Test Bank for Human Relations in Organizations Applications and Skill Building 10th Lussier

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Chapter 02

Personality, Stress, Learning, and Perception

True / False Questions

1. People with an internal locus of control are closed to new experiences to improve performance.

   True False

2. Locus of control is a two-dimensional personality classification method.

   True False

3. According to the Big Five Model of Personality, people characterized by assertiveness, ambition, and energy are generally strong in dominance.

   True False

4. Emotional stability is important in dealing with situations that need efficiency under pressure.

   True False

5. The Myers-Briggs Type Indicator (MBTI) identifies one's personality inclinations for certain ways of feeling and leading.

   True False

6. Stressors are similar in how they affect different individuals.

   True False

7. Stress is an individual matter.

   True False

8. Some stress helps improve performance.

   True False

9. People with Type B personalities have more stress than people with Type A personalities.

   True False

10. Chronic stress can lead to burnout.

    True False

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11. Exercise, nutrition, relaxation, positive thinking, and a good support system help in tackling stress.

    True False

12. Today, it is generally agreed that intelligence is a product of genetics and not of the environment.

    True False

13. Accommodators rely more on other people for information than on technical analysis.

    True False

14. We tend to get along better with people who have the same learning style as ourselves.

    True False

15. Stereotyping is our tendency to see things from a narrow focus that directly affects us.

    True False

16. People sometimes selectively pick information they want to hear and ignore information they do not want to hear. This phenomenon is called frame of reference.

    True False

17. We perceive, select, organize, and interpret information as we expect it to appear.

    True False

18. Selective exposure influences job selection.

    True False

19. Nonprofessional images on social media sites tend to take job candidates out of consideration for jobs.

    True False

20. Dressing like a successful person in the organization during one's job interview might send out signals of overconfidence.

    True False

21. Facial expressions convey feelings more accurately than words.

    True False

22. Discussing controversial topics and expressing personal views are best avoided especially during the four-minute barrier.

    True False

Multiple Choice Questions

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23. How is Type A personality characterized?

A. Easygoing
B. Apathetic
C. Time conscious
D. Patient

24. _____ believe that they have little control over their performance and are closed to new experiences.

A. Externalizers
B. Internalizers
C. Extroverts
D. Type A personalities

25. _____ is a continuum representing one's belief as to whether external or internal forces determine one's destiny.

A. Surgency
B. Locus of control
C. Perceptual congruence
D. Conscientiousness

26. Jerry is a considerate person and is liberal in accepting the changes in his organization. Owing to his gregarious nature, Jerry has a lot of friends where he works. He finds it easy to establish a rapport with people. Which of the following Big Five personality dimensions is best reflected by Jerry in the scenario?

A. Surgency
B. Adjustment
C. Agreeableness
D. Conscientiousness

27. People weak in _____ want to be followers.

A. agreeableness
B. conscientiousness
C. extroversion
D. surgency

28. The _____ personality dimension primarily focuses on traits related to being willing to change and try new things.

A. adjustment
B. conscientiousness
C. openness to experience
D. surgency

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29. Identify the common traits of people with a strong surgency personality dimension.

A. Laid-back or easygoing
B. Avoiding change and new things
C. Poor under pressure, nervous, insecure, and moody
D. Energetic, assertive, active, and ambitious

30. Richard is unambitious and prefers spending most of his time by himself. His colleagues consider him aloof and insecure. He finds it difficult to work under high pressure and often blames his colleagues. According to the Big Five personality dimensions, Richard's personality is:

A. high in surgency.
B. high in openness to experience.
C. low in agreeableness.
D. high in adjustment.

31. Which of the following characterizes people with a strong adjustment personality type?

A. Energetic, assertive, active, and ambitious, with an interest in getting ahead
B. Cold, difficult, uncompassionate, unfriendly, and unsociable
C. Good under pressure, relaxed, secure, and positive
D. Imaginative, intellectual, open-minded, autonomous, and creative

32. Persistence, credibility, conformity, and organization are terms that describe the traits of _____.

A. weak adjustment
B. high conscientiousness
C. high agreeableness
D. weak surgency

33. Daniel, the supervisor of a team of financial analysts, aims to become a manager. He is confident and assertive about his ideas in the workplace. Daniel always gives precise instructions to his team members and expects them to follow the instructions. Which of the following Big Five personality dimensions is best reflected by Daniel in this scenario?

A. High surgency
B. Low conscientiousness
C. High adjustment
D. Low openness to experience

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34. Kenneth will complete his probation as a teller by the end of this month. Over the past six months, he has proved to be tenacious and capable. He diligently follows the bank's standards and works systematically. Which of the following Big Five personality dimensions is best reflected by Kenneth in this scenario?

A. Low surgency
B. High agreeableness
C. Low adjustment
D. High conscientiousness

35. Joanne's colleagues praise her ability to remain calm under all circumstances. Joanne is confident about her professional skills and can perform well under pressure. Which of the following Big Five personality dimensions is best reflected by Joanne in this scenario?

A. Weak surgency
B. High adjustment
C. Weak conscientiousness
D. High openness to experience

36. A person who is strong in the openness to experience personality dimension is most likely:

A. cooperative, tolerant, compassionate, and friendly.
B. emotionally stable, good under pressure, relaxed, secure, and positive.
C. imaginative, intellectual, autonomous, and creative.
D. energetic, assertive, active, and ambitious.

37. The _____ identifies an individual's personality based on his or her four inclinations for certain ways of thinking and behaving.

A. Locus of Control Model
B. Birkman Method
C. Myers-Briggs Type Indicator
D. Personality Assessment System

38. "I'm always in a hurry and it upsets me to change my routine." Which of the following stressors is best reflected in this statement?

A. Organizational climate
B. Management behavior
C. Personality type
D. Job satisfaction

39. "In our department, there is a lot of competition and conflict." This statement best reflects stress due to:

A. organizational climate.
B. management behavior.
C. leadership personality type.
D. job satisfaction.

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40. "My boss constantly checks up on me and tells me what to do." This statement best illustrates stress due to:

A. organizational climate.
B. management behavior.
C. peer personality type.
D. job satisfaction.

41. "My work is very demanding and monotonous. Because of my work, I often get a headache by the end of the day." This statement best illustrates stress due to:

A. organizational climate.
B. management behavior.
C. peer personality type.
D. job satisfaction.

42. Nelson had been busy preparing for his final exams for the past few months. However, a few days before the exam, he lost the interest and motivation to study as a result of the high pressure to perform well. Which of the following did Nelson most likely experience?

A. Tensile stress
B. Temporary burnout
C. Bipolar disorder
D. Panic attack

43. _____ is the level of one's capacity for new learning, problem solving, and decision making.

A. Surgency
B. Intelligence
C. Attitude
D. Perception

44. In the context of learning styles, _____ prefer to learn by doing and feeling.

A. accommodators
B. divergers
C. convergers
D. assimilators

45. In the context of learning styles, _____ prefer to learn by observing and feeling.

A. accommodators
B. divergers
C. convergers
D. assimilators

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46. In the context of learning styles, _____ tend to learn primarily from hands-on experience.

A. assimilators
B. divergers
C. convergers
D. accommodators

47. In the context of learning styles, _____ have the ability to view concrete situations from many different points of view.

A. assimilators
B. convergers
C. divergers
D. accommodators

48. Which of the following is a characteristic of the learning style of divergers?

A. They tend to learn primarily from hands-on experience.
B. They take their time gathering and analyzing many alternatives.
C. They tend to be more concerned with abstract ideas and concepts than with people.
D. They prefer learning by doing and thinking.

49. In the context of learning styles, _____ prefer to learn by doing and thinking.

A. accommodators
B. divergers
C. convergers
D. assimilators

50. In the context of learning styles, _____ seek practical uses for information and focus on solutions.

A. accommodators
B. divergers
C. assimilators
D. convergers

51. Which of the following characterizes the learning style of convergers?

A. They usually act on gut feelings.
B. They have the ability to view concrete situations from many different points of view.
C. They seek practical uses for information focusing on solutions.
D. They prefer dealing with interpersonal issues rather than with technical tasks and problems.

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52. In the context of learning styles, _____ prefer dealing with technical tasks and problems rather than with interpersonal issues.

A. divergers
B. assimilators
C. accommodators
D. convergers

53. In the context of learning styles, _____ prefer to learn by observing and thinking.

A. assimilators
B. divergers
C. accommodators
D. convergers

54. In the context of learning styles, _____ tend to be more concerned with abstract ideas and concepts than with people.

A. divergers
B. assimilators
C. accommodators
D. convergers

55. Kendall relies on his instinct to determine which designs appeal to people. He bases his decisions on his interactions with people rather than on statistical analysis of consumer behavior. Which of the following is most likely Kendall's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

56. Kathy enjoys brainstorming. She gathers all the facts and analyzes a situation from multiple perspectives before making a decision. As a result, she sometimes misses opportunities. Which of the following is most likely Kathy's preferred learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

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57. Beth prefers to learn new skills on the job rather than in training sessions. Her decisions are based on instinct and not on technical analysis. Which of the following is most likely Beth's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

58. Albert is a sales representative at Maxim Insurance Inc. He tends to make quick decisions based primarily on input from people without much analysis. Albert likes being a sales representative as it gives him the freedom to set sales schedules and challenges him to close sales deals. He learns well through training sessions that involve role playing. Which of the following is most likely Albert's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

59. Chris works as a nurse at Dayton Community Hospital. He took up this profession as he enjoys interacting with people and helping them. Chris spends a lot of time gathering information and weighing multiple alternatives before making any decision. Chris has learned a lot about nursing by watching other nurses. Which of the following is most likely his learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

60. Dennis is an accountant and likes dealing with numbers and concrete accounting processes. He is always willing to help his colleagues solve problems, though he avoids personal interactions with them. Although Dennis enjoyed college, he believes one really learns about accounting when one gets into the job. Which of the following is most likely Dennis's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

61. Debra is a marketing researcher at Dale Manufacturers Inc. She enjoys compiling information. Debra always follows scientific procedures when conducting research. She believes that although questionnaires are useful, watching people select products in stores provides more valuable information. Which of the following is most likely Debra's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

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62. Assimilators differ from divergers in that assimilators:

A. prefer to learn by doing and feeling.
B. tend to learn primarily from hands-on experience.
C. prefer to deal with technical tasks and problems.
D. prefer to learn by observing and thinking.

63. Alvin tells his parents, "We don't see things the same way because you are old and I am young." Which of the following perception biases does Alvin have?

A. Projection
B. Frame of reference
C. Expectations
D. Selective exposure

64. The term _____ refers to a person's interpretation of reality.

A. emotional intelligence
B. attitude
C. perception
D. emotion

65. _____ is the process of generalizing the behavior of all members of a group.

A. Rationalizing
B. Internalizing
C. Stereotyping
D. Marginalizing

66. Which of the following terms refers to our tendency to see things from a narrow focus that directly affects us?

A. Projection
B. Expectation
C. Selective exposure
D. Frame of reference

67. Mark, who attended a music festival where a local band performed, says "I did not like their music much, but my friends really liked it." Identify the perception bias exemplified in Mark's statement.

A. Interest
B. Frame of reference
C. Expectations
D. Selective exposure

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68. Ashley is often inattentive when her boss is speaking to her. She says, "I often don't listen to what my boss is saying since I can predict what he is going to say." Which of the following perception biases does this statement reflect?

A. Stereotypes
B. Frame of reference
C. Expectations
D. Selective exposure

69. The management of Delssis Inc. announce their plan of closing their operations in New York. The top management feels this move will help them cut down their overhead expenses and concentrate their resources at a single location. The employees, however, think this is a negative move. Which of the following perception biases is exemplified in this scenario?

A. Frame of reference
B. Stereotypes
C. Expectations
D. Selective exposure

70. The term _____ refers to the degree to which people see things the same way.

A. projection
B. selective exposure
C. perceptual congruence
D. frame of reference

71. The _____ is the time we have to make a good impression.

A. threshold period
B. four-minute barrier
C. frame of reference
D. six-minute sell

72. _____ refers to the way people perceive one another during their first impressions.

A. The transition effect
B. The primacy effect
C. Impression management
D. Selective exposure

73. The _____ is termed so because it is the average duration in which people make up their minds to continue the contact or separate during social situations.

A. one-minute barrier
B. perceptual period
C. four-minute sell
D. transition period

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74. Laura meets Cindy, the owner of a well-known advertising agency in Los Angeles, at a social gathering. Laura wants to make a good first impression so that she can intern at Cindy's firm. Which of the following, if true, would help Laura make a favorable first impression?

A. During the first four minutes of their conversation, Laura brings up a controversial topic and states her opinion on the issue.
B. Laura maintains eye contact while introducing herself to Cindy.
C. Before leaving the gathering, Laura asks Cindy for her contact details so that she can keep in touch.
D. Laura spends a long time talking to Cindy.

Short Answer Questions

75. Describe your Big Five personality profile.

76. Select a present or past boss and describe how his or her personality profile affected behavior, human relations, and performance in your department.

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77. What was your stress personality type score and letter? Should you work at changing your personality type? Explain why or why not. Will you change?

78. Following the controlling stress plan, (1) identify your major stressor, (2) determine its cause and consequences, and (3) develop a plan to eliminate or decrease the stress. Identify each step in your answer.

79. Of the five ways to eliminate or decrease stress, which do you do best? Which needs the most improvement and why? What will you do, if anything, to improve in that area?

80. What is your preferred learning style? Are the characteristics of the style a good description of you? Explain. Can you change your learning style?

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81. Think about the person you enjoy or have enjoyed working with the most. Identify that person's learning style. Is it the same as yours? What is it that you enjoy about the person?

82. Think about the person you dislike or have disliked working with the most. Identify that person's learning style. Is it the same as yours? What is it that you dislike about the person?

83. Give an example of when you and another person experienced the same situation but perceived it differently. Which of the five biases affecting perception was responsible for the difference in perception? Explain your answer.

84. Give examples of situations when others formed a positive and a negative first impression of you. Explain the causes (appearance, nonverbal communication, behavior) of those impressions.

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85. Which area of projecting a positive image (appearance, nonverbal communication, behavior) is your strongest? Which is your weakest? Explain your answers. What will you do to project a more positive image in the future?

86. Which personality traits exhibited by others tend to irritate you? Which of your personality traits tend to irritate others? How can you improve your personality?

87. Do you think that the Big Five Model of Personality or the Myers-Briggs Type Indicator is a more effective measure of personality?

88. Which cause of stress do you think is the major contributor to employee stress in organizations? What can organizations do to help eliminate or reduce employee stress?

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89. Do you agree that intelligence (general mental ability) is the most valid predictor of job performance? Should organizations give an IQ test and hire based on the results? Why or why not?

90. How do you know if your perception or that of others is the correct interpretation of reality?

91. Is it ethical to judge and stereotype people based on a few seconds or minutes during first impressions? How do your first impressions help and hinder your human relations?

Essay Questions

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92. Describe the Big Five personality dimensions.

93. How can personality profiling be used to improve our relations with other people?

94. Describe how one can deal with extroverts and introverts.

95. List the causes of stress. Describe how to be more effective at controlling stress.

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96. Describe the four learning styles.

97. Describe five biases affecting perception.

98. Explain the primacy effect and the four-minute barrier.

99. Explain the importance of first impressions and how to project a positive image.

Fill in the Blank Questions

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100. _____ is a relatively stable set of traits that aids in explaining and predicting individual behavior.

_____

101. People with a(n) _____ locus of control believe that they have little control over their performance.

_____

102. The _____ personality dimension includes leadership and extroversion traits.

_____

103. _____ identify individual strong and weak traits.

_____

104. _____ is an emotional or physical reaction to environmental activities and events.

_____

105. _____ is the constant lack of interest and motivation to perform one's job because of stress.

_____

106. The _____ plan includes step 1, identify stressors; step 2, determine their causes and consequences; and step 3, plan to eliminate or decrease the stress.

_____

107. Andrew, who enrolled himself for a course in instructional designing, says, "My friends liked the course very much, but I didn't." _____ is the perception bias evident in Andrew's statement.

_____

108. The term _____ refers to the degree to which people see things the same way.

_____

109. The _____ is the way people perceive one another during their first impressions.

_____

110. The _____ is the time we have to make a good impression.

_____

111. Our _____ is other people's attitudes toward us.

_____

112. When people first see you, they notice your appearance and nonverbal expressions first, and then they observe your _____.

_____

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Chapter 02 Personality, Stress, Learning, and Perception Answer Key

True / False Questions

1. People with an internal locus of control are closed to new experiences to improve performance.
(p. 31)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

2. Locus of control is a two-dimensional personality classification method.
(p. 31)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

3. According to the Big Five Model of Personality, people characterized by assertiveness, ambition, and energy are generally strong in dominance.
(p. 33)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

4. Emotional stability is important in dealing with situations that need efficiency under pressure.
(p. 33)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

5. The Myers-Briggs Type Indicator (MBTI) identifies one's personality inclinations for certain ways of feeling and leading.
(p. 36)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.

6. Stressors are similar in how they affect different individuals.
(p. 37)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-03 Describe your stress personality type.

7. Stress is an individual matter.
(p. 37)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Describe your stress personality type.

8. Some stress helps improve performance.
(p. 37)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Describe your stress personality type.

9. People with Type B personalities have more stress than people with Type A personalities.
(p. 38)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

10. Chronic stress can lead to burnout.
(p. 39)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

11. Exercise, nutrition, relaxation, positive thinking, and a good support system help in tackling stress.
(p. 39-40)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

12. Today, it is generally agreed that intelligence is a product of genetics and not of the environment.
(p. 41)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

13. Accommodators rely more on other people for information than on technical analysis.
(p. 44)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

14. We tend to get along better with people who have the same learning style as ourselves.
(p. 44)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

15. Stereotyping is our tendency to see things from a narrow focus that directly affects us.
(p. 45)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

16. People sometimes selectively pick information they want to hear and ignore information they do not want to hear. This phenomenon is called frame of reference.
(p. 45)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

17. We perceive, select, organize, and interpret information as we expect it to appear.
(p. 46)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

18. Selective exposure influences job selection.
(p. 46)

FALSE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

19. Nonprofessional images on social media sites tend to take job candidates out of consideration for jobs.
(p. 47)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

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20. Dressing like a successful person in the organization during one's job interview might send out signals of overconfidence.
(p. 48)

FALSE

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

21. Facial expressions convey feelings more accurately than words.
(p. 48)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

22. Discussing controversial topics and expressing personal views are best avoided especially during the four-minute barrier.
(p. 49)

TRUE

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

Multiple Choice Questions

23. How is Type A personality characterized?
(p. 30)

A. Easygoing
B. Apathetic
C. Time conscious
D. Patient

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

24. _____ believe that they have little control over their performance and are closed to new experiences.
(p. 31)

A. Externalizers
B. Internalizers
C. Extroverts
D. Type A personalities

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

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25. *(p. 31)* _____ is a continuum representing one's belief as to whether external or internal forces determine one's destiny.

A. Surgency
B. Locus of control
C. Perceptual congruence
D. Conscientiousness

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

26. *(p. 33)* Jerry is a considerate person and is liberal in accepting the changes in his organization. Owing to his gregarious nature, Jerry has a lot of friends where he works. He finds it easy to establish a rapport with people. Which of the following Big Five personality dimensions is best reflected by Jerry in the scenario?

A. Surgency
B. Adjustment
C. Agreeableness
D. Conscientiousness

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Application Situations

27. *(p. 33)* People weak in _____ want to be followers.

A. agreeableness
B. conscientiousness
C. extroversion
D. surgency

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

28. *(p. 33)* The _____ personality dimension primarily focuses on traits related to being willing to change and try new things.

A. adjustment
B. conscientiousness
C. openness to experience
D. surgency

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

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29. Identify the common traits of people with a strong surgency personality dimension.
(p. 33)

A. Laid-back or easygoing
B. Avoiding change and new things
C. Poor under pressure, nervous, insecure, and moody
D. Energetic, assertive, active, and ambitious

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

30. Richard is unambitious and prefers spending most of his time by himself. His colleagues consider him aloof and insecure. He finds it difficult to work under high pressure and often blames his colleagues. According to the Big Five personality dimensions, Richard's personality is:
(p. 33)

A. high in surgency.
B. high in openness to experience.
C. low in agreeableness.
D. high in adjustment.

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Skill Building

31. Which of the following characterizes people with a strong adjustment personality type?
(p. 33)

A. Energetic, assertive, active, and ambitious, with an interest in getting ahead
B. Cold, difficult, uncompassionate, unfriendly, and unsociable
C. Good under pressure, relaxed, secure, and positive
D. Imaginative, intellectual, open-minded, autonomous, and creative

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the Big Five personality dimensions.

32. Persistence, credibility, conformity, and organization are terms that describe the traits of _____.
(p. 33)

A. weak adjustment
B. high conscientiousness
C. high agreeableness
D. weak surgency

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

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33. *(p. 33)* Daniel, the supervisor of a team of financial analysts, aims to become a manager. He is confident and assertive about his ideas in the workplace. Daniel always gives precise instructions to his team members and expects them to follow the instructions. Which of the following Big Five personality dimensions is best reflected by Daniel in this scenario?

A. High surgency
B. Low conscientiousness
C. High adjustment
D. Low openness to experience

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Application Situations

34. *(p. 33)* Kenneth will complete his probation as a teller by the end of this month. Over the past six months, he has proved to be tenacious and capable. He diligently follows the bank's standards and works systematically. Which of the following Big Five personality dimensions is best reflected by Kenneth in this scenario?

A. Low surgency
B. High agreeableness
C. Low adjustment
D. High conscientiousness

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Application Situations

35. *(p. 33)* Joanne's colleagues praise her ability to remain calm under all circumstances. Joanne is confident about her professional skills and can perform well under pressure. Which of the following Big Five personality dimensions is best reflected by Joanne in this scenario?

A. Weak surgency
B. High adjustment
C. Weak conscientiousness
D. High openness to experience

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Application Situations

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36. A person who is strong in the openness to experience personality dimension is most likely:
(p. 33-34)

A. cooperative, tolerant, compassionate, and friendly.
B. emotionally stable, good under pressure, relaxed, secure, and positive.
C. imaginative, intellectual, autonomous, and creative.
D. energetic, assertive, active, and ambitious.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

37. The _____ identifies an individual's personality based on his or her four inclinations for certain ways of thinking and behaving.
(p. 36)

A. Locus of Control Model
B. Birkman Method
C. Myers-Briggs Type Indicator
D. Personality Assessment System

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.

38. "I'm always in a hurry and it upsets me to change my routine." Which of the following stressors is best reflected in this statement?
(p. 38)

A. Organizational climate
B. Management behavior
C. Personality type
D. Job satisfaction

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Application Situations

39. "In our department, there is a lot of competition and conflict." This statement best reflects stress due to:
(p. 38)

A. organizational climate.
B. management behavior.
C. leadership personality type.
D. job satisfaction.

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Application Situations

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40. *(p. 38)* "My boss constantly checks up on me and tells me what to do." This statement best illustrates stress due to:

A. organizational climate.
B. management behavior.
C. peer personality type.
D. job satisfaction.

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Application Situations

41. *(p. 38)* "My work is very demanding and monotonous. Because of my work, I often get a headache by the end of the day." This statement best illustrates stress due to:

A. organizational climate.
B. management behavior.
C. peer personality type.
D. job satisfaction.

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Application Situations

42. *(p. 39)* Nelson had been busy preparing for his final exams for the past few months. However, a few days before the exam, he lost the interest and motivation to study as a result of the high pressure to perform well. Which of the following did Nelson most likely experience?

A. Tensile stress
B. Temporary burnout
C. Bipolar disorder
D. Panic attack

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Application Situations

43. *(p. 41)* _____ is the level of one's capacity for new learning, problem solving, and decision making.

A. Surgency
B. Intelligence
C. Attitude
D. Perception

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

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44. In the context of learning styles, _____ prefer to learn by doing and feeling.
(p. 44)

A. accommodators
B. divergers
C. convergers
D. assimilators

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

45. In the context of learning styles, _____ prefer to learn by observing and feeling.
(p. 44)

A. accommodators
B. divergers
C. convergers
D. assimilators

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

46. In the context of learning styles, _____ tend to learn primarily from hands-on experience.
(p. 44)

A. assimilators
B. divergers
C. convergers
D. accommodators

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

47. In the context of learning styles, _____ have the ability to view concrete situations from many different points of view.
(p. 44)

A. assimilators
B. convergers
C. divergers
D. accommodators

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

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48. Which of the following is a characteristic of the learning style of divergers?
(p. 44)

A. They tend to learn primarily from hands-on experience.
B. They take their time gathering and analyzing many alternatives.
C. They tend to be more concerned with abstract ideas and concepts than with people.
D. They prefer learning by doing and thinking.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

49. In the context of learning styles, _____ prefer to learn by doing and thinking.
(p. 44)

A. accommodators
B. divergers
C. convergers
D. assimilators

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

50. In the context of learning styles, _____ seek practical uses for information and focus on solutions.
(p. 44)

A. accommodators
B. divergers
C. assimilators
D. convergers

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

51. Which of the following characterizes the learning style of convergers?
(p. 44)

A. They usually act on gut feelings.
B. They have the ability to view concrete situations from many different points of view.
C. They seek practical uses for information focusing on solutions.
D. They prefer dealing with interpersonal issues rather than with technical tasks and problems.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

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52. *(p. 44)* In the context of learning styles, _____ prefer dealing with technical tasks and problems rather than with interpersonal issues.

A. divergers
B. assimilators
C. accommodators
D. convergers

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

53. *(p. 44)* In the context of learning styles, _____ prefer to learn by observing and thinking.

A. assimilators
B. divergers
C. accommodators
D. convergers

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

54. *(p. 44)* In the context of learning styles, _____ tend to be more concerned with abstract ideas and concepts than with people.

A. divergers
B. assimilators
C. accommodators
D. convergers

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

55. *(p. 44)* Kendall relies on his instinct to determine which designs appeal to people. He bases his decisions on his interactions with people rather than on statistical analysis of consumer behavior. Which of the following is most likely Kendall's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Skill Building

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56. *(p. 44)* Kathy enjoys brainstorming. She gathers all the facts and analyzes a situation from multiple perspectives before making a decision. As a result, she sometimes misses opportunities. Which of the following is most likely Kathy's preferred learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Application Situations

57. *(p. 44)* Beth prefers to learn new skills on the job rather than in training sessions. Her decisions are based on instinct and not on technical analysis. Which of the following is most likely Beth's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Application Situations

58. *(p. 44)* Albert is a sales representative at Maxim Insurance Inc. He tends to make quick decisions based primarily on input from people without much analysis. Albert likes being a sales representative as it gives him the freedom to set sales schedules and challenges him to close sales deals. He learns well through training sessions that involve role playing. Which of the following is most likely Albert's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Application Situations

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59. *(p. 44)* Chris works as a nurse at Dayton Community Hospital. He took up this profession as he enjoys interacting with people and helping them. Chris spends a lot of time gathering information and weighing multiple alternatives before making any decision. Chris has learned a lot about nursing by watching other nurses. Which of the following is most likely his learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Skill Building

60. *(p. 44)* Dennis is an accountant and likes dealing with numbers and concrete accounting processes. He is always willing to help his colleagues solve problems, though he avoids personal interactions with them. Although Dennis enjoyed college, he believes one really learns about accounting when one gets into the job. Which of the following is most likely Dennis's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Application Situations

61. *(p. 44)* Debra is a marketing researcher at Dale Manufacturers Inc. She enjoys compiling information. Debra always follows scientific procedures when conducting research. She believes that although questionnaires are useful, watching people select products in stores provides more valuable information. Which of the following is most likely Debra's learning style?

A. Accommodator
B. Diverger
C. Converger
D. Assimilator

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Application Situations

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62. Assimilators differ from divergers in that assimilators:
(p. 44)

A. prefer to learn by doing and feeling.
B. tend to learn primarily from hands-on experience.
C. prefer to deal with technical tasks and problems.
D. prefer to learn by observing and thinking.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

63. Alvin tells his parents, "We don't see things the same way because you are old and I am young." Which of the following perception biases does Alvin have?
(p. 45)

A. Projection
B. Frame of reference
C. Expectations
D. Selective exposure

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 Describe five biases affecting perception.
Type: Application Situations

64. The term _____ refers to a person's interpretation of reality.
(p. 45)

A. emotional intelligence
B. attitude
C. perception
D. emotion

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

65. _____ is the process of generalizing the behavior of all members of a group.
(p. 45)

A. Rationalizing
B. Internalizing
C. Stereotyping
D. Marginalizing

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

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66. *(p. 45)* Which of the following terms refers to our tendency to see things from a narrow focus that directly affects us?

A. Projection
B. Expectation
C. Selective exposure
D. Frame of reference

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

67. *(p. 46)* Mark, who attended a music festival where a local band performed, says "I did not like their music much, but my friends really liked it." Identify the perception bias exemplified in Mark's statement.

A. Interest
B. Frame of reference
C. Expectations
D. Selective exposure

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-06 Describe five biases affecting perception.
Type: Application Situations

68. *(p. 46)* Ashley is often inattentive when her boss is speaking to her. She says, "I often don't listen to what my boss is saying since I can predict what he is going to say." Which of the following perception biases does this statement reflect?

A. Stereotypes
B. Frame of reference
C. Expectations
D. Selective exposure

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 Describe five biases affecting perception.
Type: Application Situations

69. *(p. 46)* The management of Delssis Inc. announce their plan of closing their operations in New York. The top management feels this move will help them cut down their overhead expenses and concentrate their resources at a single location. The employees, however, think this is a negative move. Which of the following perception biases is exemplified in this scenario?

A. Frame of reference
B. Stereotypes
C. Expectations
D. Selective exposure

Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

70. The term _____ refers to the degree to which people see things the same way.
(p. 47)

A. projection
B. selective exposure
C. perceptual congruence
D. frame of reference

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

71. The _____ is the time we have to make a good impression.
(p. 47)

A. threshold period
B. four-minute barrier
C. frame of reference
D. six-minute sell

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

72. _____ refers to the way people perceive one another during their first impressions.
(p. 47)

A. The transition effect
B. The primacy effect
C. Impression management
D. Selective exposure

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

73. The _____ is termed so because it is the average duration in which people make up their minds to continue the contact or separate during social situations.
(p. 47)

A. one-minute barrier
B. perceptual period
C. four-minute sell
D. transition period

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

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74. *(p. 47-48)* Laura meets Cindy, the owner of a well-known advertising agency in Los Angeles, at a social gathering. Laura wants to make a good first impression so that she can intern at Cindy's firm. Which of the following, if true, would help Laura make a favorable first impression?

A. During the first four minutes of their conversation, Laura brings up a controversial topic and states her opinion on the issue.
B. Laura maintains eye contact while introducing herself to Cindy.
C. Before leaving the gathering, Laura asks Cindy for her contact details so that she can keep in touch.
D. Laura spends a long time talking to Cindy.

Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.
Type: Skill Building

Short Answer Questions

75. *(p. 34)* Describe your Big Five personality profile.

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.
Type: Work Application

76. *(p. 34)* Select a present or past boss and describe how his or her personality profile affected behavior, human relations, and performance in your department.

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.
Type: Work Application

77. *(p. 38)* What was your stress personality type score and letter? Should you work at changing your personality type? Explain why or why not. Will you change?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 3 Hard

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Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Work Application

78. *(p. 40)* Following the controlling stress plan, (1) identify your major stressor, (2) determine its cause and consequences, and (3) develop a plan to eliminate or decrease the stress. Identify each step in your answer.

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Work Application

79. *(p. 41)* Of the five ways to eliminate or decrease stress, which do you do best? Which needs the most improvement and why? What will you do, if anything, to improve in that area?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Work Application

80. *(p. 44)* What is your preferred learning style? Are the characteristics of the style a good description of you? Explain. Can you change your learning style?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Work Application

81. *(p. 44)* Think about the person you enjoy or have enjoyed working with the most. Identify that person's learning style. Is it the same as yours? What is it that you enjoy about the person?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Work Application

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82. *(p. 44)* Think about the person you dislike or have disliked working with the most. Identify that person's learning style. Is it the same as yours? What is it that you dislike about the person?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.
Type: Work Application

83. *(p. 46)* Give an example of when you and another person experienced the same situation but perceived it differently. Which of the five biases affecting perception was responsible for the difference in perception? Explain your answer.

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Describe five biases affecting perception.
Type: Work Application

84. *(p. 48)* Give examples of situations when others formed a positive and a negative first impression of you. Explain the causes (appearance, nonverbal communication, behavior) of those impressions.

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.
Type: Work Application

85. *(p. 48)* Which area of projecting a positive image (appearance, nonverbal communication, behavior) is your strongest? Which is your weakest? Explain your answers. What will you do to project a more positive image in the future?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.
Type: Work Application

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86. *(p. 30-34)* Which personality traits exhibited by others tend to irritate you? Which of your personality traits tend to irritate others? How can you improve your personality?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Type: Communication Skills

87. *(p. 34-36)* Do you think that the Big Five Model of Personality or the Myers-Briggs Type Indicator is a more effective measure of personality?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-01 Describe the Big Five personality dimensions.
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.
Type: Communication Skills

88. *(p. 37-40)* Which cause of stress do you think is the major contributor to employee stress in organizations? What can organizations do to help eliminate or reduce employee stress?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Communication Skills

89. *(p. 41)* Do you agree that intelligence (general mental ability) is the most valid predictor of job performance? Should organizations give an IQ test and hire based on the results? Why or why not?

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.
Type: Communication Skills

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90. How do you know if your perception or that of others is the correct interpretation of reality?
(p. 45-47)

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Describe five biases affecting perception.
Type: Communication Skills

91. Is it ethical to judge and stereotype people based on a few seconds or minutes during first impressions? How do your first impressions help and hinder your human relations?
(p. 47-49)

Student answers will vary; additional sample answers may be found in the IM.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.
Type: Communication Skills

Essay Questions

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92. Describe the Big Five personality dimensions.
(p. 31-34)

The Big Five Model of Personality categorizes traits into the dimensions of surgency, agreeableness, adjustment, conscientiousness, and openness to experience.

• Surgency: The surgency personality dimension includes leadership and extroversion traits. (1) People strong in leadership, more commonly called dominance, personality traits want to be in charge. They are energetic, assertive, active, and ambitious, with an interest in getting ahead and leading through competing and influencing. People weak in surgency want to be followers, and they do not like to compete or influence. (2) Extroversion is on a continuum between being an extrovert and being an introvert. Extroverts are outgoing, sociable, and gregarious, like to meet new people, and are willing to confront others, whereas introverts are shy.
• Agreeableness: Unlike the surgency behavior trait of wanting to get ahead of others, the agreeableness personality dimension includes traits related to getting along with people. Agreeable personality behavior is strong when someone is called warm, easygoing, courteous, good-natured, cooperative, tolerant, compassionate, friendly, and sociable; it is weak when someone is called cold, difficult, uncompassionate, unfriendly, and unsociable. Strong agreeable personality types are sociable, spend most of their time with other people, and have lots of friends.
• Adjustment: The adjustment personality dimension includes traits related to emotional stability. Adjustment is on a continuum between being emotionally stable and being emotionally unstable. Stability refers to self-control, calmness—good under pressure, relaxed, secure, and positive—and a willingness to praise others. Being emotionally unstable means being out of control—poor under pressure, nervous, insecure, moody, depressed, angry, and negative—and quick to criticize others. People with poor adjustment are often called narcissists and tend to cause problems.
• Conscientiousness: The conscientiousness personality dimension includes traits related to achievement. Conscientiousness is on a continuum between being responsible and dependable and being irresponsible and undependable. Other traits of high conscientiousness include persistence, credibility, conformity, and organization. This trait is characterized as the willingness to work hard and put in extra time and effort to accomplish goals to achieve success.
• Openness to experience: The openness to experience personality dimension includes traits related to being willing to change and try new things. People strong in openness to experience are imaginative, intellectual, open-minded, autonomous, and creative, they seek change, and they are willing to try new things, while those who are weak in this dimension avoid change and new things.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

93. How can personality profiling be used to improve our relations with other people?
(p. 34-35)

Personality profiles identify individual strong and weak traits. We need to be able to work well with people that have different personalities than ours. To improve our human relations, it is helpful for us to adjust our behavior based on the other person's personality type.

(1) Determine personality type—First, we have to understand the personality types and determine an individual's personality profile.
(2) Match personality type—Next, we select the behavior we will use to match the other person's personality type.

Blooms: Understand

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Difficulty: 2 Medium
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.

94. Describe how one can deal with extroverts and introverts.
(p. 35)

We need to be able to work well with people that have different personalities than ours. To improve our human relations, it is helpful for us to adjust our behavior based on the other person's personality type. Extroverts like to talk, so be talkative while showing an interest in them and talking about things they are interested in. If you are not really talkative, ask them questions to get them to do the talking. Introverts take it slow. Be laid-back and don't pressure them, but try to draw them out by asking questions they can easily answer. Ask for ideas and opinions. Don't worry about moments of silence; introverts often like to think before they respond.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.

95. List the causes of stress. Describe how to be more effective at controlling stress.
(p. 37-40)

There are four common stressors related to work: personality type, organizational climate, management behavior, and degree of job satisfaction.
Controlling stress is the process of adjusting to circumstances that disrupt or threaten to disrupt a person's equilibrium. Ideally, we should identify what causes stress in our lives and eliminate or decrease it. You can better control stress by following a three-stage plan. The controlling stress plan includes: (1) identify stressors, (2) determine their causes and consequences, and (3) plan to eliminate or decrease the stress. The five ways that help eliminate or decrease stress are exercise, nutrition, relaxation, positive thinking, and support systems.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

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96. Describe the four learning styles.
(p. 44)

The four preferred learning styles are accommodator, diverger, converger, and assimilator.

• Accommodators prefer learning by doing and feeling. They tend to learn primarily from hands-on experience. They act on gut feelings, relying more on other people for information than on technical analysis.
• Divergers prefer learning by observing and feeling. They have the ability to view concrete situations from many different points of view. They take their time gathering and analyzing many alternatives.
• Convergers prefer learning by doing and thinking. They seek practical uses for information focusing on solutions. They prefer dealing with technical tasks and problems rather than with interpersonal issues.
• Assimilators prefer learning by observing and thinking. They are effective at understanding a wide range of information and putting it into concise, logical form. They tend to be more concerned with abstract ideas and concepts than with people.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Describe the four learning styles and know which is your preferred learning style.

97. Describe five biases affecting perception.
(p. 45-46)

Some of the biases affecting perception are stereotypes, frames of reference, expectations, selective exposure, and interest.

• Stereotypes: Stereotyping is the process of generalizing the behavior of all members of a group. Stereotypes are drawn along all kinds of lines, including race, religion, nationality, and sex. Most of us stereotype people as a way of quickly perceiving a person's behavior.
• Frame of reference: Our frame of reference is our tendency to see things from a narrow focus that directly affects us. It is common for employees and management to perceive the same situation from different frames of reference.
• Expectations: What we expect often influences our perceptions of what we see and experience. We perceive, select, organize, and interpret information as we expect it to appear. You have expectations of others in relationships; when they do things you do not expect or like, you have human relations problems.
• Selective exposure: We tend to see and hear what we want to. People sometimes selectively pick information they want to hear and ignore information they do not want to hear.
• Interest: What interests you also affects how you perceive and approach things. When perceiving the same thing, people with different levels of interest may have differences in perception.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

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98. Explain the primacy effect and the four-minute barrier.
(p. 47)

When you meet people, you form quick impressions of them. Social psychologists call this process the primacy effect. The primacy effect is the way people perceive one another during their first impressions. It is the "enduring effect" of first impressions. These first impressions establish the mental framework within which people view one another, so first impressions do matter.
The four-minute barrier is the time we have to make a good impression. It is also called the four-minute sell because it is the average time during which people make up their minds to continue the contact or separate during social situations. However, in business and social situations, the time could be less. First impressions usually linger, but they can be changed.

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

99. Explain the importance of first impressions and how to project a positive image.
(p. 47-49)

When you meet people, you form quick impressions of them. Social psychologists call this process the primacy effect. The primacy effect is the way people perceive one another during their first impressions. It is the "enduring effect" of first impressions. These first impressions establish the mental framework within which people view one another, so first impressions do matter.
The four-minute barrier is the time we have to make a good impression. It is also called the four-minute sell because it is the average time during which people make up their minds to continue the contact or separate during social situations. However, in business and social situations, the time could be less.
Some say first impressions are developed between 30 seconds and two minutes.
During this short period of time, your relations will be established, denied, or reconfirmed. To project a positive first impression, we need to present an appropriate appearance, send positive nonverbal communications, and behave in a manner befitting the occasion.
Image projection: Our image is other people's attitudes toward us. People's attitudes toward us, our image, are developed by our appearance, nonverbal communications, and behavior. The image you project as an employee has an impact on the organizational image.

• Appearance: A simple rule to follow is to adopt the dress and grooming standards of the organization and, specifically, of the job you want.
• Nonverbal communication: One of the guidelines to human relations is to smile. It is especially important when you first meet someone; you want to project a positive, caring image. When you first meet someone, eye contact is very important. Maintaining eye contact is important, but don't make others uncomfortable by staring at them. Hold eye contact for 7 to 10 seconds one-on-one and 3 to 5 seconds in groups. Look in one eye, then the other; then briefly look away. Your handshake can convey that you are a warm, yet strong person. Your handshake is judged on five factors: (1) firmness, (2) dryness, (3) duration, (4) interlock, and (5) eye contact.
• Behavior: As stated earlier in the guidelines to effective human relations, while talking to the person, be upbeat and optimistic, don't complain, show a genuine interest in the person, smile, laugh if appropriate, call the person by name, listen, be helpful, and think before you act. Do not do or say anything that is offensive to the person. Be agreeable and complimentary. Watch your manners and be polite. During the four-minute barrier, avoid discussing controversial topics and expressing personal views about them.

Blooms: Understand
Difficulty: 2 Medium

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Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

Fill in the Blank Questions

100. _____ is a relatively stable set of traits that aids in explaining and predicting individual behavior.
(p. 30)

Personality

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

101. People with a(n) _____ locus of control believe that they have little control over their performance.
(p. 31)

external

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

102. The _____ personality dimension includes leadership and extroversion traits.
(p. 33)

surgency

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the Big Five personality dimensions.

103. _____ identify individual strong and weak traits.
(p. 34)

Personality profiles

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain the benefits of understanding and identifying personality profiles.

104. _____ is an emotional or physical reaction to environmental activities and events.
(p. 36)

Stress

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Describe your stress personality type.

105. _____ is the constant lack of interest and motivation to perform one's job because of stress.
(p. 39)

Burnout

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

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106. The _____ plan includes step 1, identify stressors; step 2, determine their causes and consequences; and step 3, plan to eliminate or decrease the stress.
(p. 39)

controlling stress

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 List causes of stress; and describe how to be more effective at controlling stress.

107. Andrew, who enrolled himself for a course in instructional designing, says, "My friends liked the course very much, but I didn't." _____ is the perception bias evident in Andrew's statement.
(p. 46)

Interest

Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 Describe five biases affecting perception.

108. The term _____ refers to the degree to which people see things the same way.
(p. 47)

perceptual congruence

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe five biases affecting perception.

109. The _____ is the way people perceive one another during their first impressions.
(p. 47)

primacy effect

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

110. The _____ is the time we have to make a good impression.
(p. 47)

four-minute barrier

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

111. Our _____ is other people's attitudes toward us.
(p. 48)

image

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

112. When people first see you, they notice your appearance and nonverbal expressions first, and then they observe your _____.
(p. 48)

behavior

Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain the importance of first impressions and how to project a positive image.

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