

Chapter 2: Learning and Developing Management Skills

Student: _____

1. In a typical day, Bernard, the CEO of a major retail chain, is likely to spend the majority of his time:
 - A. directing the work of others.
 - B. working at his desk.
 - C. on the phone.
 - D. in scheduled meetings.
 - E. in unscheduled meetings.

2. Bailey has a bachelor's degree in English. He has worked for his current employer, an engineering firm, for several years and would like to move into management. His coworkers often look to Bailey for guidance. Which of the antecedents to skill development is Bailey lacking?
 - A. Education
 - B. Experiences
 - C. Personal skills
 - D. Personality
 - E. Connections

3. Marsha is a very recent graduate of a prestigious Eastern university. Coming from a privileged background, Marsha has never had to work. Her personality profiles indicate she has considerable leadership potential. Which of the antecedents to skill development is Marsha lacking?
 - A. Education
 - B. Experiences
 - C. Personal skills
 - D. Personality
 - E. Connections

4. Zachary has a degree in business administration. He has about 12 years of experience related to his current position, but his dreams of moving into management have so far not come true. His supervisors have observed he lacks motivation and self-control. Which of the antecedents to skill development does Zachary lack?
 - A. Education
 - B. Experiences
 - C. Personal skills
 - D. Personality
 - E. Connections

5. Carey has just completed a personality profile designed to identify his strengths and weaknesses. Carey is engaged in which type of activity?
- A. Self-assessment
 - B. Skills assessment
 - C. Visualization
 - D. Knowledge acquisition
 - E. Skill development
6. Darrin is often engrossed in reading leadership articles. He relates what he reads to his current position as a front-line supervisor in a service-based organization and tries to incorporate the new ideas into his management practices. Darrin is engaged in:
- A. self-assessment.
 - B. skills assessment.
 - C. visualization.
 - D. knowledge acquisition.
 - E. management practice.
7. Edward often dreams of the day he will be in charge of his department. He knows exactly how he will reorganize it to improve efficiency. Edward is engaged in:
- A. self-assessment.
 - B. skills assessment.
 - C. visualization.
 - D. knowledge acquisition.
 - E. daydreaming.
8. Fiona is mentally rehearsing the speech she will be giving this afternoon. In her mind, she sees the audience and hears their applause. She thinks about what she will say about each presentation slide. Fiona is using:
- A. skills enhancement.
 - B. mind mapping.
 - C. visualization.
 - D. skill development.
 - E. management practice.
9. Floyd has totally reorganized his hobby space at home so there is a place for everything and everything is always in its place. He decided to use the same tactic to organize his work space. Floyd is engaged in:
- A. practice.
 - B. application.
 - C. extension.
 - D. 5S housekeeping.
 - E. skill development.

10. George hasn't attended a seminar or read a book on management since his graduation from college. He relies solely on his many years of experience to guide his decisions. Which business principle has George forgotten?
- A. Learning is a life-long practice.
 - B. Generations differ in their needs.
 - C. Self-assessment is a life-long practice.
 - D. Experience is the best teacher.
 - E. You snooze, you lose.
11. Harvey is researching a proposal to build a new manufacturing facility closer to their largest customer. He is looking at land costs, construction costs, availability of qualified labor, wage rates, taxes, and many other factors. Harvey is engaged in:
- A. artistic management.
 - B. data gathering.
 - C. creative marketing.
 - D. project management.
 - E. efficiency planning.
12. The facts are all in. It looks like the Arkansas site would be the best choice for the next store. But Isabella has a feeling she should choose Indiana instead. Which skill might Isabella be using?
- A. Quantitative analysis
 - B. Interpersonal skills
 - C. Conceptual skills
 - D. Problem-solving skill
 - E. Intuition
13. Janis spends weekends in classes at a local university studying such topics as human resources management, financial management, and operations research. She will finish her program in about 18 months, attending only on weekends. Janis is most likely participating in:
- A. continuing education.
 - B. an extension program.
 - C. an executive MBA program.
 - D. a cooperative program.
 - E. a traditional university program.
14. The community college where Karen lives offers short courses that award CEUs for completion. Karen has taken a few of these courses to expand her understanding of management practices. These courses are often part of a(n) _____ program.
- A. executive MBA
 - B. extension
 - C. life-long learning
 - D. continuing education
 - E. self-development

15. The primary advantage of management skills education is:
- A. it can lead to higher level positions.
 - B. it is a good resume builder.
 - C. a person can follow a well-developed program of study.
 - D. it provides specific job-related knowledge needed by managers.
 - E. it provides hands-on experience in dealing with many aspects of a manager's job.
16. Nanette was disappointed that she did not step into a management position right out of college. She thought her associate's degree would be enough to qualify her for at least a first-line supervision job. After all, she carried a 3.93 GPA. Nanette should realize that:
- A. it's not what you know but who you know that counts.
 - B. a grade point average that high probably indicates too much focus in one area of life.
 - C. women can't expect to immediately into management; only men can do that.
 - D. management skills must also be learned through experience.
 - E. only a bachelor's degree will get her a management position.
17. In his six months with ABC Corporation, Oliver has rotated through several different departments, learning the functions of each and how the departments fit together in the whole system. Oliver is likely participating in:
- A. a job rotation program.
 - B. a management training program.
 - C. a continuing education program.
 - D. a business development program.
 - E. a graduate internship.
18. Paul works for Coca-Cola as a mid-level manager. Eventually he would like to rise to an upper-management position. Coca-Cola is a world-wide corporation but Paul's only experience has been in the United States. What Paul lacks is:
- A. professional connectons.
 - B. an executive MBA.
 - C. marketing experience.
 - D. cultural sensitivity.
 - E. international expertise.
19. Quincy has been a low-level manager for many, many years. Despite his ambition, he has been passed over for promotions recently. His methods worked fine in his early years, but now he just can't seem to get the level of cooperation from his workers that he used to. Quincy should remember that:
- A. personal skills should be developed and refined as we mature and grow.
 - B. you can teach an old dog new tricks.
 - C. the younger generation is just not as motivated to work as earlier generations.
 - D. employers expect even long-term employees to return to the classroom occasionally.
 - E. personal skills decline with age.

20. Rachel describes herself as assertive and decisive. Her subordinates think she is overbearing and controlling. Rachel is:
- A. low in self-esteem.
 - B. high in self-esteem.
 - C. low in self-awareness.
 - D. high in self-awareness.
 - E. low in emotional intelligence.
21. Whenever a new policy is presented to the department, Steve is the one his co-workers turn to for understanding of how the policy will affect them. Steve knows his opinion matters to them. We could say Steve is:
- A. low in self-esteem.
 - B. high in self-esteem.
 - C. low in self-awareness.
 - D. high in self-awareness.
 - E. high in management skill.
22. Tiffany sees herself as well-informed on most subjects so she interjects her thoughts into nearly every conversation in her office. Her co-workers try to avoid her because they really don't like hearing her lectures and opinions. Tiffany is:
- A. high in self-esteem.
 - B. low in self-esteem.
 - C. high in self-awareness.
 - D. low in self-awareness.
 - E. high in intellect.
23. Ursula is the only minority worker in her department. She is well-educated, so she often points out others' errors to them. Her co-workers tend to break up their conversation groups when she approaches. Ursula believes they are all bigots and are discriminating against her. Ursula is likely:
- A. high in self-esteem.
 - B. low in self-esteem.
 - C. high in self-awareness.
 - D. low in self-awareness.
 - E. high in conscientiousness
24. Vance always has an answer ready to every question, even when he is not part of the conversation. He volunteers for every problem-solving team but seldom is selected. He has decided his co-workers just don't like him. Vance is:
- A. low in self-awareness.
 - B. high in self-awareness.
 - C. low in self-esteem
 - D. over-educated.
 - E. high in self-esteem.

25. While he was speaking to his subordinates, Wally noticed several of them in the back were looking very uncomfortable, frowning, fidgeting. Wally decided this would be a good time to take a quick break. During break, he sought out one of the frowners to find out what was their concern. Because he paid attention to their non-verbal cues, we could say that Wally:
- A. is very observant.
 - B. is high in self-esteem
 - C. is low in self-esteem.
 - D. is high in self-awareness.
 - E. is low in self-awareness.
26. "Leaders are born, not made" is a belief held by someone who:
- A. thinks our personalities are defined at birth.
 - B. thinks there is an elite set of genes assigned to only a few people in every population.
 - C. has studied leadership in college.
 - D. understands human nature.
 - E. is already a leader.
27. Adam is sometimes confused by the reactions he gets from his subordinates because he treats everyone exactly the same. Adam could benefit from a study of:
- A. leadership.
 - B. economics.
 - C. philosophy.
 - D. management.
 - E. personality.
28. Psychologists have identified _____ personality traits that are especially relevant to organizations.
- A. two
 - B. three
 - C. four
 - D. five
 - E. six
29. Bonnie is a friend to everyone she meets. She always smiles, greets everyone with a friendly wave, offers to help whenever she can. Bonnie is probably high in:
- A. openness.
 - B. extraversion.
 - C. neuroticism.
 - D. conscientiousness.
 - E. agreeableness.

30. Bill is a surly grouch. He finds objections to every new idea. He'd rather be off by himself than working with others. Even a kind word can send him into a snit. Bill is likely low in:
- A. openness.
 - B. extraversion.
 - C. neuroticism.
 - D. conscientiousness.
 - E. agreeableness.
31. Cathy applied for a bookkeeper position. During her interview, she was courteous, friendly, considerate, and polite. Because of her agreeableness, the HR manager thought she might be well suited to a position in:
- A. production
 - B. customer service.
 - C. research.
 - D. quality control.
 - E. shipping and receiving.
32. During his interview, Carl was terse, abrasive, arrogant, and defiant. His interviewer would more likely recommend him for a _____ position than a _____ position.
- A. customer service, quality
 - B. front office, back office
 - C. bank teller, research
 - D. production, sales
 - E. sales, production
33. Daphne is never late for a meeting. She comes prepared, having completed all her team assignments before the deadlines. Daphne is likely high in:
- A. agreeableness.
 - B. conscientiousness.
 - C. neuroticism.
 - D. extraversion.
 - E. openness.
34. Dale has been called yet again to his supervisor's office for missing another report deadline. It's no wonder; his desk is a mess and he can't ever seem to find what he's looking for. Dale could benefit from a lot more:
- A. agreeableness.
 - B. conscientiousness.
 - C. neuroticism.
 - D. extraversion.
 - E. openness.

35. Talk about focused! Erica has a plan and works it well. She prioritizes her to-do list so she is always working on the most important task. She completes one project before starting another. Erica is likely high in:
- A. agreeableness.
 - B. conscientiousness.
 - C. neuroticism.
 - D. extraversion.
 - E. openness.
36. Ernie volunteers for lots of projects and extra assignments. And he generally completes them although he might be a few days late. Unfortunately, there are usually errors in his work, some of them critical. Ernie could benefit by:
- A. decreasing his agreeableness.
 - B. increasing his conscientiousness.
 - C. decreasing his extraversion.
 - D. increasing his openness.
 - E. decreasing his openness.
37. Nothing seems to ruffle Fran. She can keep her head when all around her are losing theirs. What others see as a major problem is just a bump in the road to Fran. Fran is likely:
- A. high in neuroticism.
 - B. high in agreeableness.
 - C. low in neuroticism.
 - D. high in openness.
 - E. low in conscientiousness.
38. Fred is often a nervous wreck. Even a call to his supervisor's office will have him worrying that he should begin packing up his office, sure he will be terminated. Fred is likely:
- A. high in paranoia.
 - B. low in openness.
 - C. low in extraversion.
 - D. high in conscientious.
 - E. high in neuroticism.
39. Ginger cries easily. When her office plant died, she was depressed for a week. Sudden noises startle her. She prefers to keep her office door closed so people can't sneak up on her. Ginger could benefit from a little less:
- A. agreeableness.
 - B. conscientiousness.
 - C. neuroticism.
 - D. extraversion.
 - E. openness.

40. Her officemates often feel they have to walk on eggshells around Grace. One day she's on top of the world; the next she's fighting back tears. She seeks reassurance from everyone, always asking someone to check her work. Grace is:
- A. high in agreeableness.
 - B. low in agreeableness.
 - C. high in introversion
 - D. low in introversion.
 - E. high in neuroticism.
41. To Heidi, a stranger is just a friend she hasn't met yet. She can strike up a conversation with anyone, putting them at ease in the process. Heidi is:
- A. high in agreeableness.
 - B. high in conscientiousness.
 - C. high in neuroticism.
 - D. high in extraversion.
 - E. high in openness.
42. Hank could sell a ketchup ice cream cone to a woman in white gloves in July. He loves meeting new people and usually wins the monthly award for highest sales at his car dealership. Hank is likely:
- A. high in agreeableness.
 - B. high in conscientiousness.
 - C. high in neuroticism.
 - D. high in extraversion.
 - E. high in openness.
43. Ingrid would like to ask for a raise but is reluctant to talk to her boss about it. When he criticizes her work, she seldom defends herself or offers any explanation. Ingrid is likely:
- A. high in neuroticism.
 - B. high in conscientiousness.
 - C. high in extraversion.
 - D. low in agreeableness.
 - E. low in extraversion.
44. Isaac prefers to avoid the limelight. He works better alone than in groups. In meetings, he seldom speaks. He usually waits for an introduction to the new workers. Isaac is:
- A. low in introversion
 - B. low in extraversion.
 - C. low in agreeableness.
 - D. high in neuroticism.
 - E. low in openness.

45. Got an idea? Take it to Joe. No one is more willing to listen than Joe. His curiosity seems to know no limits. Joe is:
- A. high in agreeableness.
 - B. low in conscientiousness.
 - C. high in extraversion.
 - D. low in neuroticism.
 - E. high in openness.
46. “But we’ve never done it that way before.” You can expect this response from Jennifer for every suggestion to improve efficiency in her work area. She likes her routine and doesn’t want to change. Jennifer is probably:
- A. high in conscientiousness.
 - B. low in extraversion.
 - C. high in neuroticism.
 - D. low in openness.
 - E. high in agreeableness.
47. Every semester Lucas enrolls in another course at the local university. Often these have nothing to do with his degree or career. He just likes learning about new subjects. Lucas is:
- A. high in agreeableness.
 - B. low in neuroticism.
 - C. high in openness.
 - D. low in introversion.
 - E. high in conscientiousness.
48. “I’ve already made up my mind. Telling me more facts won’t make any difference.” These words can be expected from a person who is:
- A. low in openness.
 - B. high in neuroticism.
 - C. low in agreeableness.
 - D. high in conscientiousness.
 - E. low in extraversion.
49. Before selecting his next vice president of marketing, Mr. Burton evaluated his international candidates using the Big Five framework. He was disappointed that the European and Asian candidates did not score as high as the Americans on important factors. Mr. Burton should have remembered:
- A. the Americans would naturally have known what he was looking for and would skew the results of the assessment.
 - B. the foreign candidates speak English only as a second language and would be at a disadvantage.
 - C. the Big Five is based on research in the U.S. and does not generalize well to other cultures.
 - D. only Americans can understand how to market products to Americans.
 - E. only Americans possess the traits measured by the Big Five.

50. Locus of control refers to:
- A. how people see and interpret their world.
 - B. the degree to which a person's perceptions match reality.
 - C. the extent to which people believe their behavior has a real effect on what happens to them.
 - D. the extent to which a person wishes to control his/her environment.
 - E. the degree to which a person responds to external rewards.
51. Lacey is a take charge person. Her personal motto is, you can do or be anything you want to, if you want to badly enough. This is characteristic of a person:
- A. with an internal locus of control.
 - B. with an external locus of control
 - C. with no locus of control
 - D. with a high locus of control
 - E. with a low locus of control
52. Lymon is convinced it doesn't really matter how hard he tries, nothing ever works out right. He tends to blame others for his situation. He's just an unlucky person, he thinks. This is typical of a person:
- A. with an internal locus of control.
 - B. with an external locus of control
 - C. with no locus of control
 - D. with a high locus of control.
 - E. with a low locus of control.
53. "If she would only apply herself, Jill could be a good worker," said Monte, Jill's supervisor. "She's just not motivated." Monte is likely to be a person:
- A. with an internal locus of control.
 - B. with an external locus of control.
 - C. with no locus of control.
 - D. with a high locus of control.
 - E. with a low locus of control.
54. "I don't think my boss likes me. He gave the promotion to his favorite instead of me," said Marcel. "He's always had it in for me." These comments are typical of a person:
- A. with an internal locus of control.
 - B. with an external locus of control.
 - C. with no locus of control.
 - D. with a high locus of control.
 - E. with a low locus of control.

55. "Sure, I can do that. When do you want it?" That would be a typical comment from a person:
- A. with low self-efficacy.
 - B. with high self-efficacy.
 - C. with no self-efficacy.
 - D. with internal self-efficacy.
 - E. with external self-efficacy.
56. "I'm just not good at interviews," said Manfred. "I'll probably blow it and lose the job." This comment is typical of a person:
- A. with low self-efficacy.
 - B. with high self-efficacy.
 - C. with no self-efficacy.
 - D. with internal self-efficacy.
 - E. with external self-efficacy.
57. Otto is careful to show respect for any member of upper management who happens to visit his work area. His responses include the use of "sir" and "ma'am" and he pays close attention to his choice of words, avoiding the usual "shop talk." Otto is high in:
- A. agreeableness.
 - B. conscientiousness.
 - C. authoritarianism.
 - D. self-efficacy.
 - E. Machiavellianism.
58. Orianna often questions the directions her supervisor gives, asks why *she* is the one who has to perform a particular task, wants to know the reason for everything. She has no problem getting in her boss's face. Orianna is likely:
- A. high in authoritarianism.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D. low in authoritarianism.
 - E. high in self-efficacy.
59. Peggy likes to involve her subordinates in important decisions. She handles questions and objections smoothly without feeling threatened. Peggy is likely:
- A. high in agreeableness.
 - B. low in neuroticism.
 - C. high in conscientiousness.
 - D. high in locus of control
 - E. low in authoritarianism.

60. Phil can be a pretty demanding boss. He sets high standards and expects his people to work up to them. Phil is likely:
- A. low in agreeableness.
 - B. high in conscientiousness.
 - C. high in self-control.
 - D. high in authoritarianism.
 - E. low in self-esteem.
61. Ramona, a first-line supervisor, is very selective in the information she shares with her subordinates. Although she herself knows “the rest of the story,” her workers are kept on a “need to know” basis, and most don’t need to know. This is Ramona’s way of controlling their behavior. Ramona is likely:
- A. high in self-control.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D. low in openness.
 - E. high in Machiavellianism.
62. Rex has been described as cold and calculating. He has his eye on the position of CEO and will do anything necessary to get it. Rex is:
- A. high in self-control.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D. low in openness.
 - E. high in Machiavellianism.
63. Sabina would like a promotion but she is not willing to hurt anyone to get it. She is very loyal to her friends and would never engage in gossip. Sabina is likely:
- A. high in Machiavellianism.
 - B. high in self-esteem.
 - C. high in self-efficacy.
 - D. low in Machiavellianism.
 - E. low in self-esteem.
64. Scott can look at his accomplishments at the end of the day and feel very satisfied. He can already see himself as the next department head. He is sure he has the skills and abilities to succeed. Scott likely has:
- A. high motivation.
 - B. high Machiavellianism.
 - C. high self-efficacy.
 - D. high self-esteem.
 - E. high internal locus of control.

65. Tammy really looks forward to those annual bonuses. She constantly seeks feedback from her supervisor that her work meets his approval. All she wants in this company is to do a good job in her current position then go home and forget about work until the next day. Tammy likely has:
- A. low agreeableness.
 - B. low Machiavellianism.
 - C. low self-efficacy.
 - D. low self-esteem.
 - E. low morale.
66. Toby is willing to try new ideas if they could increase productivity or reduce scrap. Innovation, he believes, is what makes this country great. He calculates the odds of success first, of course, so his taking chances isn't really gambling with company fortunes. Toby probably has:
- A. a high internal locus of control.
 - B. high self-esteem.
 - C. a high propensity for risk.
 - D. high Machiavellianism.
 - E. high emotional intelligence.
67. Violet is described by her supervisors as timid. She prefers to continue doing things the way they've always been done. Her motto is: If it isn't broke, don't fix it. Violet probably has:
- A. low self-esteem.
 - B. low self-efficacy.
 - C. low Machiavellianism.
 - D. low risk propensity.
 - E. low emotional intelligence
68. The concept of emotional intelligence involves self-awareness, motivating oneself, empathy, social skills, and:
- A. self-efficacy.
 - B. discrimination.
 - C. generalization.
 - D. managing relationships.
 - E. managing emotions.

1. The relatively stable set of psychological attributes that distinguish one person from another
2. Five fundamental personality traits that are especially relevant to organizations
3. Abilities that center around and draw from one's self-awareness, emotional intelligence, values, ethics, priorities, motivation, and self-control
4. The extent to which a person commonly experiences unpleasant emotions
5. A person's rigidity of beliefs and range of interests
6. Jobs, even those of short duration, that contribute to managerial effectiveness
7. A person's ability to get along with others
8. The number of goals on which a person focuses at one time
9. A person's comfort level with relationships
10. Any formal public or private course of study that contributes to managerial effectiveness

Education _____

Openness _____

Personality _____

Experience _____

Big Five"
personality traits _____

Agreeableness _____

Personal skills _____

Extraversion _____

Conscientiousness _____

Neuroticism _____

- | | | |
|--|---------------------------|-------|
| 1. Chuck seldom has more than one set of papers on his desk. He finishes one project before beginning another. Chuck has: | low self-awareness | _____ |
| 2. Alice sees herself as an accomplished presenter. Her peers and supervisor disagree. Alice has: | low agreeableness | _____ |
| 3. Linda can find an excuse for every missed deadline and mistake. It's never her fault. Linda has: | high conscientiousness | _____ |
| 4. Harriet is filled with doubt about her skills. No matter what you ask her to do, she always responds, "I don't know if I can do that." Harriet has: | high neuroticism | _____ |
| 5. Barbara always seems to have a chip on her shoulder. Barbara has: | high extraversion | _____ |
| 6. Irene willingly accepts any task assigned to her by her boss, just because he's the boss. Irene has: | high openness | _____ |
| 7. Everett greets everyone he meets and can start a conversation with anyone. Everett has: | internal locus of control | _____ |
| 8. Dave is sure the boss is out to get him. Dave has: | low self-efficacy | _____ |
| 9. Jon will do whatever it takes to get ahead, regardless of who gets hurt in the process. He's been described as manipulative. Jon has: | high authoritarianism | _____ |
| 10. Floyd's curiosity seems to know no bounds. Floyd has: | high Machiavellianism | _____ |
| 11. Karl is described as extremely cautious. He doesn't like change and is reluctant to listen to new ideas. Karl has: | low propensity for risk | _____ |
| 12. "If you work hard, you will succeed" according to Gina. Gina has: | external locus of control | _____ |

71.

1. The extent to which people are self-aware, can manage their emotions, can motivate themselves, express empathy for others, and possess social skills
2. The extent to which people believe their behavior has a real effect on what happens to them
3. The extent to which a person believes that s/he is a worthwhile and deserving individual
4. A person's belief about his/her capabilities to perform a task.
5. The degree to which a person is willing to take chances and make risky decisions
6. The extent to which a person believes that power and status differences are appropriate within hierarchical social systems such as organizations
7. Behavior directed at gaining power and controlling the behavior of others
8. The extent to which we are aware of how we are seen by others

Machiavellianism _____

Self-esteem _____

Authoritarianism _____

Self-awareness _____

Locus of control _____

Self-efficacy _____

Emotional
intelligence _____

Risk propensity _____

72. _____ is the relatively stable set of psychological attributes that distinguish one person from another.

73. The “Big Five” personality traits include:

74. A popular, well-researched personality framework that differentiates people in terms of four general dimensions is the:

75. The MBTI framework is useful in determining:

76. "I am the master of my fate, the captain of my soul." This sentiment would indicate a(n)_____.

77. "It's not my fault! Nothing ever works out for me." These statements are likely to be made by a person with a(n) _____.

78. "Sure, no problem. I can do that." A person with a(n) _____ will often be heard saying this.

79. "I don't think I have enough practice at that. I'm not sure I can do it." A person with _____ will likely make these statements.
80. "I didn't question why he wanted it done; he's the boss so I did it. I'm following orders." A person with _____ might say this.
81. "Why do we do it that way?" "Why do you want me to do that?" "I don't think we should do it that way." These statements might come from a person with _____.

82. "I'm not here to make friends. I only cultivate relationships with people who can help me meet my goal of becoming the plant manager." A person with high _____ is likely to say this.
83. "I know she did it, but I can't rat her out. She's my friend." A person with low _____ might say this.
84. "Ta-da! I like it! This flower arrangement is one of my best, if I do say so myself." So says someone with _____.

85. "Try it; you'll like it" may be the motto of someone with high _____.
86. The extent to which people are in control of their emotions is one aspect of _____.
87. Jason had a bad morning. Lots of little frustrations combined to leave him in a really foul mood. Shortly after arriving at work, his subordinates realized today would not be a good time to interact with Jason. By noon, Jason wondered why everyone was avoiding him. Jason seems to lack _____.

88. Christina has the uncanny ability to react intensely about an issue for a moment then say, “I’m over it” and get on with her day as though nothing has happened. Unless a person was there at the time of the event, no one would ever know something unpleasant had happened. Christina is high in _____.
89. “Facing obstacles like that must be very frustrating for you.” Once would expect to hear these words from a person who can express _____ for others.
90. Eric has completed his freshman composition class. Glad to have finished the course, he expected to be done with writing long papers. In his Introduction to Business course, he discovered the semester project is a research paper. Eric applied the knowledge he gained in composition class to the research paper. In doing so he demonstrated the ability to _____ from one setting to another.

91. In her undergraduate business research course, Carol was required to write a proposal for a business research project. Not particularly fond of research, Carol never thought she would use this knowledge. While working in human resources management, she was asked to write a proposal for a training program. Not knowing where to start, pulled out her research proposal to use as a pattern, making adjustments to it to fit this new situation. Her proposal won high praise from upper management. Carol demonstrated the ability to _____.
92. How might portable technologies such as smart phones and tablet computers change the way top level managers spend their time in a typical day?
93. How can visualization help a new manager to improve his abilities and skills?

94. Explain why management is both a science and an art. Give appropriate examples.
95. The authors contend that education is important but insufficient in developing managerial skills. Why would this be so?
96. What are some advantages to a new manager of having high self-awareness?

97. Discuss the advantages and limitaitons of the Big Five personality framework.
98. Machiavellianism involves attaining power and controlling the behaviors of others. So does management. How can a manager whose ambitions include rising through the corporate ranks receive promotions without engaging in the negative actions described by Machiavelli?
99. Discuss the advantages and disadvantages of high self-esteem in a manager.

100. Discuss the advantages of a good fit between a manager's personality and the situation facing the organization. Consider the dynamics of the competitive environment.

101. How will knowing our personal values help us make better career choices?

102. Does an employee have the right to expect privacy of any Internet or email use of company-owned computers? Why or why not?

103. Blogging has become an increasingly popular activity. Discuss the ethicality of posting comments about one's employees or coworkers in a blog.

104. Compare and contrast the priorities of employees at age 25 and age 55 as they relate to what employees expect from work.

105. How might managing a not-for-profit differ from managing a for-profit venture? How is it similar?

Chapter 2: Learning and Developing Management Skills **Key**

1. In a typical day, Bernard, the CEO of a major retail chain, is likely to spend the majority of his time:
 - A. directing the work of others.
 - B. working at his desk.
 - C. on the phone.
 - D.** in scheduled meetings.
 - E. in unscheduled meetings.

2. Bailey has a bachelor's degree in English. He has worked for his current employer, an engineering firm, for several years and would like to move into management. His coworkers often look to Bailey for guidance. Which of the antecedents to skill development is Bailey lacking?
 - A.** Education
 - B. Experiences
 - C. Personal skills
 - D. Personality
 - E. Connections

3. Marsha is a very recent graduate of a prestigious Eastern university. Coming from a privileged background, Marsha has never had to work. Her personality profiles indicate she has considerable leadership potential. Which of the antecedents to skill development is Marsha lacking?
 - A. Education
 - B.** Experiences
 - C. Personal skills
 - D. Personality
 - E. Connections

4. Zachary has a degree in business administration. He has about 12 years of experience related to his current position, but his dreams of moving into management have so far not come true. His supervisors have observed he lacks motivation and self-control. Which of the antecedents to skill development does Zachary lack?
 - A. Education
 - B. Experiences
 - C.** Personal skills
 - D. Personality
 - E. Connections

5. Carey has just completed a personality profile designed to identify his strengths and weaknesses. Carey is engaged in which type of activity?
- A. Self-assessment
 - B. Skills assessment
 - C. Visualization
 - D. Knowledge acquisition
 - E. Skill development
6. Darrin is often engrossed in reading leadership articles. He relates what he reads to his current position as a front-line supervisor in a service-based organization and tries to incorporate the new ideas into his management practices. Darrin is engaged in:
- A. self-assessment.
 - B. skills assessment.
 - C. visualization.
 - D. knowledge acquisition.
 - E. management practice.
7. Edward often dreams of the day he will be in charge of his department. He knows exactly how he will reorganize it to improve efficiency. Edward is engaged in:
- A. self-assessment.
 - B. skills assessment.
 - C. visualization.
 - D. knowledge acquisition.
 - E. daydreaming.
8. Fiona is mentally rehearsing the speech she will be giving this afternoon. In her mind, she sees the audience and hears their applause. She thinks about what she will say about each presentation slide. Fiona is using:
- A. skills enhancement.
 - B. mind mapping.
 - C. visualization.
 - D. skill development.
 - E. management practice.
9. Floyd has totally reorganized his hobby space at home so there is a place for everything and everything is always in its place. He decided to use the same tactic to organize his work space. Floyd is engaged in:
- A. practice.
 - B. application.
 - C. extension.
 - D. 5S housekeeping.
 - E. skill developoment.

10. George hasn't attended a seminar or read a book on management since his graduation from college. He relies solely on his many years of experience to guide his decisions. Which business principle has George forgotten?
- A. Learning is a life-long practice.
 - B. Generations differ in their needs.
 - C. Self-assessment is a life-long practice.
 - D. Experience is the best teacher.
 - E. You snooze, you lose.
11. Harvey is researching a proposal to build a new manufacturing facility closer to their largest customer. He is looking at land costs, construction costs, availability of qualified labor, wage rates, taxes, and many other factors. Harvey is engaged in:
- A. artistic management.
 - B. data gathering.
 - C. creative marketing.
 - D. project management.
 - E. efficiency planning.
12. The facts are all in. It looks like the Arkansas site would be the best choice for the next store. But Isabella has a feeling she should choose Indiana instead. Which skill might Isabella be using?
- A. Quantitative analysis
 - B. Interpersonal skills
 - C. Conceptual skills
 - D. Problem-solving skill
 - E. Intuition
13. Janis spends weekends in classes at a local university studying such topics as human resources management, financial management, and operations research. She will finish her program in about 18 months, attending only on weekends. Janis is most likely participating in:
- A. continuing education.
 - B. an extension program.
 - C. an executive MBA program.
 - D. a cooperative program.
 - E. a traditional university program.
14. The community college where Karen lives offers short courses that award CEUs for completion. Karen has taken a few of these courses to expand her understanding of management practices. These courses are often part of a(n) _____ program.
- A. executive MBA
 - B. extension
 - C. life-long learning
 - D. continuing education
 - E. self-development

15. The primary advantage of management skills education is:
- A. it can lead to higher level positions.
 - B. it is a good resume builder.
 - C.** a person can follow a well-developed program of study.
 - D. it provides specific job-related knowledge needed by managers.
 - E. it provides hands-on experience in dealing with many aspects of a manager's job.
16. Nanette was disappointed that she did not step into a management position right out of college. She thought her associate's degree would be enough to qualify her for at least a first-line supervision job. After all, she carried a 3.93 GPA. Nanette should realize that:
- A. it's not what you know but who you know that counts.
 - B. a grade point average that high probably indicates too much focus in one area of life.
 - C. women can't expect to immediately into management; only men can do that.
 - D.** management skills must also be learned through experience.
 - E. only a bachelor's degree will get her a management position.
17. In his six months with ABC Corporation, Oliver has rotated through several different departments, learning the functions of each and how the departments fit together in the whole system. Oliver is likely participating in:
- A. a job rotation program.
 - B.** a management training program.
 - C. a continuing education program.
 - D. a business development program.
 - E. a graduate internship.
18. Paul works for Coca-Cola as a mid-level manager. Eventually he would like to rise to an upper-management position. Coca-Cola is a world-wide corporation but Paul's only experience has been in the United States. What Paul lacks is:
- A. professional connectons.
 - B. an executive MBA.
 - C. marketing experience.
 - D. cultural sensitivity.
 - E.** international expertise.
19. Quincy has been a low-level manager for many, many years. Despite his ambition, he has been passed over for promotions recently. His methods worked fine in his early years, but now he just can't seem to get the level of cooperation from his workers that he used to. Quincy should remember that:
- A.** personal skills should be developed and refined as we mature and grow.
 - B. you can teach an old dog new tricks.
 - C. the younger generation is just not as motivated to work as earlier generations.
 - D. employers expect even long-term employees to return to the classroom occasionally.
 - E. personal skills decline with age.

20. Rachel describes herself as assertive and decisive. Her subordinates think she is overbearing and controlling. Rachel is:
- A. low in self-esteem.
 - B. high in self-esteem.
 - C. low in self-awareness.**
 - D. high in self-awareness.
 - E. low in emotional intelligence.
21. Whenever a new policy is presented to the department, Steve is the one his co-workers turn to for understanding of how the policy will affect them. Steve knows his opinion matters to them. We could say Steve is:
- A. low in self-esteem.
 - B. high in self-esteem.
 - C. low in self-awareness.
 - D. high in self-awareness.**
 - E. high in management skill.
22. Tiffany sees herself as well-informed on most subjects so she interjects her thoughts into nearly every conversation in her office. Her co-workers try to avoid her because they really don't like hearing her lectures and opinions. Tiffany is:
- A. high in self-esteem.
 - B. low in self-esteem.
 - C. high in self-awareness.
 - D. low in self-awareness.**
 - E. high in intellect.
23. Ursula is the only minority worker in her department. She is well-educated, so she often points out others' errors to them. Her co-workers tend to break up their conversation groups when she approaches. Ursula believes they are all bigots and are discriminating against her. Ursula is likely:
- A. high in self-esteem.
 - B. low in self-esteem.
 - C. high in self-awareness.
 - D. low in self-awareness.**
 - E. high in conscientiousness
24. Vance always has an answer ready to every question, even when he is not part of the conversation. He volunteers for every problem-solving team but seldom is selected. He has decided his co-workers just don't like him. Vance is:
- A. low in self-awareness.**
 - B. high in self-awareness.
 - C. low in self-esteem
 - D. over-educated.
 - E. high in self-esteem.

25. While he was speaking to his subordinates, Wally noticed several of them in the back were looking very uncomfortable, frowning, fidgeting. Wally decided this would be a good time to take a quick break. During break, he sought out one of the frowners to find out what was their concern. Because he paid attention to their non-verbal cues, we could say that Wally:
- A. is very observant.
 - B. is high in self-esteem
 - C. is low in self-esteem.
 - D.** is high in self-awareness.
 - E. is low in self-awareness.
26. “Leaders are born, not made” is a belief held by someone who:
- A.** thinks our personalities are defined at birth.
 - B. thinks there is an elite set of genes assigned to only a few people in every population.
 - C. has studied leadership in college.
 - D. understands human nature.
 - E. is already a leader.
27. Adam is sometimes confused by the reactions he gets from his subordinates because he treats everyone exactly the same. Adam could benefit from a study of:
- A. leadership.
 - B. economics.
 - C. philosophy.
 - D. management.
 - E.** personality.
28. Psychologists have identified _____ personality traits that are especially relevant to organizations.
- A. two
 - B. three
 - C. four
 - D.** five
 - E. six
29. Bonnie is a friend to everyone she meets. She always smiles, greets everyone with a friendly wave, offers to help whenever she can. Bonnie is probably high in:
- A. openness.
 - B. extraversion.
 - C. neuroticism.
 - D. conscientiousness.
 - E.** agreeableness.

30. Bill is a surly grouch. He finds objections to every new idea. He'd rather be off by himself than working with others. Even a kind word can send him into a snit. Bill is likely low in:
- A. openness.
 - B. extraversion.
 - C. neuroticism.
 - D. conscientiousness.
 - E. agreeableness.**
31. Cathy applied for a bookkeeper position. During her interview, she was courteous, friendly, considerate, and polite. Because of her agreeableness, the HR manager thought she might be well suited to a position in:
- A. production
 - B. customer service.**
 - C. research.
 - D. quality control.
 - E. shipping and receiving.
32. During his interview, Carl was terse, abrasive, arrogant, and defiant. His interviewer would more likely recommend him for a _____ position than a _____ position.
- A. customer service, quality
 - B. front office, back office
 - C. bank teller, research
 - D. production, sales**
 - E. sales, production
33. Daphne is never late for a meeting. She comes prepared, having completed all her team assignments before the deadlines. Daphne is likely high in:
- A. agreeableness.
 - B. conscientiousness.**
 - C. neuroticism.
 - D. extraversion.
 - E. openness.
34. Dale has been called yet again to his supervisor's office for missing another report deadline. It's no wonder; his desk is a mess and he can't ever seem to find what he's looking for. Dale could benefit from a lot more:
- A. agreeableness.
 - B. conscientiousness.**
 - C. neuroticism.
 - D. extraversion.
 - E. openness.

35. Talk about focused! Erica has a plan and works it well. She prioritizes her to-do list so she is always working on the most important task. She completes one project before starting another. Erica is likely high in:
- A. agreeableness.
 - B. conscientiousness.**
 - C. neuroticism.
 - D. extraversion.
 - E. openness.
36. Ernie volunteers for lots of projects and extra assignments. And he generally completes them although he might be a few days late. Unfortunately, there are usually errors in his work, some of them critical. Ernie could benefit by:
- A. decreasing his agreeableness.
 - B. increasing his conscientiousness.**
 - C. decreasing his extraversion.
 - D. increasing his openness.
 - E. decreasing his openness.
37. Nothing seems to ruffle Fran. She can keep her head when all around her are losing theirs. What others see as a major problem is just a bump in the road to Fran. Fran is likely:
- A. high in neuroticism.
 - B. high in agreeableness.
 - C. low in neuroticism.**
 - D. high in openness.
 - E. low in conscientiousness.
38. Fred is often a nervous wreck. Even a call to his supervisor's office will have him worrying that he should begin packing up his office, sure he will be terminated. Fred is likely:
- A. high in paranoia.
 - B. low in openness.
 - C. low in extraversion.
 - D. high in conscientious.
 - E. high in neuroticism.**
39. Ginger cries easily. When her office plant died, she was depressed for a week. Sudden noises startle her. She prefers to keep her office door closed so people can't sneak up on her. Ginger could benefit from a little less:
- A. agreeableness.
 - B. conscientiousness.
 - C. neuroticism.**
 - D. extraversion.
 - E. openness.

40. Her officemates often feel they have to walk on eggshells around Grace. One day she's on top of the world; the next she's fighting back tears. She seeks reassurance from everyone, always asking someone to check her work. Grace is:
- A. high in agreeableness.
 - B. low in agreeableness.
 - C.** high in introversion
 - D. low in introversion.
 - E. high in neuroticism.
41. To Heidi, a stranger is just a friend she hasn't met yet. She can strike up a conversation with anyone, putting them at ease in the process. Heidi is:
- A. high in agreeableness.
 - B. high in conscientiousness.
 - C. high in neuroticism.
 - D.** high in extraversion.
 - E. high in openness.
42. Hank could sell a ketchup ice cream cone to a woman in white gloves in July. He loves meeting new people and usually wins the monthly award for highest sales at his car dealership. Hank is likely:
- A. high in agreeableness.
 - B. high in conscientiousness.
 - C. high in neuroticism.
 - D.** high in extraversion.
 - E. high in openness.
43. Ingrid would like to ask for a raise but is reluctant to talk to her boss about it. When he criticizes her work, she seldom defends herself or offers any explanation. Ingrid is likely:
- A. high in neuroticism.
 - B. high in conscientiousness.
 - C. high in extraversion.
 - D. low in agreeableness.
 - E.** low in extraversion.
44. Isaac prefers to avoid the limelight. He works better alone than in groups. In meetings, he seldom speaks. He usually waits for an introduction to the new workers. Isaac is:
- A. low in introversion
 - B.** low in extraversion.
 - C. low in agreeableness.
 - D. high in neuroticism.
 - E. low in openness.

45. Got an idea? Take it to Joe. No one is more willing to listen than Joe. His curiosity seems to know no limits. Joe is:
- A. high in agreeableness.
 - B. low in conscientiousness.
 - C. high in extraversion.
 - D. low in neuroticism.
 - E. high in openness.
46. “But we’ve never done it that way before.” You can expect this response from Jennifer for every suggestion to improve efficiency in her work area. She likes her routine and doesn’t want to change. Jennifer is probably:
- A. high in conscientiousness.
 - B. low in extraversion.
 - C. high in neuroticism.
 - D. low in openness.
 - E. high in agreeableness.
47. Every semester Lucas enrolls in another course at the local university. Often these have nothing to do with his degree or career. He just likes learning about new subjects. Lucas is:
- A. high in agreeableness.
 - B. low in neuroticism.
 - C. high in openness.
 - D. low in introversion.
 - E. high in conscientiousness.
48. “I’ve already made up my mind. Telling me more facts won’t make any difference.” These words can be expected from a person who is:
- A. low in openness.
 - B. high in neuroticism.
 - C. low in agreeableness.
 - D. high in conscientiousness.
 - E. low in extraversion.
49. Before selecting his next vice president of marketing, Mr. Burton evaluated his international candidates using the Big Five framework. He was disappointed that the European and Asian candidates did not score as high as the Americans on important factors. Mr. Burton should have remembered:
- A. the Americans would naturally have known what he was looking for and would skew the results of the assessment.
 - B. the foreign candidates speak English only as a second language and would be at a disadvantage.
 - C. the Big Five is based on research in the U.S. and does not generalize well to other cultures.
 - D. only Americans can understand how to market products to Americans.
 - E. only Americans possess the traits measured by the Big Five.

50. Locus of control refers to:
- A. how people see and interpret their world.
 - B. the degree to which a person's perceptions match reality.
 - C.** the extent to which people believe their behavior has a real effect on what happens to them.
 - D. the extent to which a person wishes to control his/her environment.
 - E. the degree to which a person responds to external rewards.
51. Lacey is a take charge person. Her personal motto is, you can do or be anything you want to, if you want to badly enough. This is characteristic of a person:
- A.** with an internal locus of control.
 - B. with an external locus of control
 - C. with no locus of control
 - D. with a high locus of control
 - E. with a low locus of control
52. Lymon is convinced it doesn't really matter how hard he tries, nothing ever works out right. He tends to blame others for his situation. He's just an unlucky person, he thinks. This is typical of a person:
- A. with an internal locus of control.
 - B.** with an external locus of control
 - C. with no locus of control
 - D. with a high locus of control.
 - E. with a low locus of control.
53. "If she would only apply herself, Jill could be a good worker," said Monte, Jill's supervisor. "She's just not motivated." Monte is likely to be a person:
- A.** with an internal locus of control.
 - B. with an external locus of control.
 - C. with no locus of control.
 - D. with a high locus of control.
 - E. with a low locus of control.
54. "I don't think my boss likes me. He gave the promotion to his favorite instead of me," said Marcel. "He's always had it in for me." These comments are typical of a person:
- A. with an internal locus of control.
 - B.** with an external locus of control.
 - C. with no locus of control.
 - D. with a high locus of control.
 - E. with a low locus of control.

55. “Sure, I can do that. When do you want it?” That would be a typical comment from a person:
- A. with low self-efficacy.
 - B.** with high self-efficacy.
 - C. with no self-efficacy.
 - D. with internal self-efficacy.
 - E. with external self-efficacy.
56. “I’m just not good at interviews,” said Manfred. “I’ll probably blow it and lose the job.” This comment is typical of a person:
- A.** with low self-efficacy.
 - B. with high self-efficacy.
 - C. with no self-efficacy.
 - D. with internal self-efficacy.
 - E. with external self-efficacy.
57. Otto is careful to show respect for any member of upper management who happens to visit his work area. His responses include the use of “sir” and “ma’am” and he pays close attention to his choice of words, avoiding the usual “shop talk.” Otto is high in:
- A. agreeableness.
 - B. conscientiousness.
 - C.** authoritarianism.
 - D. self-efficacy.
 - E. Machiavellianism.
58. Orianna often questions the directions her supervisor gives, asks why *she* is the one who has to perform a particular task, wants to know the reason for everything. She has no problem getting in her boss’s face. Orianna is likely:
- A. high in authoritarianism.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D.** low in authoritarianism.
 - E. high in self-efficacy.
59. Peggy likes to involve her subordinates in important decisions. She handles questions and objections smoothly without feeling threatened. Peggy is likely:
- A. high in agreeableness.
 - B. low in neuroticism.
 - C. high in conscientiousness.
 - D. high in locus of control
 - E.** low in authoritarianism.

60. Phil can be a pretty demanding boss. He sets high standards and expects his people to work up to them. Phil is likely:
- A. low in agreeableness.
 - B. high in conscientiousness.
 - C. high in self-control.
 - D.** high in authoritarianism.
 - E. low in self-esteem.
61. Ramona, a first-line supervisor, is very selective in the information she shares with her subordinates. Although she herself knows “the rest of the story,” her workers are kept on a “need to know” basis, and most don’t need to know. This is Ramona’s way of controlling their behavior. Ramona is likely:
- A. high in self-control.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D. low in openness.
 - E.** high in Machiavellianism.
62. Rex has been described as cold and calculating. He has his eye on the position of CEO and will do anything necessary to get it. Rex is:
- A. high in self-control.
 - B. low in agreeableness.
 - C. high in neuroticism.
 - D. low in openness.
 - E.** high in Machiavellianism.
63. Sabina would like a promotion but she is not willing to hurt anyone to get it. She is very loyal to her friends and would never engage in gossip. Sabina is likely:
- A. high in Machiavellianism.
 - B. high in self-esteem.
 - C. high in self-efficacy.
 - D.** low in Machiavellianism.
 - E. low in self-esteem.
64. Scott can look at his accomplishments at the end of the day and feel very satisfied. He can already see himself as the next department head. He is sure he has the skills and abilities to succeed. Scott likely has:
- A. high motivation.
 - B. high Machiavellianism.
 - C. high self-efficacy.
 - D.** high self-esteem.
 - E. high internal locus of control.

65. Tammy really looks forward to those annual bonuses. She constantly seeks feedback from her supervisor that her work meets his approval. All she wants in this company is to do a good job in her current position then go home and forget about work until the next day. Tammy likely has:
- A. low agreeableness.
 - B. low Machiavellianism.
 - C. low self-efficacy.
 - D.** low self-esteem.
 - E. low morale.
66. Toby is willing to try new ideas if they could increase productivity or reduce scrap. Innovation, he believes, is what makes this country great. He calculates the odds of success first, of course, so his taking chances isn't really gambling with company fortunes. Toby probably has:
- A. a high internal locus of control.
 - B. high self-esteem.
 - C.** a high propensity for risk.
 - D. high Machiavellianism.
 - E. high emotional intelligence.
67. Violet is described by her supervisors as timid. She prefers to continue doing things the way they've always been done. Her motto is: If it isn't broke, don't fix it. Violet probably has:
- A. low self-esteem.
 - B. low self-efficacy.
 - C. low Machiavellianism.
 - D.** low risk propensity.
 - E. low emotional intelligence
68. The concept of emotional intelligence involves self-awareness, motivating oneself, empathy, social skills, and:
- A. self-efficacy.
 - B. discrimination.
 - C. generalization.
 - D. managing relationships.
 - E.** managing emotions.

1. The relatively stable set of psychological attributes that distinguish one person from another	Education <u>10</u>
2. Five fundamental personality traits that are especially relevant to organizations	Oppenness <u>5</u>
3. Abilities that center around and draw from one's self-awareness, emotional intelligence, values, ethics, priorities, motivaiton, and self-control	Personality <u>1</u>
4. The extent to which a person commonly experiences umpleasant emotions	Experience <u>6</u>
5. A person's ridigidy of beliefs and range of interests	Big Five" <u>2</u> personality traits
6. Jobs, even those of short duration, that contribute to managerial effectiveness	Agreeableness <u>7</u>
7. A person's ability to get along with others	Personal skills <u>3</u>
8. The number of goals on which a person focuses at one time	Extraversion <u>9</u>
9. A person's comfort level with relationships	Conscientiousness <u>8</u>
10. Any formal public or private course of study that contributes to managerial effectiveness	Neuroticism <u>4</u>

1. Chuck seldom has more than one set of papers on his desk. He finishes one project before beginning another. Chuck has:	low <u>2</u> self-awareness
2. Alice sees herself as an accomplished presenter. Her peers and supervisor disagree. Alice has:	low <u>5</u> agreeableness
3. Linda can find an excuse for every missed deadline and mistake. It's never her fault. Linda has:	high <u>1</u> conscientiousness
4. Harriet is filled with doubt about her skills. No matter what you ask her to do, she always responds, "I don't know if I can do that." Harriet has:	high neuroticism <u>8</u>
5. Barbara always seems to have a chip on her shoulder. Barbara has:	high <u>7</u> extraversion
6. Irene willingly accepts any task assigned to her by her boss, just because he's the boss. Irene has:	high openness <u>10</u>
7. Everett greets everyone he meets and can start a conversation with anyone. Everett has:	internal locus of <u>12</u> control
8. Dave is sure the boss is out to get him. Dave has:	low self-efficacy <u>4</u>
9. Jon will do whatever it takes to get ahead, regardless of who gets hurt in the process. He's been described as manipulative. Jon has:	high <u>6</u> authoritarianism
10. Floyd's curiosity seems to know no bounds. Floyd has:	high <u>9</u> Machiavellianism
11. Karl is described as extremely cautious. He doesn't like change and is reluctant to listen to new ideas. Karl has:	low propensity <u>11</u> for risk
12. "If you work hard, you will succeed" according to Gina. Gina has:	external locus of <u>3</u> control

71.

1. The extent to which people are self-aware, can manage their emotions, can motivate themselves, express empathy for others, and possess social skills	Machiavellianism	<u>7</u>
2. The extent to which people believe their behavior has a real effect on what happens to them	Self-esteem	<u>3</u>
3. The extent to which a person believes that s/he is a worthwhile and deserving individual	Authoritarianism	<u>6</u>
4. A person's belief about his/her capabilities to perform a task.	Self-awareness	<u>8</u>
5. The degree to which a person is willing to take chances and make risky decisions	Locus of control	<u>2</u>
6. The extent to which a person believes that power and status differences are appropriate within hierarchical social systems such as organizations	Self-efficacy	<u>4</u>
7. Behavior directed at gaining power and controlling the behavior of others	Emotional intelligence	<u>1</u>
8. The extent to which we are aware of how we are seen by others	Risk propensity	<u>5</u>

72. _____ is the relatively stable set of psychological attributes that distinguish one person from another.

Personality

73. The "Big Five" personality traits include:

agreeableness, conscientiousness, neuroticism, extraversion, and openness.

74. A popular, well-researched personality framework that differentiates people in terms of four general dimensions is the:

Myers-Briggs Type Indicator, or MBTI

75. The MBTI framework is useful in determining:

communication styles and interaction preferences.

76. “I am the master of my fate, the captain of my soul.” This sentiment would indicate a(n) _____.

internal locus of control.

77. “It’s not my fault! Nothing ever works out for me.” These statements are likely to be made by a person with a(n) _____.

external locus of control

78. “Sure, no problem. I can do that.” A person with a(n) _____ will often be heard saying this.

high self-efficacy

79. “I don’t think I have enough practice at that. I’m not sure I can do it.” A person with _____ will likely make these statements.

low self-efficacy

80. “I didn’t question why he wanted it done; he’s the boss so I did it. I’m following orders.” A person with _____ might say this.

high authoritarianism

81. “Why do we do it that way?” “Why do you want me to do that?” “I don’t think we should do it that way.” These statements might come from a person with _____.

low authoritarianism

82. “I’m not here to make friends. I only cultivate relationships with people who can help me meet my goal of becoming the plant manager.” A person with high _____ is likely to say this.

Machiavellianism

83. “I know she did it, but I can’t rat her out. She’s my friend.” A person with low _____ might say this.

Machiavellianism

84. “Ta-da! I like it! This flower arrangement is one of my best, if I do say so myself.” So says someone with _____.

high self-esteem

85. “Try it; you’ll like it” may be the motto of someone with high _____.

risk propensity

86. The extent to which people are in control of their emotions is one aspect of _____.

emotional intelligence

87. Jason had a bad morning. Lots of little frustrations combined to leave him in a really foul mood. Shortly after arriving at work, his subordinates realized today would not be a good time to interact with Jason. By noon, Jason wondered why everyone was avoiding him. Jason seems to lack _____.

self-awareness

88. Christina has the uncanny ability to react intensely about an issue for a moment then say, "I'm over it" and get on with her day as though nothing has happened. Unless a person was there at the time of the event, no one would ever know something unpleasant had happened. Christina is high in _____.

managing emotions

89. "Facing obstacles like that must be very frustrating for you." Once would expect to hear these words from a person who can express _____ for others.

empathy

90. Eric has completed his freshman composition class. Glad to have finished the course, he expected to be done with writing long papers. In his Introduction to Business course, he discovered the semester project is a research paper. Eric applied the knowledge he gained in composition class to the research paper. In doing so he demonstrated the ability to _____ from one setting to another.

generalize

91. In her undergraduate business research course, Carol was required to write a proposal for a business research project. Not particularly fond of research, Carol never thought she would use this knowledge. While working in human resources management, she was asked to write a proposal for a training program. Not knowing where to start, pulled out her research proposal to use as a pattern, making adjustments to it to fit this new situation. Her proposal won high praise from upper management. Carol demonstrated the ability to _____.

generalize and/or discriminate

92. How might portable technologies such as smart phones and tablet computers change the way top level managers spend their time in a typical day?

Students' answers will vary but might include any of the following points:

Less time will be spent traveling to face-to-face meetings; more time will be spent on computers.

Manager's will have more information at their fingertips and will rely on paper reports less.

Managers will be able to spend more time away from their offices and still have access to important information.

93. How can visualization help a new manager to improve his abilities and skills?

Students' answers will vary. Some points might be:

Visualization requires the manager to imagine which skills will be necessary so he can plan ahead for a situation.

Imagining success builds confidence.

Observing others using the skill successfully provides a vicarious experience from which the new manager can learn.

94. Explain why management is both a science and an art. Give appropriate examples.

Students' answers will vary.

95. The authors contend that education is important but insufficient in developing managerial skills. Why would this be so?

Students' answers will vary. Key points include:

It is impossible to provide instruction for every possible situation a manager might face.

Education often provides general statements and illustrations but real life situations may vary greatly in details and in the appropriateness of any "book" solution.

Experience is the best teacher.

Experience offers opportunity to test methods learned in the classroom.

96. What are some advantages to a new manager of having high self-awareness?

Students' answers will vary. Key points include:

High self-awareness will allow the new manager to adjust his behavior from person to person.

Low self-awareness often results in dissatisfied subordinates when people who are very different from each other are all treated alike.

High self-awareness results in better relationships because the manager can make each person feel special.

97. Discuss the advantages and limitations of the Big Five personality framework.

Students' answers will vary. Key points include:

It is widely accepted as a predictor of behaviors in certain situations.

Managers can assess their own personalities and the personalities of others.

Understanding the framework can help managers understand why others behave as they do.

The potential exists for a manager to rely too heavily on the framework to explain others' behaviors, leading to misdiagnoses and misunderstandings.

The Big Five framework is based on research in the U.S. and may not transfer to other cultures.

98. Machiavellianism involves attaining power and controlling the behaviors of others. So does management. How can a manager whose ambitions include rising through the corporate ranks receive promotions without engaging in the negative actions described by Machiavelli?

Students' answers will vary. Comments should focus in ethical behavior, integrity, accountability, the use of power for the good of the organization and not for personal gain.

99. Discuss the advantages and disadvantages of high self-esteem in a manager.

Students' answers will vary. Key points might include:

Managers with high self-esteem are more confident in their ability to make sound decisions.

Managers with high self-esteem derive satisfaction from the job rather than from extrinsic rewards, a cost advantage to the organization.

Managers with high self-esteem are more likely to generate confidence in their ability to lead, increasing loyalty among subordinates.

Too much self-esteem is viewed as arrogance and can have the opposite effects, leading to risky decisions and a lack of caution. Followers are less loyal and more likely to sabotage this leader's efforts.

100. Discuss the advantages of a good fit between a manager's personality and the situation facing the organization. Consider the dynamics of the competitive environment.

Students' answers will vary. Key points include:

A manager with a high propensity for risk will be more willing to make tough decisions, a desirable characteristic when the environment is constantly changing. This correlates with a high score on openness to experience on the Big Five. A manager with a low propensity for risk is better suited to a stable environment, correlating with a low openness to experience.

Similar arguments can be made for the other elements of the Big Five.

101. How will knowing our personal values help us make better career choices?

Students' answers will vary. Key points include:

Our values drive our choices. Making choices that contradict our values leads to lower job satisfaction and subsequent career changes. Our enthusiasm will be higher and job performance better when values and job duties are consistent.

102. Does an employee have the right to expect privacy of any Internet or email use of company-owned computers? Why or why not?

Students' answers will vary. Key points include:

Use of company equipment should be reserved for company-authorized activities. To use this equipment for personal purposes is a type of theft. Even using computers for personal email after hours provides no right to expect privacy.

103. Blogging has become an increasingly popular activity. Discuss the ethicality of posting comments about one's employees or coworkers in a blog.

Students' answers will vary. Those who believe such activity is unethical may argue that posting comments is a breach of confidence and an exercise of poor judgment. Those who believe it is acceptable may write of the protection of free speech.

104. Compare and contrast the priorities of employees at age 25 and age 55 as they relate to what employees expect from work.

Students' answers will vary. Some suggestions:

Younger workers want a balance of life and work; they are not as willing to work extra hours without notice. Younger workers may be more interested in higher paychecks and less interested in retirement accounts. Younger workers may prefer challenge, travel, excitement. Older workers may prefer security, stability, and retirement benefits.

105. How might managing a not-for-profit differ from managing a for-profit venture? How is it similar?

Students' answers will vary. Some key points include:

Both require planning, organizing, leading, and controlling. Not-for-profits are not motivated by maximizing shareholder wealth, which alters the way decisions are made. For-profits rely on the success of services and products to provide a revenue stream to support the organization.

Not-for-profits are motivated to provide services requested by their constituents and to find sources of funding to support those services rather than to rely on payment from the recipients of those services. Investors are attracted to for-profits who increase shareholder wealth. Investors are attracted to not-for-profits because of their good works and do not expect any return on that investment;