

c2

Student: _____

1. The MARS model identifies the four main factors that influence individual behavior.

True False

2. According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors significantly weakens.

True False

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

True False

4. Aptitudes are natural talents that help individuals to learn specific tasks more quickly and perform them better than other people.

True False

5. Learned capabilities refer to the skills and knowledge that you have actually acquired.

True False

6. Competencies refer to the complete set of motivations, abilities, role perceptions and situational factors that contribute to job performance.

True False

7. One person-job matching strategy is to select applicants whose existing competencies best fit the required task.

True False

8. Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.

True False

9. Situational factors are working conditions within the employee's control.

True False

10. Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

True False

11. Employees are more likely to engage in organizational citizenship behaviors when they believe that the company has treated them fairly.

True False

12. Organizational citizenship is less likely to occur among employees with a high conscientiousness personality.

True False

13. Dark-side workplace behaviors are collectively known as counterproductive work behaviors (CWBs).

True False

14. Stress and perceptions of unfair treatment tend to increase the incidence of counterproductive work behaviors.

True False

15. Recent studies have found that counterproductive work behaviors have a very small negative effect on organizational performance.

True False

16. Joining the organization is a type of work-related behavior.

True False

17. Ability is the most important factor in the MARS model to explain why people quit their jobs.

True False

18. Low job satisfaction is a major reason why people quit their jobs.

True False

19. Research has found that absenteeism is rarely, if ever, caused by situational factors.

True False

20. Sick leave policies affect the employee's motivation to attend work.

True False

21. Two of the most stable individual differences are values and personality.

True False

22. Values are stable, long-lasting beliefs about what is important in a variety of situations.

True False

23. People arrange values into a needs hierarchy.

True False

24. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.

True False

25. Our habitual behavior tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.

True False

26. Espoused values represent the values that you and your spouse have in common.

True False

27. The main reason why values don't guide our decisions and actions is that values are abstract concepts.

True False

28. One way to increase the effect of values on behavior is to make people mindful of their values..

True False

29. Research indicates that values incongruence -- differences between an employee's personal values and the organization's values -- is fairly common.

True False

30. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.

True False

31. Organizations that don't align corporate values with the dominant values of the society in which they operate may have difficulty keeping talented employees.

True False

32. Cultures with high collectivism must also have low individualism.

True False

33. Two countries with low collectivism are Japan and Canada.

True False

34. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.

True False

35. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.

True False

36. Three personality traits are distributive justice, utilitarianism, and distributive justice.

True False

37. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.
True False
38. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.
True False
39. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
True False
40. Ethical sensitivity is the degree to which an issue demands the application of ethical principles.
True False
41. Ethically sensitive people tend to have more empathy and knowledge about the situation.
True False
42. Ethics experts say that the most effective way to ensure that employees engage in ethical behavior is to introduce ethical codes of conduct.
True False
43. Corporate leaders have a strong influence on the moral conduct of employees in that organization.
True False
44. Personality is a relatively stable pattern of behaviors and internal states that explains a person's behavioral tendencies.
True False
45. Personality traits are more evident in situations where social norms and reward systems constrain behavior.
True False

46. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.
True False
47. The textbook argues that personality tests should be used to select employees in most jobs.
True False
48. The 'Big Five' personality dimensions represent five clusters that represent most personality traits.
True False
49. Agreeableness, extroversion, and conscientiousness are three of the 'Big Five' personality dimensions.
True False
50. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.
True False
51. Neuroticism, sensing, and locus of control are three of the 'Big Five' personality dimensions.
True False
52. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
True False
53. Sensing, feeling, and judging are three of the 'Big Five' personality traits.
True False
54. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
True False
55. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.
True False

56. According to the Myers-Briggs Type Indicator, some people are 'sensing-thinking' types whereas others may be 'intuitive-feeling' types.

True False

57. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.

True False

58. In the Myers-Briggs type Indicator, 'judging' types have a strong desire for order and want to resolve problems quickly.

True False

59. An internal locus of control characterizes people who think only of themselves rather than to people around them.

True False

60. People perform better in most employment situations when they have a strong external locus of control.

True False

61. People with a strong self-monitoring personality are better conversationalists and are better at boundary-spanning positions.

True False

62. People with a high self-monitoring personality tend to show little stability in other personality traits.

True False

63. The main argument of Holland's theory of occupational choice is that career success depends on the degree of fit between the person and his or her work environment.

True False

64. Realistic, investigative, and artistic are three categories of personality in Holland's theory of vocational choice.

True False

65. The main idea behind Holland's theory of vocational choice is that people are happiest and most successful when their personality is similar to the environment in which they are working.

True False

66. In Holland's vocational choice theory, people have a degree of differentiation when their actual job is significantly different from their personality.

True False

67. According to Holland's theory of occupational choice, a highly differentiated person is aligned with a single occupational type.

True False

68. Five of the six personality types in Holland's theory of occupational choice parallel all of the 'Big Five' personality dimensions.

True False

69. All of these factors directly influence an employee's voluntary behavior and performance EXCEPT:

- A. motivation.
- B. role perceptions.
- C. situational factors.
- D. moral intensity.
- E. ability.

70. Which of the following identifies the four factors that directly influence individual behavior and performance?

- A. Utilitarianism
- B. MARS model
- C. Schwartz's model
- D. Holland's model
- E. Myers-Briggs Type Indicator

71. Which of these factors directly influences an employee's voluntary behavior and performance?

- A. Motivation
- B. Role perceptions
- C. Uncertainty avoidance
- D. All of the above
- E. Only 'A' and 'B'

72. _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

- A. Motivation
- B. Personality
- C. Values
- D. Ethics
- E. Ability

73. Motivation affects a person's _____ of voluntary behavior.

- A. direction, intensity, and persistence.
- B. antecedents, consequences and reinforcers.
- C. size, shape and weight.
- D. aptitudes, abilities, and competencies.
- E. agreeableness, locus of control, and ethical sensitivity.

74. Ability includes which of these?

- A. Aptitudes and learned skills
- B. Natural aptitude and intensity
- C. Persistence and direction
- D. Intensity and learned capabilities
- E. Direction and intensity

75. Aptitudes, skills, and competencies all fall under which of the following concepts?

- A. Motivation
- B. Personality
- C. Values
- D. Ethics
- E. Ability

76. Which of the following refers to the fact that motivation is goal-directed, not random?

- A. Persistence
- B. Direction
- C. Intensity
- D. Aptitude
- E. Competencies

77. _____ is the amount of effort allocated to the goal.

- A. Persistence
- B. Direction
- C. Intensity
- D. Aptitude
- E. Competencies

78. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:

- A. aptitudes
- B. role perceptions
- C. motivation
- D. organizational citizenship
- E. learned capabilities

79. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?

- A. Hire applicants with appropriate aptitudes.
- B. Train employees so they develop appropriate aptitudes.
- C. Motivate employees to have appropriate aptitudes.
- D. Provide resources that allow employees to perform their jobs.
- E. All of the above.

80. Competencies include:

- A. a person's aptitudes.
- B. a person's learned abilities.
- C. a person's skills.
- D. all of the above.
- E. none of the above.

81. Customer orientation, social skills, and need for achievement are examples of:

- A. aptitudes
- B. competencies
- C. role perceptions
- D. situational factors
- E. none of the above

82. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:

- A. improves role perceptions.
- B. increases person-job matching.
- C. reduces employee motivation.
- D. provides more resources to accomplish the assigned task.
- E. improves employee aptitudes.

83. According to the MARS model of individual behavior, which of the following is NOT a role perception problem?

- A. The employee lacks the proper tools to perform the job.
- B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
- C. The employee doesn't realize that a particular task is part of his or her job.
- D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
- E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

84. Competencies relate most closely to which element in the MARS model of behavior and performance?

- A. Motivation
- B. Situational factors
- C. Role perceptions
- D. Ability
- E. Competencies are not related at all to any element of the MARS model

85. The MARS model explicitly identifies which of the following factors?

- A. Money
- B. Recreational activities
- C. Neuroticism
- D. Situational factors
- E. All of the above

86. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:

- A. emphasize the utilitarianism principle in their decision making.
- B. have lower job performance due to poor role perceptions.
- C. have high job performance because they are motivated and able to perform the work.
- D. have above average organizational citizenship.
- E. have a high degree of differentiation according to Holland's classification of occupations.

87. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone 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 wasteful.
- E. increasing organizational citizenship so that employees will be less wasteful.

88. Travel Happy Ltd. gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This practice mainly:

- A. improves role perceptions.
- B. increases person-job matching.
- C. reduces employee motivation.
- D. provides more resources to accomplish the assigned task.
- E. improves employee aptitudes.

89. Which of these refers to a person's beliefs about what behaviors are appropriate or necessary, in a particular situation?

- A. Natural aptitudes
- B. Role perceptions
- C. Competencies
- D. Locus of control
- E. Situational factors

90. Companies can improve employee performance through situational factors by:

- A. asking employees about the things that motivate them.
- B. testing employee skills and knowledge before they are hired.
- C. providing training so employees learn the required competencies.
- D. redesigning the job so employees are only given tasks within their capabilities.
- E. asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

91. Which of the following is NOT a work-related behavior?

- A. Competencies
- B. Absenteeism
- C. Joining the organization
- D. Showing up for work at scheduled times
- E. Performing required tasks

92. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?

- A. Competencies
- B. Task performance
- C. Aptitudes
- D. Direction
- E. Motivation

93. Which of the following would be considered a work-related behavior?

- A. Completing required job duties above the minimum performance standard.
- B. Showing up for work at scheduled times.
- C. Accepting the organization's offer of employment.
- D. Helping a co-worker even though it isn't part of your job.
- E. All of the above.

94. Which of the following statements about task performance is FALSE?

- A. Employees are evaluated against a performance standard.
- B. Task performance refers to goal-directed activities under the individual's control.
- C. Employees are almost always evaluated on just one performance dimension.
- D. Employees are expected to perform their work above a minimum acceptable level.
- E. Each performance dimension requires specific skills and knowledge.

95. Organizational citizenship refers to:

- A. the employee's right to vote for the company president.
- B. employee behaviors that extend beyond normal job duties.
- C. the organization's obligations to society.
- D. the organization's attachment to a particular country rather than being a global entity.
- E. both 'C' and 'D'.

96. Employee behaviors that extend beyond normal job duties:

- A. should be discouraged by organizational leaders.
- B. are usually performed by people with low conscientiousness.
- C. are the most important characteristics of people with an external locus of control.
- D. are common in small businesses but never occur in large firms.
- E. are called organizational citizenship.

97. Sabotage, threatening harm, and insulting others represent:

- A. three forms of counterproductive work behaviors.
- B. the most common forms of organizational citizenship.
- C. three dimensions of Schwartz's values model.
- D. evidence of people with an introverted personality.
- E. behaviors that are no longer found in organizations.

98. Which of the following is considered a counterproductive work behavior?

- A. Insulting others
- B. Theft
- C. Deliberately performing work incorrectly so the organization suffers a loss.
- D. All of the above
- E. Only 'B' and 'C'

99. People with high stress, perceptions of organizational injustice, and act politically are more likely to:

- A. have an internal locus of control.
- B. engage in counterproductive work behaviors.
- C. stay with the organization.
- D. have high collectivism.
- E. have high congruence in Holland's vocational choice model.

100. According to research, the main reason why people quit their jobs is that:

- A. they lack the ability to stay employed.
- B. they are dissatisfied with the job or work context.
- C. other firms use powerful incentives to lure employees from their current jobs.
- D. they see their co-workers being laid off, so they also want to leave.
- E. they have the wrong attitude about loyalty to one employer.

101. Generous sick leave policies are known to:

- A. increase employee lateness
- B. improve organizational citizenship
- C. increase absenteeism
- D. increase voluntary turnover
- E. both 'C' and 'D'

102. Which of the following statements about values is FALSE?

- A. Values help define what is right or wrong and good or bad in the world.
- B. Values are arranged into a hierarchy of preferences.
- C. The values that dominate a person's preferences differ across cultures.
- D. Values guide our decisions and actions.
- E. A person's hierarchy of values typically changes a few times each year.

103. Beliefs about what is good or bad, right or wrong are called:

- A. organizational citizenship.
- B. values.
- C. collectivism.
- D. moral intensity.
- E. extroversion.

104. Which of the following is LEAST connected to the topic of values?

- A. organizational culture.
- B. moral intensity.
- C. collectivism.
- D. ethical sensitivity.
- E. neuroticism.

105. All of the following are domains in Schwartz's values model EXCEPT:

- A. Tradition.
- B. Power.
- C. Conscientiousness.
- D. Conformity.
- E. Stimulation.

106. Schwartz's values model includes all of the following EXCEPT:

- A. Universalism.
- B. Hedonism.
- C. Security.
- D. Utilitarianism.
- E. Self-direction.

107. Schwartz's model organizes ____ into ____.

- A. personality traits, six dimensions.
- B. values, a hierarchy.
- C. needs, three statistical formulas
- D. values, ten dimensions.
- E. emotions, a time line.

108. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:

- A. espoused values.
- B. ethical values.
- C. professional values.
- D. organizational values.
- E. enacted values.

109. The main reason why a person's values do not influence his or her behavior is that:

- A. the values are too specific.
- B. values never affect behavior under any circumstances.
- C. values affect a person's ability but not his or her motivation to act.
- D. values usually conflict with each other, making it difficult to determine which value to apply.
- E. values tend to be too abstract to see the connection to specific situations.

110. Employees are more likely to apply their personal values to their behavior when:

- A. someone keeps them mindful of those values.
- B. those values conflict with the organization's values.
- C. the values are abstract.
- D. all of the above occur.
- E. none of the above occurs.

111. Incongruence between a company's dominant values and an employee's values is known to:

- A. increase employee stress.
- B. increase the employee's probability of quitting.
- C. increase the chance that the employee's decisions will differ from the organization's preferences.
- D. do all of the above.
- E. have no effect on employee behavior or decision making.

112. Espoused-enacted values congruence occurs when:

- A. an employee and his or her spouse have similar values.
- B. an organization's values are consistent with the dominant values of the culture in which it operates.
- C. an employee's personal values are similar to the values of other employees on the same team.
- D. an employee's personal values are consistent with the organization's values.
- E. None of the above represents espoused-enacted values congruence.

113. People who value their independence and personal uniqueness have:

- A. high individualism.
- B. low collectivism.
- C. high power distance.
- D. low uncertainty avoidance.
- E. both 'A' and 'B'.

114. 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.

115. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?

- A. High individualism.
- B. High uncertainty avoidance.
- C. Low uncertainty avoidance.
- D. High nurturing orientation.
- E. High collectivism.

116. 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. have both 'B' and 'C'.

117. 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.

118. People with a high _____ value assertiveness, competitiveness, and materialism.

- A. individualism
- B. collectivism
- C. power distance
- D. uncertainty avoidance
- E. achievement orientation

119. Which of the following countries generally has high achievement orientation values?

- A. Canada
- B. Russia
- C. Japan
- D. Sweden
- E. The Netherlands

120. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the wellbeing of others more than goal achievement. Motowa's culture would have:

- A. a high power distance and nurturing orientation.
- B. high collectivism and short-term orientation.
- C. low uncertainty avoidance and high individualism.
- D. low power distance and strong nurturing orientation.
- E. none of the above.

121. Canadians tend to have:

- A. a high collectivism value orientation.
- B. a high nurturing-orientation value.
- C. a low individualistic value orientation.
- D. a high individualistic value orientation.
- E. both 'B' and 'C'.

122. In the section on cross-cultural values, the author warns that:

- A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).
- B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore
- C. several cultures don't have any values.
- D. diverse societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.
- E. all of the above.

123. Ethics is most closely related to:

- A. values.
- B. locus of control.
- C. the Myers-Briggs type Indicator.
- D. personality.
- E. ability.

124. Which of the following represents values 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

125. Which of the following is NOT identified in the textbook as an ethical principle?

- A. Utilitarianism.
- B. Distributive justice.
- C. Moral intensity.
- D. Individual rights.
- E. None of the above is identified as an ethical principle.

126. One problem with the utilitarian principle of ethics is that:

- A. not all utilitarian rights are protected by law.
- B. it is impossible to determine what factors should be relevant when distributing rewards.
- C. it is difficult to predict the 'trickle down' benefits to the least well off in society.
- D. it judges morality by the results but not by the means to attaining those results.
- E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

127. Ethical conduct should consider whether:

- A. the outcomes will provide the greatest good for the greatest number.
- B. the behavior violates any government laws.
- C. people affected by the behavior believe that it is fair.
- D. all of the above.
- E. only 'A' and 'B'.

128. When assessing the ethics of a decision, you should:

- A. rely mainly on the utilitarianism principle.
- B. consider its implications against all three principles described in the textbook.
- C. rely mainly on your level of collectivism.
- D. avoid considering the decision's moral intensity until after the decision has been made.
- E. apply any one--but NEVER more than one--of the three ethics principles to evaluate the decision.

129. Which of the following is an ethical principle stating that people have entitlements allowing let them act in a certain way?

- A. Utilitarianism.
- B. Individual rights.
- C. Moral intensity.
- D. Distributive justice.
- E. Ethical sensitivity.

130. The main limitation of the individual rights principle is that:

- A. it really isn't an ethical principle at all.
- B. some individual rights conflict with other individual rights.
- C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethic.
- 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

131. Senior executives at CyberForm must make a decision that will affect many people and where 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.
- E. requires a low duty to care.

132. Moral intensity is higher when:

- A. the issue produces good decisions but not bad decisions.
- B. the decision has little or no effect on other people.
- C. the decision maker is neutral and far removed from the issue or its consequences.
- D. all of the above exist.
- E. none of the above exists.

133. People who have high ethical sensitivity:

- A. are always more ethical than people with a moderate or low level of ethical sensitivity.
- B. tend to have higher empathy.
- C. tend to have more information about the specific situation.
- D. are all of the above.
- E. are only 'B' and 'C'.

134. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:

- A. neuroticism.
- B. moral intensity.
- C. ethical sensitivity.
- D. utilitarianism.
- E. uncertainty avoidance.

135. Which of the following statements about personality traits is FALSE?

- A. An individual's personality is relatively stable from one year to the next.
- B. Personality traits cause people to behave in almost exactly the same way in all situations.
- C. The most common view is that personality is shaped by both heredity and environment.
- D. An individual's personality is identified by his or her behaviors.
- E. An individual's personality cannot be observed.

136. The relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies refers to

- A. personality.
- B. values.
- C. motivation.
- D. locus of control.
- E. job satisfaction.

137. 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. is all of the above.
- E. is only 'B' and 'C'.

138. One ongoing dispute among psychologists is whether personality:

- A. is formed completely from genetic code or partly influenced by socialization and environmental conditions.
- B. is stable over several years or changes in a few times each year.
- C. is evident in all situations or is less constrained in some situations.
- D. is evident through a person's behaviors or is only evident through blood tests.
- E. really exists or is just a myth.

139. The 'Big Five' personality dimensions represent:

- A. all of the personality traits found in an ideal job applicant.
- B. the aggregated clusters representing most known personality traits.
- C. the personality traits caused by the environment rather than heredity.
- D. all of the above.
- E. only 'B' and 'C'.

140. The 'Big Five' personality dimensions are identified by the acronym:

- A. MBTIA
- B. CANOE
- C. VALUE
- D. MARSE
- E. HAPPY

141. Which of the following is a 'Big Five' personality dimension?

- A. Extroversion
- B. Openness to experience
- C. Locus of control
- D. All of the above
- E. Only 'A' and 'B'

142. All of these are "Big Five" personality dimensions EXCEPT:

- A. openness to experience.
- B. agreeableness.
- C. locus of control.
- D. emotional stability.
- E. extroversion.

143. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?

- A. Openness to experience
- B. Agreeableness
- C. Locus of control
- D. Emotional stability
- E. Extroversion

144. Conscientiousness is one dimension of:

- A. the MARS model.
- B. Schwartz's values model.
- C. Myers-Briggs Type Indicator
- D. all of the above.
- E. none of the above.

145. Neuroticism is explicitly identified in:

- A. the MARS model.
- B. Schwartz's values model.
- C. 'Big Five' personality dimensions.
- D. Holland's theory of vocational choice.
- E. both 'A' and 'C'.

146. Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?

- A. High neuroticism
- B. External locus of control.
- C. High introversion.
- D. High agreeableness.
- E. Both 'B' and 'D'.

147. Which 'Big Five' personality dimension is most valuable for predicting job performance?

- A. Extroversion
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism
- E. None of the 'Big Five' traits predicts job performance to any extent

148. _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

- A. Extroversion
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism
- E. Agreeableness

149. All of these are "Big Five" personality dimensions EXCEPT:

- A. openness to experience.
- B. agreeableness.
- C. locus of control.
- D. emotional stability.
- E. extroversion.

150. _____ characterizes people who are quiet, shy, and cautious.

- A. Introversion
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism
- E. Agreeableness

151. Jung's psychological types are measured in:

- A. the 'Big Five' personality types.
- B. the locus of control scale.
- C. any instrument that also measures neuroticism.
- D. the Myers-Briggs Type Indicator.
- E. the self-monitoring personality test.

152. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:

- A. sensing/intuition.
- B. judging/perceiving.
- C. thinking/feeling.
- D. extroversion/introversion.
- E. internal/external locus.

153. Sensing, thinking, and judging represent three dimensions of:

- A. Schwartz's values model.
- B. the MARS model.
- C. Holland's model of occupational choice.
- D. the 'Big Five' personality dimensions
- E. the Myers-Briggs Type Indicator

154. If a co-worker said that she was an 'ENTJ', she would probably be referring to:

- A. her degree of distinctiveness in Holland's vocational choice model.
- B. her Myers-Briggs Type Indicator personality.
- C. her locus of control.
- D. her value system based on Schwartz's model.
- E. her level of conscientiousness.

155. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?

- A. The MBTI measures the personality traits in Jung's psychological types.
- B. The MBTI is one of the most widely used personality tests in organizations.
- C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
- D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
- E. The MBTI combines four pairs of traits into 16 distinct types.

156. Employees who feel that they are very much in charge of their own destiny have:

- A. a self-monitoring personality
- B. an agreeableness personality
- C. an internal locus of control personality
- D. an emotionally unstable personality
- E. all of the above

157. In most work situations, employees perform better when they have:

- A. a moderately strong internal locus of control
- B. a strong external locus of control
- C. no locus of control
- D. a weak internal locus of control
- E. none of the above

158. People who are sensitive to situational cues, such as the moods and behaviors of co-workers, are said to have:

- A. an external locus of control.
- B. a high level of introversion.
- C. an advanced personality deficiency.
- D. a strong self-monitoring personality.
- E. an internal locus of control.

159. Compared with those who have a low self-monitoring personality, employees with a high self-monitoring personality:

- A. tend to be better conversationalists
- B. have difficulty controlling their temper
- C. have more of an external locus of control
- D. all of the above
- E. both 'A' and 'C'

160. Holland's theory of occupational choice states that:

- A. careers develop various patterns over time and these patterns influence the individual's need fulfillment.
- B. people with a high level of conscientiousness can perform well in almost any job.
- C. career success depends on the degree of fit between the person and his or her work environment.
- D. careers operate across company and industry boundaries rather than just within one organization.
- E. people are happiest when their personality has low distinctiveness in Holland's six types.

161. Social, enterprising, and conventional represent three categories of:

- A. Schwartz's values model.
- B. the MARS model.
- C. Holland's model of occupational choice.
- D. the 'Big Five' personality dimensions.
- E. the Myers-Briggs Type Indicator.

162. All of the following are identified by John Holland as personality and work environment types EXCEPT:

- A. enterprising.
- B. investigative.
- C. collectivist.
- D. social.
- E. conventional.

163. Which of the following are identified by John Holland as personality and work environment types?

- A. Realistic.
- B. Artistic.
- C. Conventional.
- D. Enterprising.
- E. All of the above

164. Which of the following predicts that people in a specific profession would have similar traits and interests?

- A. MARS model
- B. Schwartz's values model
- C. Self-monitoring personality theory
- D. Holland's theory of occupational choice
- E. 'Big Five' personality theory

165. Holland's theory of occupational choice states that:

- A. there are six categories that represent characteristics of both the work environment and the personality traits and interests of people working in those environments.
- B. few people fall squarely into only one career type.
- C. employee performance, satisfaction and career longevity increase with the congruence between personality and the work environment of that career.
- D. a person's occupational choice is an expression of his or her personality.
- E. all of the above

166. According to Holland's theory of occupational choice, 'consistency' refers to:

- A. the extent that an individual's personality is aligned with similar rather than dissimilar work environments.
- B. the person's tendency to stay with one career over a lifetime.
- C. the extent to which an individual's values change frequently or are relatively stable.
- D. a person's tendency to climb the corporate hierarchy at a fixed rather than an uneven pace.
- E. how often a person moves to different companies for occupational development.

167. Holland's occupational choice theory states that:

- A. people tend to have the opposite careers to their parents.
- B. career success depends on the degree of fit between the person and his or her work environment.
- C. career success is defined by the number of steps the individual achieves up the organizational hierarchy.
- D. people in successful careers experience more occasions of 'reality shock' than do people in less successful careers.
- E. people have successful careers when they network and get a mentor.

168. According to Holland's theory of occupational choice, a person is highly 'differentiated' if he or she:

- A. fits specifically into one of Holland's career types rather than several types.
- B. is in a job that is quite different from his or her ideal career type.
- C. fits into two or more of Holland's career types rather than just one type.
- D. is self-employed rather than working as an employee.
- E. does not fit into any of Holland's career types.

169. One problem with Holland's model of occupational fit is that:

- A. very few career practitioners are willing to use it.
- B. his career types refer to only two of the 'Big Five' personality dimensions.
- C. there is no support for the idea that congruence between personality and work environment affects job stress or other career outcomes.
- D. no one has developed a graphic model to illustrate the relations among the six career types.
- E. all of the above are problems with Holland's model.

170. The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice-president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behavior, diagnose the possible reasons why salespeople may be engaging in this 'lateness' behavior.

171. 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.

172. Employees in the company's warehouse are making numerous errors in inventory control and breaking items 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 person-job matching.

173. Contrast organizational citizenship behavior with task performance.

174. Comment on whether you're in agreement or disagreement with the following statement: Hiring and keeping talented employees is the most important task for managers.

175. One of the more persistent problems with values is that employees don't seem to apply them very consistently in their decisions and actions. Explain why this problem occurs and describe two ways to increase the individual's likelihood of applying a personal value to his or her behavior.

176. Comment on the accuracy of the following statement and explain your answer: 'Organizations are most successful when employee values are identical to the company's dominant values.'

177. A visiting professor in international business recently spoke to students in an organizational behavior class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism and, consequently, must logically also have a low level of individualism. The visitor then pointed out how this would be completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, you can easily determine the person's level of collectivism and individualism. Identify and discuss three problems with the visiting professor's statements.

178. A middle manager in Malaysia who is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

179. Several international sales representatives in your organization have faced the murky 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.

180. 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.

181. Holland's theory of occupational choice has become a popular foundation for career development activities. Provide three (3) reasons why this theory may be useful in career development and identify one limitation of the theory. Your answer should also briefly describe the theory.

c2 Key

1. (p. 34) The MARS model identifies the four main factors that influence individual behavior.

TRUE

AACSB: 6, 10, 12
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #1

2. (p. 34) According to the MARS model of individual behavior and performance, employee performance will remain high even if one of the four factors significantly weakens.

FALSE

AACSB: 6, 10, 12
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #2

3. (p. 35) Motivation is an external force on the person that causes him or her to engage in specific behaviors.

FALSE

AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #3

4. (p. 36) Aptitudes are natural talents that help individuals to learn specific tasks more quickly and perform them better than other people.

TRUE

AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #4

5. (p. 36) Learned capabilities refer to the skills and knowledge that you have actually acquired.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #5*

6. (p. 36) Competencies refer to the complete set of motivations, abilities, role perceptions and situational factors that contribute to job performance.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #6*

7. (p. 36) One person-job matching strategy is to select applicants whose existing competencies best fit the required task.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #7*

8. (p. 37) Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.

TRUE

*AACSB: 1, 6, 10, 12
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #8*

9. (p. 37) Situational factors are working conditions within the employee's control.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #9*

10. (p. 38) Task performance refers to goal-directed behaviors under the individual's control that support organizational objectives.

TRUE

AACSB: 6, 9, 10, 12

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #10

11. (p. 38) Employees are more likely to engage in organizational citizenship behaviors when they believe that the company has treated them fairly.

FALSE

AACSB: 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #11

12. (p. 39) Organizational citizenship is less likely to occur among employees with a high conscientiousness personality.

FALSE

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #12

13. (p. 39) Dark-side workplace behaviors are collectively known as counterproductive work behaviors (CWBs).

TRUE

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #13

14. (p. 39) Stress and perceptions of unfair treatment tend to increase the incidence of counterproductive work behaviors.

TRUE

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #14

15. (p. 39) Recent studies have found that counterproductive work behaviors have a very small negative effect on organizational performance.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #15*

16. (p. 39) Joining the organization is a type of work-related behavior.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #16*

17. (p. 39) Ability is the most important factor in the MARS model to explain why people quit their jobs.

FALSE

*AACSB: 1, 6, 10, 14
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #17*

18. (p. 39) Low job satisfaction is a major reason why people quit their jobs.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #18*

19. (p. 40, 51) Research has found that absenteeism is rarely, if ever, caused by situational factors.

FALSE

*AACSB: 6, 10, 14
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #19*

20. (p. 41) Sick leave policies affect the employee's motivation to attend work.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #20*

21. (p. 41, 51) Two of the most stable individual differences are values and personality.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #21*

22. (p. 41) Values are stable, long-lasting beliefs about what is important in a variety of situations.

TRUE

*AACSB: 5, 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #22*

23. (p. 41) People arrange values into a needs hierarchy.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #23*

24. (p. 42) One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.

TRUE

*AACSB: 6, 12
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #24*

25. (p. 43) Our habitual behavior tends to be consistent with our values, but our everyday conscious decisions and actions apply our values much less consistently.

TRUE

AACSB: 2, 6, 10

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #25

26. (p. 42) Espoused values represent the values that you and your spouse have in common.

FALSE

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #26

27. (p. 43) The main reason why values don't guide our decisions and actions is that values are abstract concepts.

TRUE

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #27

28. (p. 43) One way to increase the effect of values on behavior is to make people mindful of their values..

TRUE

AACSB: 6, 9, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #28

29. (p. 44) Research indicates that values incongruence -- differences between an employee's personal values and the organization's values -- is fairly common.

TRUE

AACSB: 6, 9, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #29

30. (p. 44) The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.

FALSE

AACSB: 6, 9, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #30

31. (p. 44) Organizations that don't align corporate values with the dominant values of the society in which they operate may have difficulty keeping talented employees.

TRUE

AACSB: 2, 6, 10, 12

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #31

32. (p. 45) Cultures with high collectivism must also have low individualism.

FALSE

AACSB: 6, 2

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #32

33. (p. 46) Two countries with low collectivism are Japan and Canada.

TRUE

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #33

34. (p. 48) One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.

TRUE

AACSB: 5, 6, 10, 13

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #34

35. (p. 49) Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.

TRUE

*AACSB: 2, 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #35*

36. (p. 49) Three personality traits are distributive justice, utilitarianism, and distributive justice.

FALSE

*AACSB: 5, 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #36*

37. (p. 49) When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.

FALSE

*AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #37*

38. (p. 49) It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.

TRUE

*AACSB: 2, 6, 7, 9
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #38*

39. (p. 49) The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.

FALSE

*AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #39*

40. (p. 50) Ethical sensitivity is the degree to which an issue demands the application of ethical principles.

FALSE

AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #40

41. (p. 50) Ethically sensitive people tend to have more empathy and knowledge about the situation.

TRUE

AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #41

42. (p. 51) Ethics experts say that the most effective way to ensure that employees engage in ethical behavior is to introduce ethical codes of conduct.

FALSE

AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #42

43. (p. 51) Corporate leaders have a strong influence on the moral conduct of employees in that organization.

TRUE

AACSB: 2, 6, 7
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #43

44. (p. 51) Personality is a relatively stable pattern of behaviors and internal states that explains a person's behavioral tendencies.

TRUE

AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #44

45. (p. 51) Personality traits are more evident in situations where social norms and reward systems constrain behavior.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #45*

46. (p. 51) There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.

FALSE

*AACSB: 1, 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #46*

47. (p. 52) The textbook argues that personality tests should be used to select employees in most jobs.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #47*

48. (p. 52) The 'Big Five' personality dimensions represent five clusters that represent most personality traits.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #48*

49. (p. 52-53) Agreeableness, extroversion, and conscientiousness are three of the 'Big Five' personality dimensions.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #49*

50. (p. 52) People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #50*

51. (p. 52-53) Neuroticism, sensing, and locus of control are three of the 'Big Five' personality dimensions.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #51*

52. (p. 52) Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #52*

53. (p. 52-53) Sensing, feeling, and judging are three of the 'Big Five' personality traits.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #53*

54. (p. 53) Conscientiousness is one of the best personality traits for predicting job performance in most job groups.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #54*

55. (p. 53) The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.

FALSE

*AACSB: 6, 10, 11
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #55*

56. (p. 54) According to the Myers-Briggs Type Indicator, some people are 'sensing-thinking' types whereas others may be 'intuitive-feeling' types.

TRUE

*AACSB: 6, 10, 11
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #56*

57. (p. 53) The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.

TRUE

*AACSB: 6, 11
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #57*

58. (p. 54) In the Myers-Briggs type Indicator, 'judging' types have a strong desire for order and want to resolve problems quickly.

FALSE

*AACSB: 6, 10, 11
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #58*

59. (p. 55) An internal locus of control characterizes people who think only of themselves rather than to people around them.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #59*

60. (p. 55) People perform better in most employment situations when they have a strong external locus of control.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #60*

61. (p. 55) People with a strong self-monitoring personality are better conversationalists and are better at boundary-spanning positions.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #61*

62. (p. 55) People with a high self-monitoring personality tend to show little stability in other personality traits.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #62*

63. (p. 55) The main argument of Holland's theory of occupational choice is that career success depends on the degree of fit between the person and his or her work environment.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #63*

64. (p. 55-56) Realistic, investigative, and artistic are three categories of personality in Holland's theory of vocational choice.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #64*

65. (p. 55) The main idea behind Holland's theory of vocational choice is that people are happiest and most successful when their personality is similar to the environment in which they are working.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #65*

66. (p. 56) In Holland's vocational choice theory, people have a degree of differentiation when their actual job is significantly different from their personality.

FALSE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #66*

67. (p. 56) According to Holland's theory of occupational choice, a highly differentiated person is aligned with a single occupational type.

TRUE

*AACSB: 6, 10
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #67*

68. (p. 52-53, 56) Five of the six personality types in Holland's theory of occupational choice parallel all of the 'Big Five' personality dimensions.

FALSE

*AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #68*

69. (p. 34) All of these factors directly influence an employee's voluntary behavior and performance EXCEPT:

- A. motivation.
- B. role perceptions.
- C. situational factors.
- D.** moral intensity.
- E. ability.

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #69

70. (p. 34) Which of the following identifies the four factors that directly influence individual behavior and performance?

- A. Utilitarianism
- B.** MARS model
- C. Schwartz's model
- D. Holland's model
- E. Myers-Briggs Type Indicator

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #70

71. (p. 34) Which of these factors directly influences an employee's voluntary behavior and performance?

- A. Motivation
- B. Role perceptions
- C. Uncertainty avoidance
- D. All of the above
- E.** Only 'A' and 'B'

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #71

72. (p. 35) _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behavior.

- A.** Motivation
- B. Personality
- C. Values
- D. Ethics
- E. Ability

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #72

73. (p. 35) Motivation affects a person's _____ of voluntary behavior.

- A.** direction, intensity, and persistence.
- B. antecedents, consequences and reinforcers.
- C. size, shape and weight.
- D. aptitudes, abilities, and competencies.
- E. agreeableness, locus of control, and ethical sensitivity.

AACSB: 6, 10

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #73

74. (p. 36) Ability includes which of these?

- A.** Aptitudes and learned skills
- B. Natural aptitude and intensity
- C. Persistence and direction
- D. Intensity and learned capabilities
- E. Direction and intensity

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #74

75. (p. 36-37) Aptitudes, skills, and competencies all fall under which of the following concepts?

- A. Motivation
- B. Personality
- C. Values
- D. Ethics
- E.** Ability

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #75

76. (p. 35) Which of the following refers to the fact that motivation is goal-directed, not random?

- A. Persistence
- B.** Direction
- C. Intensity
- D. Aptitude
- E. Competencies

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #76

77. (p. 35) _____ is the amount of effort allocated to the goal.

- A. Persistence
- B. Direction
- C.** Intensity
- D. Aptitude
- E. Competencies

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #77

78. (p. 36) All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:

- A. aptitudes
- B. role perceptions
- C. motivation
- D. organizational citizenship
- E.** learned capabilities

AACSB: 6, 12

BT: Comprehension

Difficulty: Easy

McShane - Chapter 02 #78

79. (p. 36) Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?

- A.** Hire applicants with appropriate aptitudes.
- B. Train employees so they develop appropriate aptitudes.
- C. Motivate employees to have appropriate aptitudes.
- D. Provide resources that allow employees to perform their jobs.
- E. All of the above.

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #79

80. (p. 36) Competencies include:

- A. a person's aptitudes.
- B. a person's learned abilities.
- C. a person's skills.
- D.** all of the above.
- E. none of the above.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #80

81. (p. 36) Customer orientation, social skills, and need for achievement are examples of:

- A. aptitudes
- B. competencies**
- C. role perceptions
- D. situational factors
- E. none of the above

AACSB: 1, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #81

82. (p. 37) IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:

- A. improves role perceptions.
- B. increases person-job matching.**
- C. reduces employee motivation.
- D. provides more resources to accomplish the assigned task.
- E. improves employee aptitudes.

AACSB: 6, 9

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #82

83. (p. 37) According to the MARS model of individual behavior, which of the following is NOT a role perception problem?

- A. The employee lacks the proper tools to perform the job.**
- B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
- C. The employee doesn't realize that a particular task is part of his or her job.
- D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
- E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

AACSB: 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #83

84. (p. 3) Competencies relate most closely to which element in the MARS model of behavior and performance?

- A. Motivation
- B. Situational factors
- C. Role perceptions
- D.** Ability
- E. Competencies are not related at all to any element of the MARS model

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #84

85. (p. 37) The MARS model explicitly identifies which of the following factors?

- A. Money
- B. Recreational activities
- C. Neuroticism
- D.** Situational factors
- E. All of the above

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #85

86. (p. 37) You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:

- A. emphasize the utilitarianism principle in their decision making.
- B.** have lower job performance due to poor role perceptions.
- C. have high job performance because they are motivated and able to perform the work.
- D. have above average organizational citizenship.
- E. have a high degree of differentiation according to Holland's classification of occupations.

AACSB: 1, 6, 10

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #86

87. (p. 37) To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone 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 wasteful.
- E. increasing organizational citizenship so that employees will be less wasteful.

AACSB: 6, 10

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #87

88. (p. 36) Travel Happy Ltd. gives simple accounts to newly hired employees, and then adds more challenging accounts as employees master the simple tasks. This practice mainly:

- A. improves role perceptions.
- B.** increases person-job matching.
- C. reduces employee motivation.
- D. provides more resources to accomplish the assigned task.
- E. improves employee aptitudes.

AACSB: 6, 10, 12

BT: Comprehension

Difficulty: Difficult

McShane - Chapter 02 #88

89. (p. 37) Which of these refers to a person's beliefs about what behaviors are appropriate or necessary, in a particular situation?

- A. Natural aptitudes
- B.** Role perceptions
- C. Competencies
- D. Locus of control
- E. Situational factors

AACSB: 4, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #89

90. (p. 37) Companies can improve employee performance through situational factors by:

- A. asking employees about the things that motivate them.
- B. testing employee skills and knowledge before they are hired.
- C. providing training so employees learn the required competencies.
- D. redesigning the job so employees are only given tasks within their capabilities.
- E.** asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #90

91. (p. 36) Which of the following is NOT a work-related behavior?

- A.** Competencies
- B. Absenteeism
- C. Joining the organization
- D. Showing up for work at scheduled times
- E. Performing required tasks

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #91

92. (p. 38) Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?

- A. Competencies
- B.** Task performance
- C. Aptitudes
- D. Direction
- E. Motivation

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #92

93. (p. 36-41) Which of the following would be considered a work-related behavior?

- A. Completing required job duties above the minimum performance standard.
- B. Showing up for work at scheduled times.
- C. Accepting the organization's offer of employment.
- D. Helping a co-worker even though it isn't part of your job.
- E.** All of the above.

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #93

94. (p. 38) Which of the following statements about task performance is FALSE?

- A. Employees are evaluated against a performance standard.
- B. Task performance refers to goal-directed activities under the individual's control.
- C.** Employees are almost always evaluated on just one performance dimension.
- D. Employees are expected to perform their work above a minimum acceptable level.
- E. Each performance dimension requires specific skills and knowledge.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #94

95. (p. 38) Organizational citizenship refers to:

- A. the employee's right to vote for the company president.
- B.** employee behaviors that extend beyond normal job duties.
- C. the organization's obligations to society.
- D. the organization's attachment to a particular country rather than being a global entity.
- E. both 'C' and 'D'.

AACSB: 1, 6, 9, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #95

96. (p. 38) Employee behaviors that extend beyond normal job duties:

- A. should be discouraged by organizational leaders.
- B. are usually performed by people with low conscientiousness.
- C. are the most important characteristics of people with an external locus of control.
- D. are common in small businesses but never occur in large firms.
- E.** are called organizational citizenship.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #96

97. (p. 39) Sabotage, threatening harm, and insulting others represent:

- A.** three forms of counterproductive work behaviors.
- B. the most common forms of organizational citizenship.
- C. three dimensions of Schwartz's values model.
- D. evidence of people with an introverted personality.
- E. behaviors that are no longer found in organizations.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #97

98. (p. 39) Which of the following is considered a counterproductive work behavior?

- A. Insulting others
- B. Theft
- C. Deliberately performing work incorrectly so the organization suffers a loss.
- D.** All of the above
- E. Only 'B' and 'C'

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #98

99. (p. 39) People with high stress, perceptions of organizational injustice, and act politically are more likely to:

- A. have an internal locus of control.
- B.** engage in counterproductive work behaviors.
- C. stay with the organization.
- D. have high collectivism.
- E. have high congruence in Holland's vocational choice model.

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #99

100. (p. 39-40) According to research, the main reason why people quit their jobs is that:

- A. they lack the ability to stay employed.
- B.** they are dissatisfied with the job or work context.
- C. other firms use powerful incentives to lure employees from their current jobs.
- D. they see their co-workers being laid off, so they also want to leave.
- E. they have the wrong attitude about loyalty to one employer.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #100

101. (p. 41) Generous sick leave policies are known to:

- A. increase employee lateness
- B. improve organizational citizenship
- C. increase absenteeism**
- D. increase voluntary turnover
- E. both 'C' and 'D'

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #101

102. (p. 41-42) Which of the following statements about values is FALSE?

- A. Values help define what is right or wrong and good or bad in the world.
- B. Values are arranged into a hierarchy of preferences.
- C. The values that dominate a person's preferences differ across cultures.
- D. Values guide our decisions and actions.
- E. A person's hierarchy of values typically changes a few times each year.**

AACSB: 6

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #102

103. (p. 41) Beliefs about what is good or bad, right or wrong are called:

- A. organizational citizenship.
- B. values.**
- C. collectivism.
- D. moral intensity.
- E. extroversion.

AACSB: 2, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #103

104. (p. 41) Which of the following is LEAST connected to the topic of values?

- A. organizational culture.
- B. moral intensity.**
- C. collectivism.
- D. ethical sensitivity.
- E. neuroticism.

AACSB: 6

BT: Comprehension

Difficulty: Easy

McShane - Chapter 02 #104

105. (p. 42) All of the following are domains in Schwartz's values model EXCEPT:

- A. Tradition.
- B. Power.
- C. Conscientiousness.**
- D. Conformity.
- E. Stimulation.

AACSB: 6

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #105

106. (p. 42) Schwartz's values model includes all of the following EXCEPT:

- A. Universalism.
- B. Hedonism.
- C. Security.
- D. Utilitarianism.**
- E. Self-direction.

AACSB: 6

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #106

107. (p. 43) Schwartz's model organizes _____ into _____.

- A. personality traits, six dimensions.
- B. values, a hierarchy.
- C. needs, three statistical formulas
- D. values, ten dimensions.**
- E. emotions, a time line.

AACSB: 6

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #107

108. (p. 42) The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:

- A. espoused values.
- B. ethical values.
- C. professional values.
- D. organizational values.
- E. enacted values.

AACSB: 2, 6, 7, 9, 10
BT: Comprehension
Difficulty: Medium
McShane - Chapter 02 #108

109. (p. 43) The main reason why a person's values do not influence his or her behavior is that:

- A. the values are too specific.
- B. values never affect behavior under any circumstances.
- C. values affect a person's ability but not his or her motivation to act.
- D. values usually conflict with each other, making it difficult to determine which value to apply.
- E. values tend to be too abstract to see the connection to specific situations.

AACSB: 6, 9
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #109

110. (p. 44) Employees are more likely to apply their personal values to their behavior when:

- A. someone keeps them mindful of those values.
- B. those values conflict with the organization's values.
- C. the values are abstract.
- D. all of the above occur.
- E. none of the above occurs.

AACSB: 6, 9
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #110

111. (p. 44) Incongruence between a company's dominant values and an employee's values is known to:

- A. increase employee stress.
- B. increase the employee's probability of quitting.
- C. increase the chance that the employee's decisions will differ from the organization's preferences.
- D.** do all of the above.
- E. have no effect on employee behavior or decision making.

AACSB: 6, 9, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #111

112. (p. 44-45) Espoused-enacted values congruence occurs when:

- A. an employee and his or her spouse have similar values.
- B. an organization's values are consistent with the dominant values of the culture in which it operates.
- C. an employee's personal values are similar to the values of other employees on the same team.
- D. an employee's personal values are consistent with the organization's values.
- E.** None of the above represents espoused-enacted values congruence.

AACSB: 6, 9, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #112

113. (p. 45) People who value their independence and personal uniqueness have:

- A.** high individualism.
- B. low collectivism.
- C. high power distance.
- D. low uncertainty avoidance.
- E. both 'A' and 'B'.

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #113

114. (p. 45) 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.

AACSB: 1, 5, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #114

115. (p. 45) Which of the following values represents people who value duty to groups to which they belong, and to group harmony?

- A. High individualism.
- B. High uncertainty avoidance.
- C. Low uncertainty avoidance.
- D. High nurturing orientation.
- E.** High collectivism.

AACSB: 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #115

116. (p. 45) 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. have both 'B' and 'C'.

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #116

117. (p. 47) 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.

AACSB: 5, 6, 10

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #117

118. (p. 47) People with a high _____ value assertiveness, competitiveness, and materialism.

- A. individualism
- B. collectivism
- C. power distance
- D. uncertainty avoidance
- E.** achievement orientation

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #118

119. (p. 48) Which of the following countries generally has high achievement orientation values?

- A. Canada
- B. Russia
- C.** Japan
- D. Sweden
- E. The Netherlands

AACSB: 5, 6

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #119

120. (p. 47-48) Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the wellbeing of others more than goal achievement. Motowa's culture would have:

- A.** a high power distance and nurturing orientation.
- B. high collectivism and short-term orientation.
- C. low uncertainty avoidance and high individualism.
- D. low power distance and strong nurturing orientation.
- E. none of the above.

AACSB: 1, 5, 6, 10

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #120

121. (p. 46) Canadians tend to have:

- A. a high collectivism value orientation.
- B. a high nurturing-orientation value.
- C. a low individualistic value orientation.
- D.** a high individualistic value orientation.
- E. both 'B' and 'C'.

AACSB: 5, 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #121

122. (p. 48) In the section on cross-cultural values, the author warns that:

- A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).
- B. the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore
- C. several cultures don't have any values.
- D.** diverse societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.
- E. all of the above.

AACSB: 6, 10

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #122

123. (p. 48) Ethics is most closely related to:

- A.** values.
- B. locus of control.
- C. the Myers-Briggs type Indicator.
- D. personality.
- E. ability.

AACSB: 2, 6, 7, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #123

124. (p. 48) Which of the following represents values 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

AACSB: 2, 6, 7

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #124

125. (p. 48) Which of the following is NOT identified in the textbook as an ethical principle?

- A. Utilitarianism.
- B. Distributive justice.
- C.** Moral intensity.
- D. Individual rights.
- E. None of the above is identified as an ethical principle.

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #125

126. (p. 49) One problem with the utilitarian principle of ethics is that:

- A. not all utilitarian rights are protected by law.
- B. it is impossible to determine what factors should be relevant when distributing rewards.
- C. it is difficult to predict the 'trickle down' benefits to the least well off in society.
- D.** it judges morality by the results but not by the means to attaining those results.
- E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

AACSB: 2, 6, 7

BT: Knowledge

Difficulty: Difficult

McShane - Chapter 02 #126

127. (p. 49) Ethical conduct should consider whether:

- A. the outcomes will provide the greatest good for the greatest number.
- B. the behavior violates any government laws.
- C. people affected by the behavior believe that it is fair.
- D.** all of the above.
- E. only 'A' and 'B'.

AACSB: 6, 7

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #127

128. (p. 49) When assessing the ethics of a decision, you should:

- A. rely mainly on the utilitarianism principle.
- B.** consider its implications against all three principles described in the textbook.
- C. rely mainly on your level of collectivism.
- D. avoid considering the decision's moral intensity until after the decision has been made.
- E. apply any one--but NEVER more than one--of the three ethics principles to evaluate the decision.

AACSB: 6, 7

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #128

129. (p. 49) Which of the following is an ethical principle stating that people have entitlements allowing let them act in a certain way?

- A. Utilitarianism.
- B.** Individual rights.
- C. Moral intensity.
- D. Distributive justice.
- E. Ethical sensitivity.

AACSB: 2, 6, 7

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #129

130. (p. 49) The main limitation of the individual rights principle is that:

- A. it really isn't an ethical principle at all.
- B.** some individual rights conflict with other individual rights.
- C. it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethic.
- 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

AACSB: 6, 10

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #130

131. (p. 49) Senior executives at CyberForm must make a decision that will affect many people and where 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.
- E. requires a low duty to care.

AACSB: 2, 6

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #131

132. (p. 49-50) Moral intensity is higher when:

- A. the issue produces good decisions but not bad decisions.
- B. the decision has little or no effect on other people.
- C. the decision maker is neutral and far removed from the issue or its consequences.
- D. all of the above exist.
- E.** none of the above exists.

AACSB: 6, 7

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #132

133. (p. 50) People who have high ethical sensitivity:

- A. are always more ethical than people with a moderate or low level of ethical sensitivity.
- B. tend to have higher empathy.
- C. tend to have more information about the specific situation.
- D. are all of the above.
- E.** are only 'B' and 'C'.

AACSB: 2, 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #133

134. (p. 50) The ability to recognize the presence and determine the relative importance of an ethical issue is known as:

- A. neuroticism.
- B. moral intensity.
- C.** ethical sensitivity.
- D. utilitarianism.
- E. uncertainty avoidance.

AACSB: 2, 6, 10

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #134

135. (p. 51) Which of the following statements about personality traits is FALSE?

- A. An individual's personality is relatively stable from one year to the next.
- B.** Personality traits cause people to behave in almost exactly the same way in all situations.
- C. The most common view is that personality is shaped by both heredity and environment.
- D. An individual's personality is identified by his or her behaviors.
- E. An individual's personality cannot be observed.

AACSB: 6, 14

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #135

136. (p. 51) The relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies refers to

- A. personality.
- B. values.
- C. motivation.
- D. locus of control.
- E. job satisfaction.

AACSB: 6, 14
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #136

137. (p. 51) 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. is all of the above.
- E. is only 'B' and 'C'.

AACSB: 6
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #137

138. (p. 51) One ongoing dispute among psychologists is whether personality:

- A. is formed completely from genetic code or partly influenced by socialization and environmental conditions.
- B. is stable over several years or changes in a few times each year.
- C. is evident in all situations or is less constrained in some situations.
- D. is evident through a person's behaviors or is only evident through blood tests.
- E. really exists or is just a myth.

AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #138

139. (p. 52) The 'Big Five' personality dimensions represent:

- A. all of the personality traits found in an ideal job applicant.
- B.** the aggregated clusters representing most known personality traits.
- C. the personality traits caused by the environment rather than heredity.
- D. all of the above.
- E. only 'B' and 'C'.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #139

140. (p. 52) The 'Big Five' personality dimensions are identified by the acronym:

- A. MBTIA
- B.** CANOE
- C. VALUE
- D. MARSE
- E. HAPPY

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #140

141. (p. 52-53) Which of the following is a 'Big Five' personality dimension?

- A. Extroversion
- B. Openness to experience
- C. Locus of control
- D. All of the above
- E.** Only 'A' and 'B'

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #141

142. (p. 52-53) All of these are "Big Five" personality dimensions EXCEPT:

- A. openness to experience.
- B. agreeableness.
- C.** locus of control.
- D. emotional stability.
- E. extroversion.

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #142

143. (p. 52) Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?

- A. Openness to experience
- B. Agreeableness**
- C. Locus of control
- D. Emotional stability
- E. Extroversion

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #143

144. (p. 52) Conscientiousness is one dimension of:

- A. the MARS model.
- B. Schwartz's values model.
- C. Myers-Briggs Type Indicator
- D. all of the above.
- E. none of the above.**

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #144

145. (p. 52) Neuroticism is explicitly identified in:

- A. the MARS model.
- B. Schwartz's values model.
- C. 'Big Five' personality dimensions.**
- D. Holland's theory of vocational choice.
- E. both 'A' and 'C'.

AACSB: 6, 14

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #145

146. (p. 52) Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?

- A. High neuroticism
- B. External locus of control.
- C. High introversion.
- D. High agreeableness.**
- E. Both 'B' and 'D'.

AACSB: 1, 6, 10, 14
BT: Comprehension
Difficulty: Medium
McShane - Chapter 02 #146

147. (p. 52) Which 'Big Five' personality dimension is most valuable for predicting job performance?

- A. Extroversion
- B. Openness to experience
- C. Conscientiousness**
- D. Neuroticism
- E. None of the 'Big Five' traits predicts job performance to any extent

AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #147

148. (p. 52) _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

- A. Extroversion
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism**
- E. Agreeableness

AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #148

149. (p. 52-53) All of these are "Big Five" personality dimensions EXCEPT:

- A. openness to experience.
- B. agreeableness.
- C. locus of control.**
- D. emotional stability.
- E. extroversion.

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #149

150. (p. 53) _____ characterizes people who are quiet, shy, and cautious.

- A. Introversion**
- B. Openness to experience
- C. Conscientiousness
- D. Neuroticism
- E. Agreeableness

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #150

151. (p. 53) Jung's psychological types are measured in:

- A. the 'Big Five' personality types.
- B. the locus of control scale.
- C. any instrument that also measures neuroticism.
- D. the Myers-Briggs Type Indicator.**
- E. the self-monitoring personality test.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #151

152. (p. 54) Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:

- A. sensing/intuition.
- B. judging/perceiving.
- C. thinking/feeling.
- D. extroversion/introversion.
- E. internal/external locus.**

AACSB: 6, 14

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #152

153. (p. 54) Sensing, thinking, and judging represent three dimensions of:

- A. Schwartz's values model.
- B. the MARS model.
- C. Holland's model of occupational choice.
- D. the 'Big Five' personality dimensions
- E. the Myers-Briggs Type Indicator**

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #153

154. (p. 53-54) If a co-worker said that she was an 'ENTJ', she would probably be referring to:

- A. her degree of distinctiveness in Holland's vocational choice model.
- B. her Myers-Briggs Type Indicator personality.**
- C. her locus of control.
- D. her value system based on Schwartz's model.
- E. her level of conscientiousness.

AACSB: 6

BT: Comprehension

Difficulty: Medium

McShane - Chapter 02 #154

155. (p. 53-54) Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?

- A. The MBTI measures the personality traits in Jung's psychological types.
- B. The MBTI is one of the most widely used personality tests in organizations.
- C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.**
- D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
- E. The MBTI combines four pairs of traits into 16 distinct types.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #155

156. (p. 55) Employees who feel that they are very much in charge of their own destiny have:

- A. a self-monitoring personality
- B. an agreeableness personality
- C. an internal locus of control personality**
- D. an emotionally unstable personality
- E. all of the above

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #156

157. (p. 55) In most work situations, employees perform better when they have:

- A. a moderately strong internal locus of control**
- B. a strong external locus of control
- C. no locus of control
- D. a weak internal locus of control
- E. none of the above

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #157

158. (p. 55) People who are sensitive to situational cues, such as the moods and behaviors of co-workers, are said to have:

- A. an external locus of control.
- B. a high level of introversion.
- C. an advanced personality deficiency.
- D. a strong self-monitoring personality.**
- E. an internal locus of control.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #158

159. (p. 55) Compared with those who have a low self-monitoring personality, employees with a high self-monitoring personality:

- A. tend to be better conversationalists
- B. have difficulty controlling their temper
- C. have more of an external locus of control
- D. all of the above
- E. both 'A' and 'C'

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #159

160. (p. 55) Holland's theory of occupational choice states that:

- A. careers develop various patterns over time and these patterns influence the individual's need fulfillment.
- B. people with a high level of conscientiousness can perform well in almost any job.
- C. career success depends on the degree of fit between the person and his or her work environment.
- D. careers operate across company and industry boundaries rather than just within one organization.
- E. people are happiest when their personality has low distinctiveness in Holland's six types.

AACSB: 6, 14

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #160

161. (p. 56) Social, enterprising, and conventional represent three categories of:

- A. Schwartz's values model.
- B. the MARS model.
- C. Holland's model of occupational choice.
- D. the 'Big Five' personality dimensions.
- E. the Myers-Briggs Type Indicator.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #161

162. (p. 56) All of the following are identified by John Holland as personality and work environment types EXCEPT:

- A. enterprising.
- B. investigative.
- C.** collectivist.
- D. social.
- E. conventional.

AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #162

163. (p. 56) Which of the following are identified by John Holland as personality and work environment types?

- A. Realistic.
- B. Artistic.
- C. Conventional.
- D. Enterprising.
- E.** All of the above

AACSB: 6
BT: Knowledge
Difficulty: Easy
McShane - Chapter 02 #163

164. (p. 56) Which of the following predicts that people in a specific profession would have similar traits and interests?

- A. MARS model
- B. Schwartz's values model
- C. Self-monitoring personality theory
- D.** Holland's theory of occupational choice
- E. 'Big Five' personality theory

AACSB: 6, 9, 10
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #164

165. (p. 56) Holland's theory of occupational choice states that:

- A. there are six categories that represent characteristics of both the work environment and the personality traits and interests of people working in those environments.
- B. few people fall squarely into only one career type.
- C. employee performance, satisfaction and career longevity increase with the congruence between personality and the work environment of that career.
- D. a person's occupational choice is an expression of his or her personality.
- E. all of the above**

AACSB: 6

BT: Knowledge

Difficulty: Easy

McShane - Chapter 02 #165

166. (p. 55) According to Holland's theory of occupational choice, 'consistency' refers to:

- A. the extent that an individual's personality is aligned with similar rather than dissimilar work environments.**
- B. the person's tendency to stay with one career over a lifetime.
- C. the extent to which an individual's values change frequently or are relatively stable.
- D. a person's tendency to climb the corporate hierarchy at a fixed rather than an uneven pace.
- E. how often a person moves to different companies for occupational development.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #166

167. (p. 55) Holland's occupational choice theory states that:

- A. people tend to have the opposite careers to their parents.
- B. career success depends on the degree of fit between the person and his or her work environment.**
- C. career success is defined by the number of steps the individual achieves up the organizational hierarchy.
- D. people in successful careers experience more occasions of 'reality shock' than do people in less successful careers.
- E. people have successful careers when they network and get a mentor.

AACSB: 6

BT: Knowledge

Difficulty: Medium

McShane - Chapter 02 #167

168. (p. 56) According to Holland's theory of occupational choice, a person is highly 'differentiated' if he or she:
- A.** fits specifically into one of Holland's career types rather than several types.
 - B. is in a job that is quite different from his or her ideal career type.
 - C. fits into two or more of Holland's career types rather than just one type.
 - D. is self-employed rather than working as an employee.
 - E. does not fit into any of Holland's career types.

AACSB: 6
BT: Knowledge
Difficulty: Difficult
McShane - Chapter 02 #168

169. (p. 56) One problem with Holland's model of occupational fit is that:
- A. very few career practitioners are willing to use it.
 - B.** his career types refer to only two of the 'Big Five' personality dimensions.
 - C. there is no support for the idea that congruence between personality and work environment affects job stress or other career outcomes.
 - D. no one has developed a graphic model to illustrate the relations among the six career types.
 - E. all of the above are problems with Holland's model.

AACSB: 6
BT: Knowledge
Difficulty: Medium
McShane - Chapter 02 #169

170. (p. 34-35) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice-president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behavior, diagnose the possible reasons why salespeople may be engaging in this 'lateness' behavior.

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. (While both policies should be reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive's expectations.) Lateness may also occur because sales reps 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, 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.

171. (p. 35-37) 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 by describing the four causes of individual behavior and applying these causes to the situation.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

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 as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as 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 getting inventory from the company's warehouse, resulting in lack of sales.

AACSB: 6, 10
BT: Synthesis and Evaluation
Difficulty: Medium
McShane - Chapter 02 #171

172. (p. 36) Employees in the company's warehouse are making numerous errors in inventory control and breaking items 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 person-job matching.

The textbook identifies the following three strategies. Students should describe each of these:

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 re-assigning 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.

AACSB: 6, 10
BT: Analysis
Difficulty: Medium
McShane - Chapter 02 #172

173. (p. 38-39) Contrast organizational citizenship behavior with task performance.

Task performance refers to goal-directed activities that are under the individual's control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs. Organizational citizenship behaviors, on the other hand, are activities that extend beyond the tasks normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements

AACSB: 6, 9, 10
BT: Synthesis and Evaluation
Difficulty: Easy
McShane - Chapter 02 #173

174. (p. 38) Comment on whether you're in agreement or disagreement with the following statement: Hiring and keeping talented employees is the most important task for managers.

s evaluated mainly on logical arguments. However, here are some information in this chapter that they should consider in their answer:

- a) Task performance, organizational citizenship, and the lack of counterproductive work behaviors are obviously important, but if qualified people don't join and stay with the organization, none of these performance-related behaviors would occur.
- b) Attracting and retaining talented people is becoming particularly important as worries about skills shortages heat up. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.
- c) Much of an organization's intellectual capital is the knowledge carry around in employees' heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.

AACSB: 6, 10
BT: Analysis
Difficulty: Medium
McShane - Chapter 02 #174

175. (p. 43-44) One of the more persistent problems with values is that employees don't seem to apply them very consistently in their decisions and actions. Explain why this problem occurs and describe two ways to increase the individual's likelihood of applying a personal value to his or her behavior.

Although habitual behavior tends to be consistent with a person's personal values, everyday conscious decisions and actions apply personal values much less consistently. The main reason for the "disconnect" between personal values and individual behavior is that values are abstract concepts that sound good in theory but are less easily followed in practice. A lot of people say that benevolence is an important value to them, for example, yet they don't think about being benevolent in a lot of situations. Benevolence becomes a "truism" that gets lost in translation in everyday activities.

AACSB: 6, 10
BT: Synthesis and Evaluation
Difficulty: Medium
McShane - Chapter 02 #175

176. (p. 44-45) Comment on the accuracy of the following statement and explain your answer: 'Organizations are most successful when employee values are identical to the company's dominant values.'

This statement is FALSE. To answer this fully, students should note both the benefits of having values congruence and the problems with having perfect congruence.

In terms of benefits of congruence, the textbook explains that incongruence. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

The problem with identical values -- that is, perfect congruence -- is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

AACSB: 1, 5, 6, 10
BT: Analysis
Difficulty: Medium
McShane - Chapter 02 #176

177. (p. 45-46) A visiting professor in international business recently spoke to students in an organizational behavior class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism and, consequently, must logically also have a low level of individualism. The visitor then pointed out how this would be completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, you can easily determine the person's level of collectivism and individualism. Identify and discuss three problems with the visiting professor's statements.

Here are the three errors made by the visiting professor:

Error #1: Japanese employees have high collectivism. The visiting professor's statements are based on a single and now quite old study that recent studies have concluded is inaccurate (or, at least, is no longer accurate) regarding Japanese culture. Specifically, several recent studies as well as a meta-analysis have concluded that people in Japan generally have lower collectivism than do people in Canada and the United States. The problem, according to these recent sources, is that the famous 1960s study measured collectivism in a way that is different from its widely accepted definition.

Error #2: People with high collectivism must have low individualism. This is a widely held belief that researchers have found to be untrue. Statistically, the correlation is nearly zero (uncorrelated) between the two concepts. In other words, a person's level of collectivism is unrelated to his or her level of individualism. Someone with high collectivism might have high, low, or moderate individualism, for example.

Error #3: We can determine a person's cultural values by their nationality. This relates to the logical fallacy that everyone in a society has the same values, that is, all societies are homogeneous. While this assumption may be true in some countries (particularly if isolated and lack immigration), it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

178. (p. 46-47) A middle manager in Malaysia who is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

Power distance is the extent that people accept unequal distribution of power in a society. This answer should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. They also prefer resolving differences or contradict their boss indirectly through formal procedures rather than directly.

In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict their boss.

AACSB: 6, 12
BT: Synthesis and Evaluation
Difficulty: Medium
McShane - Chapter 02 #178

179. (p. 48-51) Several international sales representatives in your organization have faced the murky 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.

First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolves some of the decision-making dilemmas they face. 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. The long-term objective is to help participants internalize these standards so that ethical considerations are addressed almost intuitively. Third, the organization should develop an ethics committee consisting of senior management, sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that are presented to them as well as dilemmas that might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behavior should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.

AACSB: 1, 2, 4, 5, 6, 7
BT: Synthesis and Evaluation
Difficulty: Easy
McShane - Chapter 02 #179

180. (p. 51-56) 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.

Students should be evaluated in this not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook 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. In fact, vocational counselors use personality testing to determine vocational interests. 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 vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviors (see Chapter 4).

AACSB: 6, 10
BT: Synthesis and Evaluation
Difficulty: Easy
McShane - Chapter 02 #180

181. (p. 55-56) Holland's theory of occupational choice has become a popular foundation for career development activities. Provide three (3) reasons why this theory may be useful in career development and identify one limitation of the theory. Your answer should also briefly describe the theory.

Holland's theory of occupational choice states that the degree of congruence between an individual's personality traits and the work environment has a significant effect on the person's performance, satisfaction and length of time in that career. Moreover, a person's occupational choice is an expression of his or her personality.

Holland's theory contends that there are six types or 'themes' that represent characteristics of both the work environment and the personality traits and interests of people working in those environments.

The textbook does not explicitly identify reasons why Holland's theory is popular today. However, students should easily be able to think through three reasons why Holland's theory is so popular. Here are some possible reasons:

- a. Holland's theory integrates both the person and the situation into the framework. This introduces individual differences into the notion of career development--not that people need to adapt to the environment, but that career development involves a fit between the two.
- b. Holland's theory is a contingency approach. It is sophisticated enough to recognize that some people are better suited to specific jobs whereas others are better suited for other jobs.
- c. Holland's theory recognizes that some individual characteristics are relatively permanent; that is, people have personalities that need to be considered in the career development process.
- d. Holland's hexagon is an easy to understand image of career fit. Although the model includes some complex elements (e.g. differentiation and consistency), the visual image is simple-looking and appealing to people outside the career development profession.
- e. Holland and others have developed measures that represent each of the career types. This makes it easier for career professionals to measure an individual's career theme compared to, say, more subjective interviews with clients.

This also asks students to identify one limitation of Holland's theory. The textbook explains that Holland's personality types represent only two of the 'Big Five' personality dimensions--openness and extroversion. This begs the question of whether Holland's types are incomplete because the other three personality dimensions are not represented. Another limitation is that research has reported that Holland's model should look more like a skewed polygon than a hexagon. In other words, some opposing categories are less opposite than others. Along with these two limitations, students might identify others. One limitation is that Holland's theory doesn't consider every aspect of career development. For instance, it doesn't consider different career patterns. It doesn't consider the benefits or risks of boundaryless careers. Holland's model also assumes that people within an occupation have similar likes and dislikes. This is perhaps generally true, but it doesn't necessarily follow that everyone with somewhat different preferences would be unhappy in that profession. Finally, some students might suggest that Holland's themes don't consider the full range of individual values. For instance, perhaps Holland's model overlooks ethical issues in career dynamics.

c2 Summary

<u>Category</u>	<u># of Questions</u>
AACSB: 1, 2, 4, 5, 6, 7	1
AACSB: 1, 5, 6, 10	3
AACSB: 1, 5, 6, 13	1
AACSB: 1, 6, 10	9
AACSB: 1, 6, 10, 12	1
AACSB: 1, 6, 10, 14	2
AACSB: 1, 6, 9, 10	1
AACSB: 2, 6	3
AACSB: 2, 6, 10	3
AACSB: 2, 6, 10, 12	1
AACSB: 2, 6, 7	9
AACSB: 2, 6, 7, 10	1
AACSB: 2, 6, 7, 9	1
AACSB: 2, 6, 7, 9, 10	1
AACSB: 4, 6, 10	1
AACSB: 5, 6	1
AACSB: 5, 6, 10	4
AACSB: 5, 6, 10, 13	1
AACSB: 6	54
AACSB: 6, 10	51
AACSB: 6, 10, 11	3
AACSB: 6, 10, 12	3
AACSB: 6, 10, 14	1
AACSB: 6, 11	1
AACSB: 6, 12	3
AACSB: 6, 14	5
AACSB: 6, 2	1
AACSB: 6, 7	3
AACSB: 6, 9	3
AACSB: 6, 9, 10	8
AACSB: 6, 9, 10, 12	1
BT: Analysis	3
BT: Comprehension	11
BT: Knowledge	158
BT: Synthesis and Evaluation	9
Difficulty: Difficult	21
Difficulty: Easy	67
Difficulty: Medium	93
McShane - Chapter 02	181