

Human Relations: Interpersonal Job-Oriented Skills, 12e (DuBrin)
Chapter 2 Understanding Individual Differences

2.1 Multiple Choice Questions

1) The term *individual differences* refers to the fact that

- A) members of the same group behave approximately the same.
- B) members of the same group often behave quite differently.
- C) many individuals have personality problems.
- D) many individuals have intellectual problems.

Answer: B

LO: 1

AACSB: Reflective thinking

2) An example of the consequences of individual differences would be that

- A) some workers can concentrate longer and harder on their work.
- B) workers need to be treated fairly.
- C) the best way to motivate most workers is through financial incentives.
- D) good teamwork helps an organization succeed.

Answer: A

LO: 1 and 2

AACSB: Application of knowledge

3) Jill scores low on the personality trait of *extraversion*. She will most likely

- A) be careless about details.
- B) be agreeable and outgoing.
- C) have unpredictable mood swings.
- D) be quiet and reserved in most social settings.

Answer: D

LO: 1 and 2

AACSB: Application of knowledge

4) Jason scores high on the personality trait, *openness*. He most likely is

- A) well-developed intellectually.
- B) conscientious only on the job.
- C) disagreeable in many situations.
- D) emotionally unstable.

Answer: A

LO: 1 and 2

AACSB: Reflective thinking

5) Monica has a high standing on *self-monitoring*. It is likely that she will often

- A) tell other people what they want to hear.
- B) be particularly conscientious about details.
- C) be tactless about expressing her feelings.
- D) become quite temperamental.

Answer: A

LO: 1 and 2

AACSB: Application of knowledge

6) Derek has a high standing on *risk taking and thrill seeking*. He is likely to

- A) enter a more traditional occupation.
- B) be highly well organized.
- C) become quite temperamental when he loses a bet.
- D) pursue novel, intense, and complex sensations.

Answer: D

LO: 1 and 2

AACSB: Reflective thinking

7) Tony rates high on *positive affectivity*. He is likely to be a(n)

- A) risk taker and thrill seeker.
- B) pessimist.
- C) optimist.
- D) emotionally unstable.

Answer: C

LO: 1 and 2

AACSB: Reflective thinking

8) Workers who score high on optimism or positive affectivity are likely to experience

- A) high job satisfaction.
- B) low job satisfaction.
- C) severe job stress.
- D) frequent conflict with supervisors.

Answer: A

LO: 1 and 2

AACSB: Application of knowledge

9) Jessica scores high on organizational citizenship behavior, so she is likely to

- A) help coworkers if she thinks such behavior will lead to a promotion.
- B) help coworkers even if such help is not part of her job.
- C) demand a reward for performing work outside of her job description.
- D) ask for time off to engage in community activities.

Answer: B

LO: 1 and 2

AACSB: Application of knowledge

- 10) Glenn exhibits challenge-oriented citizenship behavior when he
- A) asks a coworker to help him with a rush project.
 - B) challenges a coworker to compete with him in terms of job performance.
 - C) volunteers to help flood victims in the community.
 - D) suggests that the company could save money by not giving such big bonuses to executives.

Answer: D

LO: 1 and 2

AACSB: Application of knowledge

- 11) Being a little pessimistic will often help job performance when
- A) worrying about negative outcomes is irrelevant.
 - B) positive interactions with work associates is essential.
 - C) prevention of problems is an asset.
 - D) being outgoing with people is a major part of the job.

Answer: C

LO: 1 and 2

AACSB: Reflective thinking

- 12) With respect to job performance and personality, it has been found that
- A) an individual trait usually has the biggest impact.
 - B) a combination of traits is often associated with good performance.
 - C) any other trait usually has to be combined with extraversion.
 - D) extraversion and agreeableness are the most effective for job performance.

Answer: B

LO: 1 and 2

AACSB: Application of knowledge

- 13) According to the Golden Personality Type Profiler, the opposite of a *thinking* person is one classified as
- A) feeling.
 - B) judging.
 - C) perceiving.
 - D) intuiting.

Answer: A

LO: 1 and 2

AACSB: Application of knowledge

- 14) According to the Golden Personality Type Profiler, Marie scores high on Judging. She most likely orients her life
- A) in a spontaneous and open-ended manner.
 - B) in a deliberate and planned manner.
 - C) toward making negative judgments about people.
 - D) toward making positive judgments about people.

Answer: B

LO: 1 and 2

AACSB: Reflective thinking

- 15) When relating to a coworker who appears to be emotionally unstable, it is best for you to
- A) explain carefully that you will not be manipulated by him or her.
 - B) express sarcasm about his or her problems.
 - C) be laid back and reassuring.
 - D) frequently tell him or her to "lighten up" or "chill out."

Answer: C

LO: 3

AACSB: Application of knowledge

- 16) When dealing with a person who is *open to experience*, it would be effective for you to
- A) appeal to the person's intellect.
 - B) avoid presenting fresh information to him or her.
 - C) avoid talking about cultural trends.
 - D) talk about traditional approaches to solving problems.

Answer: A

LO: 3

AACSB: Application of knowledge

- 17) Juan has a strong *g* factor. He is therefore likely to perform well
- A) mostly on tasks requiring numerical reasoning.
 - B) mostly on tasks requiring good verbal ability.
 - C) in a variety of tasks that do not call for much mental problem solving.
 - D) in a variety of mental tasks.

Answer: D

LO: 1 and 2

AACSB: Reflective thinking

- 18) Ginny has strong practical intelligence, so she is probably good at
- A) solving everyday problems.
 - B) solving complex mathematical problems.
 - C) performing highly on intelligence tests.
 - D) tasks that will not help her in her career.

Answer: A

LO: 1 and 2

AACSB: Reflective thinking

- 19) A person with high practical intelligence is likely to have good
- A) analytical skills.
 - B) linguistic skills.
 - C) common sense and street smarts.
 - D) multiple intelligences.

Answer: C

LO: 1 and 2

AACSB: Reflective thinking

- 20) The theory of multiple intelligences suggests that
- A) it takes eight different types of intelligence to be successful.
 - B) people know and understand their world in different ways.
 - C) if you struggle academically, you will most likely succeed in business.
 - D) few people can develop more than one talent well.

Answer: B

LO: 1 and 2

AACSB: Application of knowledge

- 21) A person with a high degree of *self-management* can readily
- A) react with appropriate anger to situations.
 - B) develop passion about the work he or she is performing.
 - C) respond to the unspoken feelings of others.
 - D) understand his or her own moods.

Answer: A

LO: 1 and 2

AACSB: Application of knowledge

- 22) An important part of emotional intelligence is
- A) adding figures under pressure.
 - B) having an above-average IQ.
 - C) keeping emotions out of problem solving.
 - D) building strong bonds with people.

Answer: D

LO: 1 and 2

AACSB: Interpersonal relations and teamwork

- 23) The system of classifying values presented in the human relations text suggests that people
- A) search for values that match their personality traits.
 - B) search for values that match their intellect.
 - C) establish goals to match their values.
 - D) establish goals to match their intelligence.

Answer: C

LO: 1 and 2

AACSB: Application of knowledge

- 24) Sandra believes strongly in helping poor people, and she finds employment at a company that donates generously to charity. As a result, Sandra is likely to
- A) experience dissatisfaction because her values are not unique.
 - B) feel that her contribution is not needed.
 - C) experience high job performance.
 - D) receive a series of rapid promotions.

Answer: C

LO: 1 and 2

AACSB: Reflective thinking

- 25) Person-role conflict occurs when an individual
- A) enters into conflict with a coworker.
 - B) is asked to perform a task that clashes with his or her values.
 - C) is asked to perform a task outside his or her specialty area.
 - D) is expected to perform two different activities at the same time.

Answer: B

LO: 1 and 2

AACSB: Application of knowledge

Job Scenario, Multiple-Choice

Pamela wants to obtain as much useful self-knowledge as she can, so she obtains a personal evaluation from a counseling psychologist. Among the findings from a personality standpoint, are that Pamela scores high on (a) extraversion, (b) openness, (c) agreeableness, (d) conscientiousness, and (d) optimism. She scores low on the personality factors of (a) neuroticism, (b) self-monitoring, (c) risk taking and thrill seeking. Among the findings related to cognitive ability, Pamela scores quite high on practical intelligence and linguistic intelligence. She scores average on analytical intelligence, and quite high on emotional intelligence.

- 26) Imagine yourself as Pamela's supervisor, and you want to build an effective working relationship with her. You have given Pamela a key role in a project of major significance to your team. A useful approach in dealing with Pamela would be to
- A) move slowly in forming a working relationship with her, follow up frequently on your requests, and impose strict deadlines.
 - B) give her a lot of freedom, do not nag, and be particularly friendly and warm toward her.
 - C) closely monitor her progress, encourage her to try far-out ideas, and focus your conversation on the task.
 - D) be careful not to express your anxiety and fears about the project, and look out for her saying things that she thinks you want to hear.

Answer: B

LO: 3

AACSB: Analytical thinking

- 27) Imagine yourself as a coworker of Pamela, working together on a key project. The two of you are responsible for one of the most analytically challenging parts of the project. As you work with Pamela, you are best advised to
- A) ask her to focus on the part of the project involving the most difficult elements.
 - B) not ask her advice about the part of the project requiring the most common sense.
 - C) not ask her to do the most work on the written parts of the project.
 - D) ask her advice on how clients might react emotionally to the output of the project.

Answer: D

LO: 4

AACSB: Analytical thinking

2.2 True/False Questions

1) Individual differences are behind many differences in job performance.

Answer: TRUE

LO: 1

AACSB: Reflective thinking

2) The concept of personality is based on the fact that the behavior of people is unpredictable from one situation to another.

Answer: FALSE

LO: 1 and 2

AACSB: Application of knowledge

3) The personality trait of *openness* relates primarily to how eagerly a person enters into relationships with other people.

Answer: FALSE

LO: 2

AACSB: Application of knowledge

4) A high self-monitoring person has a strong tendency to tell other people what they want to hear.

Answer: TRUE

LO: 3

AACSB: Application of knowledge

5) The willingness to take risks and pursue thrills on the job is a personality trait that has grown in importance in the high technology era.

Answer: TRUE

LO: 1

AACSB: Application of knowledge

6) A person with a high degree of *optimism* is likely to experience low job satisfaction because he or she tends to have unrealistic expectations.

Answer: FALSE

LO: 2

AACSB: Reflective thinking

7) The personality trait most consistently related to job success is conscientiousness.

Answer: TRUE

LO: 1 and 2

AACSB: Application of knowledge

8) Ted is a higher self-monitor than Theresa, so all things being equal, Ted is likely to receive higher performance ratings from their manager than does Theresa.

Answer: TRUE

LO: 2

AACSB: Reflective thinking

9) A low self-monitor is more likely to engage in *organizational citizenship behavior* than would a high self-monitor.

Answer: FALSE

LO: 1

AACSB: Reflective thinking

10) Workers who have strong tendencies toward good organizational citizenship behavior tend to do a lot of good for the organization but their own career is likely to suffer.

Answer: FALSE

LO: 2

AACSB: Reflective thinking

11) Workers who engage in frequent organizational citizenship behavior appear to be more concerned about the present than the long-term good of the organization.

Answer: FALSE

LO: 2

AACSB: Reflective thinking

12) Pessimistic workers are often productive because they assume that something will go wrong and therefore prepare to prevent unfortunate circumstances.

Answer: TRUE

LO: 2

AACSB: Application of knowledge

13) Quite often it is a combination of personality factors that contribute to job success, rather than one factor alone.

Answer: TRUE

LO: 2

AACSB: Application of knowledge

14) According to the idea of cognitive styles, personality factors detract from problem-solving ability.

Answer: FALSE

LO: 2

AACSB: Reflective thinking

15) According to the Golden Personality Type Profiler, one of the four dichotomies that direct the typical use of perception and judgment by the individual is *sensing versus intuition*.

Answer: TRUE

LO: 2

AACSB: Application of knowledge

16) The Golden personality type referred to as "The Entertainer" tend to have a pessimistic outlook that make working cooperatively with them difficult.

Answer: FALSE

LO: 1 and 2

AACSB: Application of knowledge

17) Individuals who score high on the lifestyle orientation of Judging tend to orient their lives in a spontaneous and open-ended manner.

Answer: FALSE

LO: 1 and 2

AACSB: Application of knowledge

18) When working with a person who appears to be neurotic (low emotional stability), it is best to be laid back and reassuring.

Answer: TRUE

LO: 3

AACSB: Application of knowledge

19) Traditional intelligence consists of both general and specific factors.

Answer: TRUE

LO: 1 and 2

AACSB: Application of knowledge

20) A major factor contributing to high scholastic performance is practical intelligence.

Answer: FALSE

LO: 1 and 2

AACSB: Application of knowledge

21) According to the theory of multiple intelligences, people learn in different ways.

Answer: TRUE

LO: 1 and 2

AACSB: Application of knowledge

22) Sasha has strong critical thinking skills, so she will carefully evaluate the facts before accepting a sales presentation about the merits of investing in gold.

Answer: TRUE

LO: 1 and 2

AACSB: Analytical thinking

23) A survey found that the majority of respondents believed that emotional expressiveness on the job makes a person appear weak and ineffective.

Answer: FALSE

LO: 1 and 2

AACSB: Application of knowledge

24) Ben has a strong value of *stimulation*, so he is likely to establish goals that will bring him excitement, novelty, and thrill.

Answer: TRUE

LO: 1 and 2

AACSB: Application of knowledge

25) Job performance is likely to be higher when a person's job values fit those required on the job.

Answer: TRUE

LO: 1 and 2

AACSB: Application of knowledge