulia is the advertising head of a firm. She is extremely imaginative, creative, and curious. Giulia most likely has which of the following?
A) high uncertainty avoidance value
B) high openness to experience personality
C) high security personal value
D) low neuroticism personality
E) high conformity personal value

33) _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
A) Extraversion
B) Openness to experience
C) Conscientiousness
D) Neuroticism
E) Agreeableness

34) People with high agreeableness are motivated to be
A) dependable and open.
B) empathic and dependable.
C) cooperative and sensitive.
D) upbeat and flexible.
E) extroverted and emotional.

35) Which "Big Five" personality dimension is most valuable for predicting proficient task performance (how well people perform their job)?
A) extraversion
B) openness to experience
C) conscientiousness
D) neuroticism
E) agreeableness

36) _____ characterizes people who feel very comfortable being alone.
A) Introversion
B) Openness to experience
C) Conscientiousness
D) Neuroticism
E) Agreeableness

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37) Yuki, a manager, is very conventional, resistant to change, habitual, and does not accept new ideas very easily. This implies that Yuki has
A) low neuroticism.
B) low customary thinking.
C) high extraversion.
D) high agreeableness.
E) low openness to experience.

38) Which of the following statements is correct regarding the Big Five personality factors?
A) Each factor clusters several specific personality traits.
B) The best employees score high on all five traits except neuroticism, for which they score low.
C) The big five covers all domains of personality.
D) Specific traits are less accurate predictors of behavior than the big five factors.
E) Personality is static.

39) What does the statement "The five-factor model doesn't cover all personality" mean?
A) It means there are many people who do not possess any of the big five factors.
B) It means higher scores on the big five result in better performance.
C) It means there are probably one or two traits omitted by the big five.
D) It means personality studies differences between people, not similarities.
E) It means the Big Five is one of several perspectives on personality.

40) The dark triad is composed of
A) narcissism, Machiavellianism, and psychopathy.
B) neuroticism, Machiavellianism, and psychopathy.
C) narcissism, neuroticism, and psychopathy.
D) narcissism, Machiavellianism, and sociopathy.
E) narcissism, neuroticism, and sociopathy.

41) _____ is the core characteristic of individuals who exhibit the dark triad of personality traits.
A) Low power distance
B) High introversion
C) Low humility
D) High empathy
E) Strong ethic of care

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42) Which personality trait in the dark triad is considered the most sinister?
A) psychopathy
B) Machiavellianism
C) narcissism
D) neuroticism
E) agreeableness

43) Jung's psychological types are measured through the
A) five-factor personality model.
B) locus of control scale.
C) individualism-collectivism measurement scale.
D) Myers-Briggs Type Indicator.
E) self-monitoring personality test.

44) Which pair of traits in the Myers-Briggs Type Indicator impacts how people make decisions?
A) sensing and intuition
B) extraversion and introversion
C) judging and perceiving
D) thinking and feeling
E) sensing and feeling

45) People with perceiving orientation are
A) quiet.
B) curious.
C) caring.
D) realistic.
E) domineering.

46) The Myers-Briggs Type Indicator (MBTI) is not recommended for
A) individual therapy.
B) personal development.
C) developing artificial intelligence.
D) hiring or promotion decisions.
E) career counseling.

47) People who have obsessive beliefs about their own superiority have which of the following traits?
A) Machiavellianism
B) narcissism
C) humility
D) psychopathy
E) neuroticism

48) Individuals who are psychopathic lack which of the following?
A) ambition
B) impulsiveness
C) empathy
D) charm
E) thrill-seeking

49) The dark triad is associated with all of the following *except*
A) white-collar crime.
B) bullying.
C) workplace aggression.
D) excessive risk taking.
E) lack of political skills.

50) According to Jung, people who are sensing tend to focus on
A) being curious.
B) being flexible.
C) emotional responses.
D) future possibilities.
E) the here and now.

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51) Jung's perceiving and judging represents a person's attitude toward
A) being alone.
B) making decisions.
C) perceiving information.
D) the external world.
E) using logic.

52) Which of the following is correct regarding the MBTI?
A) It is based on Carl Jung's observation and interpretation of patients.
B) It should be one of the primary tools used in employment selection.
C) It is a good predictor of team development.
D) It is a well-established measurement tool with no real limitations.
E) It accurately predicts leader effectiveness.

53) Which of the following statements about values is true?
A) Values do not conflict with each other.
B) Values describe what we naturally tend to do, not what we want to do.
C) Values are influenced by heredity, not socialization.
D) Values guide our decisions and actions.
E) A person's hierarchy of values typically changes a few times each year.

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

55) Schwartz's model organizes several dozen values into
A) six dimensions.
B) five factors.
C) three statistical formulas.
D) ten broad categories in four quadrants.
E) a timeline.

56) Schwartz's model explicitly identifies which of the following as a values category?
A) extraversion
B) power distance
C) conscientiousness
D) neuroticism
E) stimulation

57) _____ in Schwartz's Values Circumplex, is the quadrant that includes hedonism, stimulation, and self-direction.
A) Openness to change
B) Self-enhancement
C) Conservation
D) Self-transcendence
E) Self-awareness

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58) Under Schwartz's Values Circumplex, hedonism is a part of two different quadrants,_____ and_____.
A) self-transcendence; self-enhancement
B) self-transcendence; conservation
C) self-enhancement; conservation
D) openness to change; conservation
E) openness to change; self-enhancement

59) Values frame our perceptions of reality by doing which of the following?
A) influencing whether we notice something
B) regulating our consistency of behavior
C) influencing the attractiveness of choices
D) generating negative feelings toward something
E) modulating our self-view

60) _____ refers to how similar a person's values hierarchy is to the values hierarchy of another entity.
A) Valence
B) Values congruence
C) Perception
D) Personality
E) Awareness

61) Ethics are most closely related to
A) values.
B) locus of control.
C) Myers-Briggs Type Indicator.
D) personality.
E) ability.

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

63) Which of the following is identified as an ethical principle?
A) utilitarianism
B) power distance
C) conservation
D) self-enhancement
E) conscientiousness

64) A problem with the utilitarian principle of ethical decision making is that
A) it usually leads to immoral decisions.
B) different stakeholders have different rights.
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.
E) it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

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65) _____ states that everyone has a moral obligation to help others within their relational sphere to grow and self-actualize.
A) Utilitarianism
B) Individual rights
C) Moral intensity
D) Distributive justice
E) Ethic of care

66) One of the limitations of the individual rights principle is that
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 the employees.
D) it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
E) it can degenerate into unjust favoritism.

67) Senior executives at DigitalRetail 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 moral sensitivity.
B) is one in which decision makers should rely only on the utilitarianism rule of ethics.
C) has a low degree of moral sensitivity.
D) has a high degree of moral intensity.
E) has a low degree of moral intensity.

68) A high degree of situational mindfulness can help an employee maintain a high
A) utilitarianism.
B) moral intensity.
C) moral sensitivity.
D) narcissism.
E) sense of entitlement.

69) People who have high moral sensitivity
A) can more quickly and accurately estimate the moral intensity of the issue.
B) tend to have lower levels of empathy.
C) are always more ethical than people with a moderate or low level of moral sensitivity.
D) are individualistic and achievement oriented.
E) cannot estimate the moral intensity of an issue.

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70) Employees who strongly believe they have_____ are more sensitive to moral dilemmas because they put more energy into maintaining ethical conduct.
A) moral sensitivity
B) moral character
C) value judgment
D) moral intensity
E) utilitarianism

71) Which of the following does the *most* to improve ethical conduct?
A) a code of ethics
B) training, which can include quizzes and games/role playing
C) hotlines for anonymous tips
D) an ombudsperson who can investigate wrongdoing
E) a set of shared values that reinforces ethical conduct

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72) A study of 1,000 CEOs identified_____ as the most frequently mentioned characteristic of effective leaders.
A) charisma
B) intelligence
C) extraversion
D) integrity
E) narcissism

73) People who value their personal uniqueness have
A) high individualism.
B) high collectivism.
C) high power distance.
D) low uncertainty avoidance.
E) low openness to experience.

74) _____ is the extent to which we value our duty to groups to which we belong and group harmony.
A) Individualism
B) Collectivism
C) Power distance
D) Uncertainty avoidance
E) Achievement orientation

75) Which of the following statements about cross-cultural values is true?
A) People with a high achievement orientation emphasize relationships and the well-being of others.
B) People with high individualism can have any level (high or low) of collectivism.
C) People with high power distance value independence and personal uniqueness.
D) People with low uncertainty avoidance must also have high power distance.
E) People in almost all cultures have high uncertainty avoidance.

76) People with high collectivism
A) accept unequal distribution of power.
B) also have low individualism.
C) value harmonious relationships in the groups to which they belong.
D) value thrift, savings, and persistence.
E) appreciate the unique qualities that distinguish themselves from others.

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77) Americans tend to have high
A) power distance.
B) nurturing orientation.
C) long-term orientation.
D) individualism.
E) uncertainty avoidance.

78) Which of the following countries generally has the strongest collectivist value orientation?
A) United States
B) Japan
C) Taiwan
D) Egypt
E) France

79) 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 the organization.
E) give their power to others as a sign of friendship.

80) _____ is the extent to which people either tolerate ambiguity or feel threatened by ambiguity.
A) Individualism
B) Collectivism
C) Power distance
D) Uncertainty avoidance
E) Achievement orientation

81) Jia 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. Jia's culture has
A) high power distance and strong nurturing orientation.
B) high collectivism and a short-term orientation.
C) low uncertainty avoidance and high individualism.
D) low power distance and strong achievement orientation.
E) high power distance and weak nurturing orientation.

82) People in cultures with high_____ value assertiveness, competitiveness, and materialism.
A) individualism
B) collectivism
C) power distance
D) uncertainty avoidance
E) achievement orientation

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83) Although cross-cultural studies have provided excellent knowledge, this area of research has also suffered from the problem of
   A) relying on small, convenient samples that don't represent the culture.
   B) presenting conclusions rather than just presenting data and facts.
   C) making the assumption that all countries have diverse cultures.
   D) relying on a major study of Google employees conducted almost four decades ago.
   E) focusing on deep-level diversity rather than surface-level diversity within the country studied.

84) Why do Americans vary in their values and personalities across regions?
   A) The physical environment has a massive effect on individual traits and values.
   B) National institutions have a greater influence on personal values.
   C) Regional institutions have a greater influence on socialization practices and resulting personal values.
   D) The number of rules and social controls (cultural tightness) within each state explains similarities in personality and values across the country.
   E) Americans do not vary in their values across regions.

85) **Scenario A**PureChip International is a fast-growing small company specializing in consumer electronics. Managers at PureChip International are exploring the idea of using the Five-Factor personality model in hiring and improving work-related behaviors and job performance. PureChip International managers want to hire people who are dependable, goal-focused, thorough, and disciplined. Which of the following personality factors best predicts job applicants for these job requirements?
   A) openness to experience
   B) agreeableness
   C) conscientiousness
   D) locus of control
   E) extraversion

86) **Scenario A**PureChip International is a fast-growing small company specializing in consumer electronics. Managers at PureChip International are exploring the idea of using the Five-Factor personality model in hiring and improving work-related behaviors and job performance. If the PureChip International managers want to hire employees who will exhibit good organizational citizenship, they should look for people with
   A) openness to experience.
   B) agreeableness.
   C) locus of control.
   D) emotional stability.
   E) extraversion.

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87) **Scenario A**PureChip International is a fast-growing small company specializing in consumer electronics. Managers at PureChip International are exploring the idea of using the Five-Factor personality model in hiring and improving work-related behaviors and job performance. PureChip International managers must pay attention to _____ 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
E) locus of control

88) **Scenario A**PureChip International is a fast-growing small company specializing in consumer electronics. Managers at PureChip International are exploring the idea of using the Five-Factor personality model in hiring and improving work-related behaviors and job performance. If the PureChip managers are most concerned with hiring people who will have strong job performance, they should look for people who have a high level of
A) extraversion.
B) openness to experience.
C) conscientiousness.
D) neuroticism.
E) locus of control.

89) **Scenario B**Inclusive Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided 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 but are unsure of what and how much.
IMT managers should make themselves aware that people in Japan tend to have
A) high individualism.
B) high collectivism.
C) low power distance.
D) high achievement orientation.
E) medium uncertainty distance.

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90) **Scenario B**Inclusive Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided 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 but are unsure of what and how much.
IMT managers should know that employees from cultures with a high power distance 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.
E) give their power to others as a sign of friendship.

91) **Scenario B**Inclusive Manufacturing & Trading (IMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided 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 but are unsure of what and how much.
U.S. managers tend to have
A) high individualism.
B) high nurturing orientation.
C) high collectivism.
D) low achievement orientation.
E) high uncertainty avoidance.

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

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

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

94) The textbook states, "... there is often a 'disconnect' between personal values and individual behavior." What does this mean? What influences this disconnect?

95) Explain the four distinct types of ethical principles.

96) 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 three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

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

98) Describe the three traits that comprise the dark triad or personality.

99) Discuss how the dark triad negatively impact workplace behavior.

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Answer Key

Test name: Chapter 02

1) FALSE
Personality is shaped by both nature and nurture, although the relative importance of each continues to be debated and studied.

2) FALSE
People are sensitive to social norms, reward systems, and other external conditions. People vary their behavior to suit the situation, even if the behavior is at odds with their personality.

3) TRUE
Several studies have reported that the best employees don't have the highest scores on some personality factors. In other words, the relationship between personality and performance is often nonlinear.

4) FALSE
Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive.

5) FALSE
Personality experts have since re-examined personality traits with positive and negative valences. Out of these studies has emerged a cluster of three socially undesirable personality traits—Machiavellianism, narcissism, and psychopathy—called the dark triad.

6) TRUE
People with high Machiavellianism (high-Machs) demonstrate a strong motivation to get what they want at the expense of others. They believe that deceit is a natural and acceptable way to achieve their goals; indeed, they take pleasure in misleading, outwitting, and otherwise controlling others.

7) FALSE
Narcissists have an excessive need for attention, so they aggressively engage in self-promotion, exhibitionism, and other attention-seeking behaviors.

8) TRUE
The dark triad is associated with bullying and other forms of workplace aggression. In particular, employees in organizations with psychopathic managers observe significantly more incidents of bullying than employees in other organizations.

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9) TRUE
Jung explained that the perceiving function—how people prefer to gather information—occurs through two competing orientations: *sensing (S)* and *intuition (N)*.

10) FALSE
An individual's type, according to Jungian theory, is completely caused by nature, not nurture.

11) FALSE

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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 us what we ought to do—whereas personality traits describe what we naturally tend to do.

12) TRUE
Values directly motivate our actions by shaping the relative attractiveness (valence) of the choices available. In other words, we experience more positive feelings toward alternatives that are aligned with our most important values.

13) TRUE
Utilitarianism 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.

14) TRUE
Distributive justice says that appropriate decision criteria rules should be applied to calculate how various benefits and burdens are distributed. These individual criteria might be based on equality, equity, or need.

15) FALSE
One problem with individual rights is that certain individual rights may conflict with others.

16) FALSE
Moral intensity is the degree to which an issue demands the application of ethical principles. Moral sensitivity is a person's ability to detect a moral dilemma and estimate its relative importance.

17) FALSE
Contrary to popular belief, individualism is not the opposite of collectivism. In fact, an analysis of most previous studies reported that the two concepts are uncorrelated.

18) FALSE
Power distance refers to the extent to which people accept unequal distribution of power in a society. Those with high power distance value unequal power. People with high power distance prefer to resolve differences through formal procedures rather than direct informal discussion.

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19) TRUE
Uncertainty avoidance is the degree to which people tolerate ambiguity (low uncertainty avoidance) or feel threatened by ambiguity and uncertainty (high uncertainty avoidance). Employees with high uncertainty avoidance value structured situations in which rules of conduct and decision making are clearly documented.

20) TRUE
Collectivism is the extent to which we value our duty to groups to which we belong and to group harmony. 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.

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21) A
Personality is the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.

22) C
People are sensitive to social norms, reward systems, and other external conditions. People vary their behavior to suit the situation, even if the behavior is at odds with their personality.

23) A
Personality is shaped by both nature and nurture, although the relative importance of each continues to be debated and studied. *Nature* refers to our genetic or hereditary origins—the genes that we inherit from our parents. Personality is also shaped by *nurture*—our socialization, life experiences, and other forms of interaction with the environment.

24) B
The "Big Five" personality dimensions consist of five clusters of personality dimensions that describe personality traits of individuals.

25) B
The "Big Five" personality factors are represented by the handy acronym CANOE, which includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.

26) B
Agreeableness is a personality dimension that includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible.

27) E
The five-factor model of personality includes conscientiousness, agreeableness, neuroticism, openness to experience, and extraversion.

28) 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 of personality.

29) A
Personality is defined as the relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics.

30) D
Personality is partly shaped by *nurture*—our socialization, life experiences, and other forms of interaction with the environment.

31) D
Agreeableness is a personality dimension that includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible. An employee in the social service section should have agreeableness to work well.

32) B

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Openness to experience refers to the extent to which people are imaginative, creative, unconventional, curious, nonconforming, autonomous, and aesthetically perceptive.

33) D
Neuroticism characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

34) C
Employees with high agreeableness are more cooperative, sensitive, flexible, and supportive. Employees with higher (but not too high) agreeableness tend to improve team performance through better knowledge sharing and motivation to help the team.

35) C
Conscientiousness stands out as the best overall personality predictor of proficient task performance for most jobs. The specific conscientiousness traits of industriousness (achievement, self-discipline, purposefulness) and dutifulness are the best predictors of proficient task performance. Conscientious employees set higher personal goals for themselves and are more persistent. They also engage in more organizational citizenship and in less counterproductive work behavior.

36) A
Introversion characterizes people who feel very comfortable being alone.

37) E
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.

38) A
Specific traits may be better predictors than the Big Five factors. We pay so much attention to the Big Five factors that it's easy to forget that each factor clusters several specific personality traits. For instance, conscientiousness clusters specific traits such as organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious. Specific traits are sometimes better than the broader factor at predicting behavior and performance.

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39) E
The statement illustrates that many people make the mistake of assuming that the five-factor model measures all of our personality. The five-factor model does capture a large portion of the domain we call personality, but not all of it. As mentioned at the outset of this topic, personality is difficult to define because there are several perspectives on this topic. The Big Five reflects only some of those perspectives.

40) A

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Personality studies have identified a cluster of three socially undesirable personality traits—Machiavellianism, narcissism, and psychopathy—called the dark triad. Although these traits are distinct, they have a common "dark core" consisting of either low humility/honesty or a tendency to malevolently undermine others to maximize one's own gains.

41) C
Low humility is the core characteristic of individuals who exhibit the dark triad of personality traits. People with these traits also malevolently undermine others to maximize their own gains.

42) A
Psychopathy is often considered the most sinister of the triad. It refers to social predators who ruthlessly dominate and manipulate others, yet without empathy or any feelings of remorse or anxiety.

43) D
Jung's psychological types are measured through the Myers-Briggs Type Indicator.

44) D
Jung also proposed that the judging function—how people prefer making decisions based on what they have perceived—consists of two competing processes: *thinking (T)* and *feeling (F)*. People with a thinking orientation rely on rational cause–effect logic and systematic data collection to make decisions.

45) B
People with perceiving orientation are open, curious, and flexible; prefer to adapt spontaneously to events as they unfold; and prefer to keep their options open.

46) D
The MBTI is not recommended for hiring or promotion decisions. Studies suggest that it also has questionable value in predicting leadership effectiveness and in predicting how well a team develops.

47) B
Narcissism is evident in people who have an obsessive belief in their superiority and entitlement. Along with their grandiose, inflated self-view, narcissists have an excessive need for attention, so they aggressively engage in self-promotion, exhibitionism, and other attention-seeking behaviors.

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48) C
Individuals who are psychopathic dominate and manipulate others, yet without empathy or any feelings of remorse or anxiety.

49) E
People who possess dark triad personality traits aren't always worse off. These traits are associated with manipulative political skill, which some supervisors rate favorably in employee performance.

50) E
According to Jung, people who are sensing tend to focus on the here and now.

51) D

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The MBTI extends Jung's list of personality traits described above by also measuring Jung's broader categories of *perceiving* and *judging*, which represent a person's attitude toward the external world.

52) A
MBTI was developed from Carl Jung's observation and interpretation of patients and was never systematically tested.

53) D
Values, a concept that we introduced in Chapter 1, are stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. They are perceptions about what is good or bad, right or wrong. Values tell us to what we "ought" to do. They serve as a moral compass that directs our motivation and, potentially, our decisions and actions.

54) B
Values are perceptions about what is good or bad, right or wrong.

55) D
Schwartz's Values Circumplex model clusters 57 values into ten categories. These ten broad values categories are further clustered into four quadrants.

56) E
Stimulation is one of the ten domains in Schwartz's model.

57) A
The quadrant called openness to change refers to the extent which a person is motivated to pursue innovative ways. This quadrant includes self-direction, stimulation, and hedonism.

58) E
The quadrant called openness to change refers to the extent to which a person is motivated to pursue innovative ways. This quadrant includes self-direction, stimulation, and hedonism. The quadrant called self-enhancement refers to how much a person is motivated by self-interest. This quadrant includes the value categories of achievement, power, and hedonism.

59) A
Values frame our perceptions of reality. They influence whether we notice something as well as how we interpret it.

60) B
The key concept here is values congruence, which refers to how similar a person's values hierarchy is to the values hierarchy of another entity, such as the employee's team or organization.

61) A
Ethics refers to the study of moral principles or values that determine whether actions are right or wrong and outcomes are good or bad.

62) E
Ethics refers to the study of moral principles or societal norms that determine whether actions are right or wrong and outcomes are good or bad.

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63) A
Utilitarianism is one of the four ethical principles.

64) D
One problem is that utilitarianism requires a cost–benefit analysis, yet many outcomes aren't measurable.

65) E
Ethic of care states that everyone has a moral obligation to help others within their relational sphere to grow and self-actualize.

66) 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.

67) D
Moral intensity is the degree to which an issue demands the application of ethical principles. Decisions with high moral intensity have strong ethical implications that usually affect many people.

68) C
A high degree of situational mindfulness can help an employee maintain a high moral sensitivity. Mindfulness increases moral sensitivity because it involves actively monitoring the environment as well as being sensitive to our responses to that environment.

69) 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.

70) B
Employees who strongly define themselves by moral character are more sensitive to moral dilemmas because they put more energy into maintaining ethical conduct.

71) E
Although training, hotlines, ombudspersons, and a code of ethics can improve ethical conduct to some extent, the most powerful foundation is a set of shared values that reinforces ethical conduct.

72) D
When 1,000 CEOs and other top-level executives around the world were asked to list the most important attributes of effective leaders, the most frequently mentioned characteristic was *integrity*—the leader's ethical standards.

73) A
Individualism is a cross-cultural value describing self more by one's uniqueness; personal goals have priority; decisions have low consideration of effect on others; relationships are viewed as more instrumental and fluid.

74) B
Collectivism is a cross-cultural value describing the degree to which people in a culture emphasize duty to groups to which people belong and to group harmony.

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75) B
Contrary to popular belief, individualism is not the opposite of collectivism. In fact, an analysis of most previous studies reported that the two concepts are unrelated.

76) C
Highly collectivist people define self more by one's in-group membership. In-group memberships are viewed as stable with a strong differentiation with out-groups.

77) D
Americans generally have high individualism.

78) C
The United States and Japan have low collectivism. India and Denmark have medium or medium low collectivism. Americans generally have low collectivism, whereas Israelis and Taiwanese have relatively high collectivism.

79) D
Power distance refers to the extent to which people accept unequal distribution of power in a society. Those with high power distance 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.

80) D
Uncertainty avoidance is the extent to which people tolerate ambiguity or feel threatened by ambiguity.

81) A
High achievement-nurturing orientation reflects a cooperative view of relations with other people. High power distance refers to valuing unequal power.

82) E
People with a high achievement orientation value assertiveness, competitiveness, and materialism.

83) A
Our knowledge of cross-cultural dynamics has blossomed, and many of these findings will be discussed throughout this book, particularly regarding leadership, conflict handling, and influence tactics. However, we also need to raise a few warning flags about cross-cultural knowledge. One problem is that too many studies have relied on small, convenient samples (such as students attending one university) to represent an entire culture. The result is that many cross-cultural studies draw conclusions that might not generalize to the cultures they intended to represent.

84) C
One explanation is that regional institutions—such as local governments, educational systems, and dominant religious groups—have a greater influence than do national institutions on socialization practices and resulting personal values.

85) C
Conscientiousness characterizes people who are organized, dependable, goal-focused, thorough, disciplined, methodical, and industrious.

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86) B
Agreeableness includes the traits of being trusting, helpful, good-natured, considerate, tolerant, selfless, generous, and flexible. Agreeableness is positively associated with most forms of organizational citizenship.

87) D
Neuroticism characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

88) C
Conscientiousness and emotional stability (low neuroticism) stand out as the personality traits that best predict individual performance in almost every job group.

89) D
People in Japan have high achievement orientation.

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90) D
Countries with a high power distance accept and value unequal power. They value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate, and they prefer to resolve differences through formal procedures rather than directly.

91) A
U.S. managers tend to be more individualistic, low in nurturing, low in collectivism, a little above the middle of the range on achievement orientation, and they have medium to low uncertainty avoidance.

92) Short 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 one argument in favor of using personality testing in selection. Some personality dimensions, particularly conscientiousness and high emotional stability, 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. Also, employees with higher (but not too high) agreeableness tend to improve team performance through better knowledge sharing and motivation to help the team. Student answers will vary, though they should address these points in their answer.

93) Short Answer

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This model clusters 57 specific values into ten 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 2.4.

94) Short 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. We literally need to be reminded of our dominant personal values in these situations to ensure that we apply those values.

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95) Short Answer

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The four distinct types of ethical principles are: utilitarianism, individual rights, distributive justice, and ethic of care.
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. 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 a set of natural rights that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, and right to a fair trial. The individual rights principle includes human rights that everyone is granted as a moral norm of society.
Distributive justice: This principle suggests that appropriate decision criteria rules should be applied to calculate how various benefits and burdens are distributed. These distribution criteria might be based on equality (everyone gets the same benefits and burdens), equity (they vary with one's contribution), or need (more benefits for those who most need them). The main problem with the distributive justice principle is that it is difficult to agree on the value of benefits and burdens and on the contribution or need of the people affected.
Ethic of Care: The ethic of care principle states that everyone has a moral obligation to help others within their relational sphere to grow and self-actualize. It recognizes that caring for others is a fundamental characteristic of humanity. Ethic of care includes being attentive to others' needs, using one's abilities to give care to others, and being responsive to (having empathy for) the person receiving care.

96) Short Answer
First, the company should develop and make its salespeople aware of a written ethical code of conduct. Ethics codes are supposed to motivate and guide employee behavior, signal the importance of ethical conduct, and build the firm's trustworthiness to stakeholders. Second, the value of the ethics code would increase if sales representatives received training on ethical conduct. These seminars help employees work through ethical dilemmas by applying the corporate code of ethical conduct. Third, the organization should develop an ethics hotline and website in which employees can anonymously report suspicious behavior. These hotlines are typically operated by an independent organization, and employees maintain their anonymity or confidentiality from their employer.

97) Short Answer

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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. One is that 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 is that 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.

98) Short Answer

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Machiavellianism. People with high Machiavellianism (*high-Machs*) demonstrate a strong motivation to get what they want at the expense of others. They believe that deceit is a natural and acceptable way to achieve their goals; indeed, they take pleasure in misleading, outwitting, and otherwise controlling others. High-Machs routinely use lies, manipulation, exploitation, and other undesirable influence them. They have a cynical disregard for moral principles, believe that getting more than one deserves is acceptable, and seldom empathize with or trust coworkers.
Narcissism. This trait is evident in people who have an obsessive belief in their superiority and entitlement. Along with their grandiose, inflated self-view, narcissists have an excessive need for attention, so they aggressively engage in self-promotion, exhibitionism, and other attention-seeking behaviors. Although known to be initially charming, narcissists are intensely envious of others, which is eventually apparent in their arrogance, schadenfreude (deriving pleasure from another person′s misfortune), callous disregard for others′ feelings (i.e., low empathy), and exploitation of others for personal aggrandizement.
Psychopathy. This personality trait is often considered the most sinister of the triad. It refers to social predators who ruthlessly dominate and manipulate others, yet without empathy or any feelings of remorse or anxiety. They are selfish self-promoters who use superficial charm (called the "mask" of psychopathy), yet engage in antisocial, impulsive, and often fraudulent thrill-seeking behavior. These people callously do as they please and take what they want.

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99) Short Answer

These three traits produce numerous dysfunctional outcomes in organizational settings. Dishonesty is a core characteristic of the dark triad, so people with these traits are more likely to lie and deceive others at work. Similarly, they malevolently undermine others to maximize their own gains. This is the essence of organizational politics, which is about using influence tactics for personal gain at the expense of others and the interests of the entire organization. Political tactics produce a host of dysfunctional outcomes, ranging from employee stress and dissatisfaction to unproductive use of organizational resources.

Counterproductive work behaviors, such as taking company property from work without permission or deliberately working slowly to get overtime, are predicted by the dark triad to some extent, but they are more closely associated with specific Big Five factors (low agreeableness and conscientiousness) that were identified earlier in. Instead, dark triad traits are more strongly associated with serious white-collar crimes.

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The dark triad is also associated with bullying and other forms of workplace aggression. In particular, employees in organizations with psychopathic managers observe significantly more incidents of bullying than employees in other organizations. People with dark triad personality traits tend to make decisions that produce poorer absolute and risk-adjusted investment returns. In particular, those with high psychopathy take excessive risks, due to their overconfidence and disregard for consequences.

Aside from making unethical and poor risk-

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oriented decisions, the dark triad has a complex relationship with other forms of task performance and career success. People with these traits are dysfunctional team members in the long term because, by definition, they don't trust coworkers and focus on their own goals at the expense of team goals. At the same time, dark triad employees are known to help others in the short run when it serves their self-interest.

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