Test Bank for Organizational Behaviour Concepts Controversies Applications CDN 7th Langton

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Chapter 2 Perception, Personality, and Emotions

2.1 Multiple-Choice Questions

1) A process by which individuals organize and interpret their impressions in order to give meaning to their environment is called
A) interpretation.
B) environmental analysis.
C) perception.
D) outlook.
E) environmental impact.
Answer: C
Diff: 1 Type: MC Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

2) Stan left Kerry a voicemail message indicating that he wanted to see her right away. He wanted to commend her for her good work on a recent project, but because he said he wanted to see her right away, she thought that she was in trouble. Kerry's interpretation of his message is known as her
A) personality.
B) feelings.
C) perception.
D) viewpoint.
E) concern.
Answer: C
Diff: 3 Type: MC Page Ref: 38
Skill: Applied
Topic: Perception
Objective: 1

3) If two people see the same thing at the same time yet interpret it differently, the factors that shape their dissimilar perceptions reside in
A) the target being perceived.
B) the timing.
C) the context of the situation in which the perception is made.
D) the perceiver.
E) environmental influences.
Answer: D
Diff: 1 Type: MC Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

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4) Tom was aware that Jonas did not always interpret his messages in the way that they were intended. In this perception situation, Jonas is the
A) target.
B) perceiver.
C) prophesizer.
D) emoter.
E) superior.
Answer: B
Diff: 3 Type: MC Page Ref: 39
Skill: Applied
Topic: Perception
Objective: 1

5) Which of the following is TRUE about our perceptions of a target?
A) Individual perception varies little between different cultures.
B) Expectations do not distort individual perception.
C) Motion, sounds, and size of a target have little affect in how individuals perceive it.
D) Targets are usually perceived in isolation.
E) Timing of events and the situation in which a target is encountered may impact our perception.
Answer: E
Diff: 1 Type: MC Page Ref: 39
Skill: Recall
Topic: Perception
Objective: 1

6) The theory that tries to explain how we judge people differently, depending upon the meaning we assign to a given behaviour, is
A) behavioural theory.
B) judgmental theory.
C) equity theory.
D) attribution theory.
E) situational theory.
Answer: D
Diff: 2 Type: MC Page Ref: 39
Skill: Recall
Topic: Attribution Theory
Objective: 2

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7) In attribution theory, internally caused behaviours are
A) those believed to be under the personal control of the individual.
B) derived from personality traits.
C) controlled by external factors.
D) usually negative behaviours.
E) outside forces and influences.
Answer: A
Diff: 2 Type: MC Page Ref: 40
Skill: Recall
Topic: Attribution Theory
Objective: 2

8) What are the three rules about behaviour that attribution theory relies on?
A) distinctiveness, resemblance, and consistency
B) resemblance, consensus and consistency
C) deviation, distinctiveness, and consistency
D) consistency, consensus and distinctiveness
E) context, consensus and distinctiveness
Answer: D
Diff: 2 Type: MC Page Ref: 39,40
Skill: Recall
Topic: Attribution Theory
Objective: 2

9) When individuals observe behaviour, they attempt to determine whether it is internally or externally caused. This is generally referred to as
A) fundamental attribution error.
B) self-serving bias.
C) attribution theory.
D) selective behaviour theory.
E) perception theory.
Answer: C
Diff: 2 Type: MC Page Ref: 40
Skill: Recall
Topic: Attribution Theory
Objective: 2

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10) When an individual displays different behaviours in different situations, this is termed
A) continuity.
B) integrity.
C) distinctiveness.
D) flexibility.
E) consensus.
Answer: C
Diff: 2 Type: MC Page Ref: 39
Skill: Recall
Topic: Attribution Theory
Objective: 2

11) Behaviour that is observed as being different from the behaviour previously demonstrated, refers to
A) differentiation.
B) consistency.
C) consensus.
D) distinctiveness.
E) unanimity.
Answer: B
Diff: 2 Type: MC Page Ref: 40
Skill: Recall
Topic: Attribution Theory
Objective: 2

12) If a person appears to respond the same way over time, attribution theory states that the behaviour shows
A) distinctiveness.
B) consensus.
C) consistency.
D) continuity.
E) reliability.
Answer: C
Diff: 2 Type: MC Page Ref: 40
Skill: Recall
Topic: Attribution Theory
Objective: 2

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SCENARIO 2-1 You have hired a 55-year-old employee who has successfully worked in large firms. Your company is a small, closely-knit organization with many young employees; most do not have as much work experience as this newcomer. You have prided yourself on being flexible with your employees and being open to their needs. They requested an informal dress code for Fridays and you adopted this policy four months ago.

13) You should expect that your new employee
A) will be excited by the new dress code.
B) will perceive the dress code in the same way as the other employees.
C) may have a different perception of the dress code because of differences in the target.
D) may have a different perception of the dress code because of differing past experiences.
E) will ignore the new dress code.
Answer: D
Diff: 3 Type: MC Page Ref: 38
Skill: Applied
Topic: Perception
Objective: 1

14) You may discover your younger employees believe the older employee to be rigid and intolerant of various behaviours and values. This is due to their
A) expectations.
B) motives.
C) targets.
D) situations.
E) interests.
Answer: A
Diff: 3 Type: MC Page Ref: 38
Skill: Applied
Topic: Perception
Objective: 1

15) The factor in the situation that may cause your younger employees perceptions to be different is
A) novelty.
B) attitudes.
C) social setting.
D) genetics.
E) heredity.
Answer: B
Diff: 3 Type: MC Page Ref: 38
Skill: Applied
Topic: Perception
Objective: 1

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16) According to attribution theory, the more consistent the behaviour of another person is, the more the observer is inclined to
A) depend on the behaviour.
B) attribute it to internal causes.
C) attribute it to consensus.
D) attribute it to external causes.
E) attribute it to the environment.
Answer: B
Diff: 1 Type: MC Page Ref: 40
Skill: Recall
Topic: Attribution Theory
Objective: 2

17) Suppose a sales manager is unhappy with the performance of her sales people and attributes this to laziness on their part. Closer scrutiny of the real situation, however, shows that the sales manager has made a "fundamental attribution error." This means that she has
A) only attended to superficial indicators.
B) inadequately explored the job satisfaction of the sales people.
C) merely stereotyped employees.
D) underestimated the effects of external factors relative to internal factors.
E) ignored her responsibility in the entire process of not holding workers accountable.
Answer: D
Diff: 2 Type: MC Page Ref: 40
Skill: Applied
Topic: Attribution Theory
Objective: 2

18) How does selective perception work as a shortcut in judging other people?
A) Bits and pieces of what we observe are chosen randomly.
B) Bits and pieces of what we observe are selectively chosen according to our interests and background.
C) Such observations allow us to arrive at warranted judgments quickly.
D) It allows us to "speed-read" without the risk of inaccurate conclusions.
E) Bits and pieces of what we observe allow us to judge people with complete accuracy.
Answer: B
Diff: 1 Type: MC Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

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19) Which of the following is considered to be outside the shortcuts we utilize in judging others?
A) stereotyping
B) halo effect
C) projection
D) self-serving bias
E) contrast effects
Answer: D
Diff: 1 Type: MC Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

20) There are many examples of shortcuts we make in judging others. Which shortcut below is least likely to be an error in perception about a new employee named Jo?
A) using "high intelligence" of Jo to make a general impression about Jo's effectiveness on the job
B) using my ability to respond to individual differences between Jo and myself
C) letting my own attitudes and interests influence my impression of Jo
D) deciding that Jo wants challenge and change since that's what I want
E) knowing how good Jo will be because Jo has the same degree I have
Answer: B
Diff: 3 Type: MC Page Ref: 38-43
Skill: Applied
Topic: Attribution Theory
Objective: 2

SCENARIO 2-2 Work on your team is difficult because of the other two individuals. The work has been divided among the three of you, but each time your team meets Janet and Jim disagree about the progress that the team has made on the project. Janet is convinced that Jim's lack of progress is because he is inherently lazy and not because some information is still not available to him because Janet has not completed some of her work according to the schedule she agreed to. The truth seems to be that Janet is not doing her part of the work.

21) You might attempt to understand Janet and Jim by using _____ theory.
A) social relevance
B) attribution
C) optimizing
D) satisficing
E) perception
Answer: B
Diff: 3 Type: MC Page Ref: 39
Skill: Applied
Topic: Attribution Theory
Objective: 2

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22) Janet seems to be guilty of
A) proximity bias.
B) ethnocentrism.
C) fundamental attribution error.
D) self-serving bias.
E) selective perception.
Answer: C
Diff: 3 Type: MC Page Ref: 40
Skill: Applied
Topic: Attribution Theory
Objective: 2

23) Janet may be attributing to Jim some of her own characteristics. She might exhibiting
A) projection.
B) the halo effect.
C) contrast effect.
D) stereotyping.
E) selective perception.
Answer: A
Diff: 2 Type: MC Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

24) You have decided after consultation with your manager that the problem between Janet and Jim must be solved; somehow Janet must be made aware of the impact of her work not being completed within the required timeline. In order to resolve the situation and maintain as much objectivity as possible, you want to create a response that avoids
A) selective perception and stereotyping.
B) a problem solving approach.
C) communication with both Janet and Jim.
D) assigning responsibility for future behaviour.
E) acting in a leadership capacity.
Answer: A
Diff: 3 Type: MC Page Ref: 41-45
Skill: Applied
Topic: Attribution Theory
Objective: 2

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25) The perception shortcut that involves evaluation of a person based on how they compare to other individuals recently encountered.
A) selective perception
B) contrast effects
C) halo effect
D) prejudice
E) projection
Answer: B
Diff: 1 Type: MC Page Ref: 43
Skill: Recall
Topic: Attribution Theory
Objective: 2

26) The unfounded belief that younger workers are more appealing than older workers is an example of
A) the halo effect.
B) contrast effects.
C) projection.
D) prejudice.
E) stereotyping.
Answer: D
Diff: 1 Type: MC Page Ref: 45
Skill: Recall
Topic: Attribution Theory
Objective: 2

27) When a person stereotypes another person, the individual is making generalizations based upon
A) a predefined group to which the other person belongs.
B) a key strength of the other person.
C) a key weakness of the other person.
D) the values of the other person.
E) the speaking style of the other person.
Answer: A
Diff: 1 Type: MC Page Ref: 44
Skill: Recall
Topic: Attribution Theory
Objective: 2

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28) _____ generally starts with stereotypes and then has negative emotional content added.
A) Contrast effects
B) The halo effect
C) Prejudice
D) Projection
E) Attribution error
Answer: C
Diff: 1 Type: MC Page Ref: 45
Skill: Recall
Topic: Attribution Theory
Objective: 2

29) Because Northern Beverages wants to expand and grow, the HR Manager knows she needs to hire an individual who is skilled in business strategy. She believes that university graduates who participated extensively in athletics are ambitious and hard working, compared to university students who did not. When she interviews university grads that were athletes, she is likely to engage in
A) projection.
B) stereotyping.
C) contrast effect.
D) risk management.
E) halo effect.
Answer: B
Diff: 3 Type: MC Page Ref: 44
Skill: Applied
Topic: Attribution Theory
Objective: 2

SCENARIO 2-3 Students in your class are making oral presentations as the final part of a project they have been working on for the past few months. You know from courses you have taken and from discussions with peers that there are perception shortcuts used when judging others. You are now wondering if your instructor will use any of these.

30) Jennifer has previously made two excellent presentations. The one she completed today is not as good as her first two, yet she still receives the same high grade. Which statement best explains the perception error the instructor may have made when evaluating Jennifer?
A) The contrast effect is distorting the instructor's perception.
B) The halo effect is operating.
C) The instructor has stereotyped Jennifer.
D) The instructor is projecting that Jennifer is an "A" student.
E) The instructor is engaged in selective perception.
Answer: B
Diff: 3 Type: MC Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

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31) Allison has just completed a very good presentation. You are afraid that the _____ will operate and you will be perceived less favorably than if you had presented before her.
A) stereotyping effect
B) halo effect
C) contrast effect
D) projection effect
E) selective perception
Answer: C
Diff: 3 Type: MC Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

32) You have heard that the instructor believes men perform better in oral presentations than women. If this is TRUE, the instructor's perception shortcut is
A) halo effect.
B) contrast effect.
C) projection.
D) stereotyping.
E) selective perception.
Answer: D
Diff: 3 Type: MC Page Ref: 44
Skill: Applied
Topic: Attribution Theory
Objective: 2

33) Sally is normally a very calm and composed manager, but the other day she raised her voice on the telephone. When staff heard her angry tone they tried to figure out why she was upset. This is an example of
A) the halo effect.
B) contrast effects.
C) projection.
D) stereotyping.
E) attribution theory.
Answer: E
Diff: 3 Type: MC Page Ref: 39
Skill: Applied
Topic: Attribution Theory
Objective: 2

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34) When a fire truck's siren was heard, everyone ran to the window to see what was happening. That everyone responded in the same way is an example of which aspect of Attribution Theory?
A) consistency
B) consensus
C) distinctiveness
D) selective perception
E) contrast effects
Answer: B
Diff: 3 Type: MC Page Ref: 40
Skill: Applied
Topic: Attribution Theory
Objective: 2

35) John usually responds positively when asked to do something, but recently his boss has noticed that he was does not seem as enthusiastic and positive when requests are made of him. Which aspect of Attribution Theory does this observation relate to?
A) consensus
B) distinctiveness
C) consistency
D) selective perception
E) contrast effects
Answer: C
Diff: 3 Type: MC Page Ref: 40
Skill: Applied
Topic: Attribution Theory
Objective: 2

36) The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others is known as
A) distinctiveness.
B) fundamental attribution error.
C) selective perception.
D) self-serving bias.
E) halo effect.
Answer: B
Diff: 1 Type: MC Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

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37) Terry is a good communicator, and those who know this assume she is very competent at her job. This is an example of
A) selective perception.
B) the halo effect.
C) contrast effects.
D) projection.
E) consensus.
Answer: B
Diff: 3 Type: MC Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

38) When Carrie drove up in her new car, Ken told her that she had made a mistake. Even though the car was very sporty, easy on gas, and had lots of trunk space, he ignored these attributes and told her it would need to be repaired frequently. He said this because he had previously owned the same car, and that was his experience. This is an example of
A) the halo effect.
B) contrast effects.
C) projection.
D) selective perception.
E) stereotyping.
Answer: D
Diff: 3 Type: MC Page Ref: 41
Skill: Applied
Topic: Attribution Theory
Objective: 2

39) Sidney generally had a negative view of company competitors, and felt that everyone he worked with had a similar view. This is an example of
A) the halo effect.
B) contrast effects.
C) projection.
D) selective perception.
E) stereotyping.
Answer: C
Diff: 3 Type: MC Page Ref: 41
Skill: Applied
Topic: Attribution Theory
Objective: 2

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40) The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors is called
A) the halo effect.
B) projection.
C) stereotyping.
D) self-serving bias.
E) contrast effects.
Answer: D
Diff: 1 Type: MC Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

41) When Jose passed the new employee's office, he was reminded of Tina, the manager of the sales department; Jose noticed that both seemed to have messy desks with lots of papers piled on them. This is an example of
A) the halo effect.
B) contrast effects.
C) projection.
D) selective perception.
E) stereotyping.
Answer: B
Diff: 3 Type: MC Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

42) Judging someone on the basis of one's perception of the group to which that person belongs is known as
A) projection.
B) the halo effect.
C) stereotyping.
D) selective perception.
E) contrast effects.
Answer: C
Diff: 1 Type: MC Page Ref: 44
Skill: Recall
Topic: Attribution Theory
Objective: 2

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43) Self-fulfilling prophecy is a concept that proposes a person will behave
A) in ways inconsistent with how he or she is perceived by others.
B) in ways that are similar to self-interest.
C) in ways consistent with how he or she is perceived by others.
D) in ways that are dissimilar to self-interest.
E) in ways consistent with how he or she perceives him-/herself.
Answer: C
Diff: 1 Type: MC Page Ref: 46
Skill: Recall
Topic: Attribution Theory
Objective: 2

44) Gillian was very upset that others perceived her as lazy. This bothered her so much that she began to neglect her work responsibilities and began to spend most of her time surfing the Internet. This is an example of
A) the halo effect.
B) contrast effects.
C) stereotyping.
D) selective perception.
E) self-fulfilling prophecy.
Answer: E
Diff: 3 Type: MC Page Ref: 46
Skill: Applied
Topic: Attribution Theory
Objective: 2

45) A trait, which is NOT inherited, is
A) muscle composition and reflexes.
B) energy level.
C) cultural norms.
D) psychological makeup.
E) gender.
Answer: C
Diff: 1 Type: MC Page Ref: 47
Skill: Recall
Topic: Personality
Objective: 3

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46) An environmental factor that might influence personality is
A) parents' height.
B) school experience.
C) gender.
D) muscle coordination.
E) sense of smell.
Answer: B
Diff: 1 Type: MC Page Ref: 47
Skill: Recall
Topic: Personality
Objective: 3

47) If co-workers know that you are relaxed at home but become tense and anxious at work, they are attributing your behaviour to which of the following?
A) heredity
B) environmental factors
C) situational conditions
D) locus of control
E) projection
Answer: C
Diff: 2 Type: MC Page Ref: 47
Skill: Applied
Topic: Personality
Objective: 3

48) What are personality traits?
A) enduring characteristics that describe an individual's behaviour.
B) fleeting characteristics that describe an individual's behaviour.
C) individual characteristics that are based solely on heredity.
D) individual characteristics that are based solely on situational conditions.
E) individual characteristics that are based solely on environmental factors.
Answer: A
Diff: 1 Type: MC Page Ref: 48
Skill: Recall
Topic: Personality
Objective: 3

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49) A term that best describes an extraverted, sensing, thinking, judging person is
A) quiet.
B) domineering.
C) reserved.
D) organized.
E) visionary.
Answer: D
Diff: 1 Type: MC Page Ref: 49
Skill: Recall
Topic: MBTI
Objective: 4

SCENARIO 2-4 Sally is assembling a team to work on a long-term project requiring creativity, stamina, and farsightedness. This project is important for the future growth of Sally's organization and she recognizes that she must succeed. Sally is in the process of selecting individuals who will significantly contribute to the project. The only information available to Sally is the Myers-Briggs type of each individual. Sally must use her knowledge of the four basic characteristics of each person to choose individuals appropriate for various roles.

50) Sally needs to choose a lead person for the team. This person must have vision, be creative and energetic as it will take great drive to complete the project on time. Sally will probably pick
A) ENTP.
B) INTJ.
C) ENFP.
D) ISFP.
E) STPE.
Answer: B
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: MBTI
Objective: 4

51) Sally is also looking for an organized person who will be practical and realistic about timelines and budgets. She will probably pick
A) ESTJ.
B) ENTP.
C) ISFP.
D) STPE.
E) INTJ.
Answer: A
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: MBTI
Objective: 4

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52) Sally needs an individual who is innovative and individualistic to help push the project beyond the normal practices of the company. With strong leadership from others, she wants to find a person who will bring innovative ideas to the team. She will probably choose
A) STJE.
B) INTJ.
C) ENTP.
D) ESFJ.
E) ISFP.
Answer: C
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: MBTI
Objective: 4

SCENARIO 2-5 You are the manager of a small retail store and have decided to apply the Big Five Model in order to understand your employees and their work habits.

53) Mike Jackson, one of your newest employees, is an extravert. Which of the following statements best describes Mike at work?
A) Mike will find music and noise distracting in the workplace.
B) Mike will be gregarious and can stay engaged with customers for long periods of time.
C) Mike is will engage with customers when they approach him, but otherwise will focus quietly on his work.
D) Mike will be comfortable working alone for long periods of time.
E) Mike be reserved and not easily express himself to others.
Answer: D
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: Big Five Personality
Objective: 5

54) Jane Simpson rates low on conscientiousness. You should expect she would
A) be easily distracted.
B) find comfort in the familiar.
C) be nervous, depressed, and insecure.
D) be comfortable with solitude.
E) be achievement oriented.
Answer: A
Diff: 3 Type: MC Page Ref: 50
Skill: Applied
Topic: Big Five Personality
Objective: 5

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55) Which of the five personality dimensions are probably most important in predicting the job performance of your employees?
A) extroversion
B) agreeableness
C) conscientiousness
D) emotional stability
E) openness to experience
Answer: C
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: Big Five Personality
Objective: 5

56) People who show initiative and persevere are
A) high extroversion.
B) proactive personality.
C) type A personality.
D) high propensity for risk-taking.
E) type B personality.
Answer: B
Diff: 1 Type: MC Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

57) Individuals who rate high in self-monitoring
A) adjust behaviour to external, situational factors.
B) have lower absenteeism rates.
C) need higher levels of supervision.
D) are more involved on their jobs.
E) thrive in routine jobs.
Answer: A
Diff: 3 Type: MC Page Ref: 55
Skill: Recall
Topic: Big Five Personality
Objective: 6

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58) Within the framework of the Big Five Personality Factors, openness to experience is a personality factor that describes the degree to which a person is
A) sociable, talkative, and assertive.
B) good natured, cooperative, and trusting.
C) creative, artistically sensitive, and flexible.
D) calm, self confident, and secure.
E) responsible, dependable, persistent, and achievement oriented.
Answer: C
Diff: 1 Type: MC Page Ref: 50
Skill: Recall
Topic: Big Five Personality
Objective: 5

59) Characteristics of individuals high in Machiavellianism include which of the following?
A) maintains emotional distance; highly authoritative; believes in swift discipline
B) impulsive; emotionally involved; has strong ethical beliefs
C) pragmatic; maintains emotional distance; believes ends can justify means
D) focuses most available time on people issues
E) develops a realistic and empathetic approach to dealing with employees
Answer: C
Diff: 1 Type: MC Page Ref: 53
Skill: Recall
Topic: Big Five Personality
Objective: 6

60) People with high narcissism
A) are less likely to adapt to new situations.
B) tend to be more self-centered and may enjoy their work more.
C) tend to be less satisfied with their work.
D) tend to be more committed to their organizations.
E) generally have lower expectations of success.
Answer: B
Diff: 1 Type: MC Page Ref: 54
Skill: Recall
Topic: Big Five Personality
Objective: 6

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61) Within the framework of the Big Five Personality Factors, conscientiousness is a personality factor that describes the degree to which a person is
A) sociable, talkative, and assertive.
B) imaginative, artistically sensitive, and intellectual.
C) calm, self confident, and secure.
D) responsible, dependable, persistent, and achievement oriented.
E) good natured, cooperative, and trusting.
Answer: D
Diff: 1 Type: MC Page Ref: 50
Skill: Recall
Topic: Big Five Personality
Objective: 5

62) How would you describe an individual who believes the ends justify the means and maintains emotional distance in situations?
A) narcissist
B) psychopath
C) machiavellian
D) self-monitor
E) risk-taker
Answer: C
Diff: 1 Type: MC Page Ref: 55
Skill: Recall
Topic: Big Five Personality
Objective: 6

63) People who score high in psychopathy tend to
A) display their true dispositions and attitudes in every situation.
B) believe they control what happens to them.
C) lack remorse of guilt when they have caused others harm.
D) be persuaded less by others.
E) measure success in terms of their acquisitions.
Answer: C
Diff: 1 Type: MC Page Ref: 55
Skill: Recall
Topic: Big Five Personality
Objective: 6

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64) In which of the following occupations is a high risk-taking personality more suited?
A) accountant performing auditing activities
B) stock trader in a brokerage firm
C) computer systems expert working in security
D) marketing representative selling pharmaceuticals
E) retail sales, men's clothing
Answer: B
Diff: 2 Type: MC Page Ref: 55
Skill: Applied
Topic: Personality
Objective: 2

65) Which of the following is TRUE of positive core self-evaluation?
A) They tend to be work slower and more thoughtfully.
B) They can play for fun and relaxation, rather than to exhibit superiority.
C) They tend to like themselves and feel in control of their environment.
D) They are less liked by others, because of their successes.
E) They don't suffer from a sense of time urgency and impatience.
Answer: C
Diff: 1 Type: MC Page Ref: 55,56
Skill: Recall
Topic: Big Five Personality
Objective: 6

66) Which of the following is a TRUE statement?
A) High self-monitors rarely vary their responses to specific challenges.
B) It is estimated that about 25% of the North American population are psychopaths.
C) There are common personality types for a given country.
D) We should expect that most successful salespersons age have high core self-evaluation.
E) Psychopaths are never successful in the workplace.
Answer: D
Diff: 1 Type: MC Page Ref: 56
Skill: Recall
Topic: Personality
Objective: 2

67) Which of the following statements is TRUE of narcissists?
A) They feel less guilt and remorse when they harm others.
B) They alter their behaviour to reflect the external situation they are in.
C) They have poor long-term health outcomes.
D) They are low key and tend to keep emotional distance.
E) They are more likely to engage in self-promotion in social media.
Answer: E
Diff: 2 Type: MC Page Ref: 54
Skill: Recall
Topic: Big Five Personality
Objective: 6

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68) A proactive personality
A) can identify opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.
B) cannot identify opportunities, show initiative, take action, or persevere until meaningful change occurs.
C) has many behaviours that organizations find undesirable.
D) is most likely seen as a follower and likely to obstruct change within an organization.
E) is most likely to guard the status quo to achieve career success.
Answer: A
Diff: 1 Type: MC Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

SCENARIO 2-6 Michael is angry that he was disciplined by his boss and demoted from produce clerk to the job of stocking shelves. He has not been greeting customers with a smile and friendly hello, although this is required in his job. He takes extra time collecting his supplies from the back of the warehouse, and then works quickly when working in the public areas of the store. He sometimes hides in the washroom during his shift to avoid talking to his boss.

69) Michael is
A) high in self-monitoring.
B) deep acting.
C) surface acting.
D) displaying emotional labour.
E) expressing felt emotions.
Answer: E
Diff: 2 Type: MC Page Ref: 60
Skill: Applied
Topic: Emotions and Moods
Objective: 7

70) Michael shows employee deviance by
A) being angry.
B) taking extra time in the warehouse.
C) working quickly in the public areas of the store.
D) hiding from the boss in the washroom.
E) smiling at customers.
Answer: D
Diff: 2 Type: MC Page Ref: 64
Skill: Applied
Topic: Emotional Intelligence
Objective: 9

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71) Michael's emotional intelligence is most likely
A) high.
B) low.
C) displayed.
D) felt.
E) appropriate.
Answer: B
Diff: 2 Type: MC Page Ref: 61
Skill: Applied
Topic: Emotional Intelligence
Objective: 9

72) The anger Michael feels toward his boss is
A) emotional labour.
B) emotional dissonance.
C) a mood.
D) an emotion.
E) a perception.
Answer: D
Diff: 2 Type: MC Page Ref: 58
Skill: Applied
Topic: Emotions and Moods
Objective: 7

73) If a manager has high emotional intelligence he will likely engage in
A) projection.
B) stereotyping.
C) narcissism.
D) self-monitoring.
E) extroversion.
Answer: D
Diff: 3 Type: MC Page Ref: 61
Skill: Applied
Topic: Emotional Intelligence
Objective: 9

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74) Diana is often referred to as a "people person" who is very outgoing and friendly. These characteristics are known as her
A) projections.
B) halo effects.
C) contrast effects.
D) selective perception.
E) personality traits.
Answer: E
Diff: 3 Type: MC Page Ref: 50
Skill: Applied
Topic: Big Five Personality
Objective: 5

75) Ken is a decisive person who prefers structured situations and likes to control his work environment. According to the Myers-Briggs Type Indicator, he is a
A) judging type.
B) organizing type.
C) feeling type.
D) extrovert type.
E) introvert type.
Answer: A
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: MBTI
Objective: 3

76) Tonya is extremely talkative, sociable, and assertive. According to the Big Five Personality Model, this relates to her
A) agreeableness.
B) emotional stability.
C) conscientiousness.
D) extraversion.
E) openness to experience.
Answer: D
Diff: 3 Type: MC Page Ref: 49
Skill: Applied
Topic: Big Five Personality
Objective: 4

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77) Eli is a very competent worker and he knows it. People find him to be extremely arrogant and he is considered to be someone that feels entitled to special treatment. If these perceptions are TRUE, they are examples of Eli's
A) emotions.
B) narcissism.
C) perceptions.
D) self-monitoring.
E) self-esteem.
Answer: B
Diff: 3 Type: MC Page Ref: 54
Skill: Applied
Topic: Big Five Personality
Objective: 6

78) Timothy thinks nothing of berating his staff in order to get them to meet deadline; when his staff meet the deadlines, it confirms to Timothy that he is right to behave this way. Timothy's personality likely includes
A) Machiavellianism.
B) perception.
C) agreeableness.
D) extraversion.
E) emotional intelligence.
Answer: A
Diff: 3 Type: MC Page Ref: 53
Skill: Applied
Topic: Big Five Personality
Objective: 5

79) A person uses emotional labour in the workplace when they express
A) their felt emotions.
B) agreeableness.
C) organizationally desired emotions.
D) narcissism.
E) emotional fluidity.
Answer: C
Diff: 1 Type: MC Page Ref: 59,60
Skill: Recall
Topic: Emotional Labour
Objective: 8

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80) Samir is a self-proclaimed "hot head"; when he is angry with others, he communicates this by screaming at them. This is an example of Samir's
A) perception.
B) moods.
C) emotions.
D) self-esteem.
E) proactivity.
Answer: C
Diff: 3 Type: MC Page Ref: 58
Skill: Applied
Topic: Emotions and Moods
Objective: 7

81) Ava never gives up; she persists in what she is trying to accomplish even when setbacks occur. This shows her
A) personality.
B) moods.
C) core self-evaluation.
D) emotional dissonance.
E) self-esteem.
Answer: C
Diff: 3 Type: MC Page Ref: 57
Skill: Applied
Topic: Big Five Personality
Objective: 6

82) Seymour is unhappy and often ill; he often looks sullen and withdrawn. When his boss asked him if he was unwell, Seymour indicated he feels fine. This is an example of
A) emotional intelligence.
B) emotional dissonance.
C) self-esteem.
D) Machiavellianism.
E) distress.
Answer: B
Diff: 3 Type: MC Page Ref: 59
Skill: Applied
Topic: Emotions and Moods
Objective: 7

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83) When an employee expresses organizationally desired emotions during interpersonal interactions, it is called
A) emotional intelligence.
B) moods.
C) emotional labour.
D) self-esteem.
E) emotional dissonance.
Answer: C
Diff: 1 Type: MC Page Ref: 59
Skill: Recall
Topic: Emotions
Objective: 3

84) Trying to modify one's TRUE inner feelings based on display rules is known as
A) emotional labour.
B) emotional dissonance.
C) deep acting.
D) surface acting.
E) self-awareness.
Answer: C
Diff: 1 Type: MC Page Ref: 60
Skill: Recall
Topic: Emotional Labour
Objective: 8

85) Hiding one's inner feelings and foregoing emotional expressions in response to display rules is known as
A) emotional labour.
B) emotional dissonance.
C) deep acting.
D) surface acting.
E) self-awareness.
Answer: D
Diff: 1 Type: MC Page Ref: 60
Skill: Recall
Topic: Emotional Labour
Objective: 8

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2.2 True/False Questions

1) Perception refers to the way individuals organize and interpret their impressions in order to give meaning to their environment.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

2) We often interpret others' behaviours based on our own characteristics.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

3) When an individual looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by personal characteristics of the individual perceiver.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

4) Perception is not influenced by the perceiver's interests.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 38
Skill: Recall
Topic: Perception
Objective: 1

5) Objects that are close to each other will tend to be perceived together rather than separately.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 39
Skill: Recall
Topic: Perception
Objective: 1

6) Elements in the surrounding environment are ignored in our perceptions.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 39
Skill: Recall
Topic: Perception
Objective: 1

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7) Kerry tends to no longer see the homeless people on the route she walks from home to work and back home again. This is known as selective perception.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 41
Skill: Applied
Topic: Attribution Theory
Objective: 2

8) Ever since Yo managed to attract a new lucrative client, others feel like he can do no wrong. This is known as projection.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 43
Skill: Applied
Topic: Attribution Theory
Objective: 2

9) The tendency for individuals to attribute their successes to internal factors while putting the blame for failures on external factors is called the fundamental attribution error.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

10) Projection is the idea that people selectively interpret what they see based on their interests, background, experience and attitudes.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 41
Skill: Recall
Topic: Attribution Theory
Objective: 2

11) If you expect older workers to be unable to learn a new job skill, that is probably what you will perceive, whether it is accurate or not.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 41
Skill: Applied
Topic: Attribution Theory
Objective: 2

12) If you think you are going to fail, you will likely fail. This is known as a self-fulfilling prophecy.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 46
Skill: Applied
Topic: Attribution Theory
Objective: 2

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13) Negative information exposed early in a job interview tends to be more heavily weighted than if the same information were conveyed later.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 46
Skill: Applied
Topic: Attribution Theory
Objective: 2

14) Interviewers make perceptual judgments during interviews that affect whether an individual is hired.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 46
Skill: Applied
Topic: Attribution Theory
Objective: 2

15) There is evidence that people will attempt to validate their perceptions of reality, even when those perceptions are faulty.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 45
Skill: Recall
Topic: Attribution Theory
Objective: 2

16) Tina is very cooperative, good-natured, and trusting. Thus, she scores high on conscientiousness according to the Big Five Model.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 50
Skill: Recall
Topic: Big Five Personality
Objective: 5

17) Intuitives, (N), in the MBTI are generally shy and quiet.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 49
Skill: Recall
Topic: MBTI
Objective: 4

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18) Ron has been known to tell "mistruths" to clients about when they can expect delivery of merchandise; Ron considers that the importance of making the sale justifies giving clients overly optimistic delivery dates This is known as Machiavellianism.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 50
Skill: Applied
Topic: Big Five Personality
Objective: 6

19) Tony is a boss' dream. He is great at identifying opportunities, showing initiative, and taking action. This is known as self-monitoring.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 56
Skill: Applied
Topic: Big Five Personality
Objective: 6

20) An impressive body of research supports the idea that five basic personality dimensions underlie all others.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 49
Skill: Recall
Topic: Big Five Personality
Objective: 5

21) Individual extraversion always correlates with high job performance.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 52
Skill: Recall
Topic: Big Five Personality
Objective: 5

22) People who select, create and influence work situations in their favour are called self-monitors.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 53
Skill: Recall
Topic: Big Five Personality
Objective: 6

23) Individuals who rate low in proactive personality are more likely to challenge the status quo.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

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24) Individuals who have a proactive personality are more likely to leave an organization and start their own business.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

25) Self-monitoring is the trait that describes the degree to which a person likes or dislikes himself.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 55
Skill: Recall
Topic: Big Five Personality
Objective: 6

26) In managerial positions, people with low machiavellianism will tend to agree with others.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 55
Skill: Recall
Topic: Big Five Personality
Objective: 6

27) The evidence demonstrates that students high in identifying and distinguishing their own feelings, (high EI), made better investment decisions.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 55
Skill: Recall
Topic: Emotional Intelligence
Objective: 9

28) Zack is careful about what he says at meetings, often waiting for his boss to express his opinions first, so that Zack can agree with him. This shows Zack is high in proactive personality.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 57
Skill: Applied
Topic: Big Five Personality
Objective: 6

29) High self-monitors adjust their behaviour if demanded by the situation.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 56
Skill: Recall
Topic: Big Five Personality
Objective: 6

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30) Low machiavellian personalities tend to persuade others to their point of view more and are less persuadable to others' than high machiavellian personalities.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 53
Skill: Recall
Topic: Big Five Personality
Objective: 6

31) Narcissism helps senior executives make rational decisions.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 54
Skill: Recall
Topic: Big Five Personality
Objective: 6

32) A proactive personality is easily dissuaded from meaningful change when they encounter obstacles.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

33) Mary is not one to make excuses when things go wrong because she believes that she controls her own destiny. She has a proactive personality.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 57
Skill: Applied
Topic: Big Five Personality
Objective: 6

34) Proactive personalities can have both negative and positive impact, depending on the organization and situational conditions.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 57
Skill: Recall
Topic: Big Five Personality
Objective: 6

35) The biological parent's genetics should influence the personality characteristics of their child.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 47
Skill: Recall
Topic: Personality
Objective: 3

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36) The best leaders manage emotions as much as they do tasks and activities.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 66
Skill: Recall
Topic: Emotional Regulation
Objective: 10

37) It is clear to James that certain individuals in his department engage in actions that violate established norms. This is known as employee deviance.
Answer: TRUE
Diff: 2 Type: TF Page Ref: 64
Skill: Applied
Topic: Emotional Intelligence
Objective: 9

38) Affect is defined as those intense feelings that are directed at someone or something.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 58
Skill: Recall
Topic: Emotions and Moods
Objective: 7

39) Moods differ from emotions because they aren't directed towards any specific object.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 57
Skill: Recall
Topic: Emotions and Moods
Objective: 7

40) Donna "wears her emotions on her sleeve" such that when she has trouble at work, it affects her performance. Donna is good at surface acting.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 63
Skill: Recall
Topic: Emotions and Moods
Objective: 7

41) Jan and Mike have an argument at work that causes them to be angry with each other. Later on in the day, they both find that they are in bad spirits. This is an example of an affect state describing a mood.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 58
Skill: Recall
Topic: Emotions and Moods
Objective: 7

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42) Raffi is known to express the "company line" at all times, even when he is unhappy about something. This is known as emotional deviance.
Answer: FALSE
Diff: 2 Type: TF Page Ref: 59
Skill: Applied
Topic: Emotions and Moods
Objective: 7

43) Felt emotions are the same as the emotions displayed in public.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 60
Skill: Recall
Topic: Emotions and Moods
Objective: 7

44) Generally people throughout the world interpret hate as a negative emotion.
Answer: TRUE
Diff: 1 Type: TF Page Ref: 69
Skill: Recall
Topic: Emotional Regulation
Objective: 10

45) Emotional Intelligence is composed of five dimensions: self-awareness, self-management, self-motivation, empathy and self-esteem.
Answer: FALSE
Diff: 1 Type: TF Page Ref: 61
Skill: Recall
Topic: Emotional Intelligence
Objective: 9

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2.3 Essay Questions

1) What factors reside in the perceiver, the target being perceived, or the context of the situation that operate to shape and sometimes distort perception?
Answer: Suggested answer:
- Attempts to interpret what is seen are influenced by personal characteristics of perceiver.
- Attitudes, motives, interests, past experiences shape the way we perceive.
- We often interpret others' behaviour based on our own behaviour.
- Personal expectations can distort perception.- Characteristics of target (e.g. volume, appearance, motion, sound, size), physical or time proximity of targets, and similarity of targets will influence what we perceive.
- Situational factors such as location, light, heat, events, work setting, social setting can influence perception.
Diff: 3 Type: ES Page Ref: 38,39
Skill: Applied
Topic: Perception
Objective: 1

2) Imagine you are mentoring a new manager who is going to supervise a staff of twelve employees. In a short period of time you conclude this manager demonstrates many introvert characteristics: she listens carefully and takes her time composing her responses; she shuts the door to her office several times a day, asking staff not to interrupt her; she leaves the office at lunch time and walks in a nearby park by herself, saying she needs to "recharge." Discuss the introvert as a manager; what will challenge this personality in this job? what can you conclude this personality will be good at as a manager?
Answer: Suggested answer: Introvert strengths:
-good listeners; often can absorb large amounts of information for synthesis; more likely to know the opinions and thoughts of those around them
-able to work alone for periods of time, which many managers need to do.
introvert challenges:
-lose energy when interacting with others and in high pace environments, so need to pace themselves
-quiet nature may make individual find conflict challenging and draining
-introvert/extrovert are not absolutes but a range on the scale, so all introverts will show degrees of the characteristics
Diff: 3 Type: ES Page Ref: 49
Skill: Applied
Topic: MBTI
Objective: 3

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3) Explain how perception and perceptual errors, such as stereotype and halo effect, create issues for managers in employment interviews, and performance evaluations.
Answer: Suggested answer:
- Perception—is about judgments and all people make shortcuts in judgments; managers must be self-aware in order to avoid negatively impacting their hiring decisions or performance evaluations
- Stereotype—may be a shortcut a manager makes in an interview or performance evaluation; being aware of personal preferences may help managers to limit the use of stereotypes and/or cause managers to seek further information to support or disconfirm their perceptions;
- Halo Effect—may be a shortcut a manager makes in an interview or performance evaluation; being aware of personal preferences may help managers to limit the use of stereotypes and/or cause managers to seek further information to support or disconfirm their perceptions;(Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3 Type: ES Page Ref: 45,46
Skill: Applied
Topic: Perception
Objective: 1

4) Discuss the "Big Five" model of personality and provide examples to show how this affects managers in an organizational setting.
Answer: Suggested Answer:
- Extroversion—comfort level with relationships (e.g., outgoing or reserved)
- Agreeableness—propensity to defer to others (e.g., valuing harmony or focusing more on own needs)
- Conscientiousness—number of goals on which a person focuses (e.g. focusing on fewer goals in a more purposeful way as opposed to pursuit of many goals and easily distracted)
- Emotional stability—ability to withstand stress (e.g., calm, secure, enthusiastic as opposed to nervous, depressed, insecure)
- Openness to experience—range of interests (e.g., innovative and imaginative versus conventional and finding comfort in the familiar)(Examples can be drawn from text, class discussion, Internet, newspapers such as *Globe* and *Mail*, etc.)
Diff: 3 Type: ES Page Ref: 49-52
Skill: Applied
Topic: Personality
Objective: 2

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5) As a manager, you hire a person you know to be high in proactive personality. What might be positive outcomes and contributions this person could make, based on this personality trait? What might be the less desirable outcomes?
Answer: positives:
- identify opportunities for the company or department
- take initiative to help out/make decisions without waiting to be asked
- persevere with ideas or actions despite resistance or obstacles
- entrepreneurial in attitude to work; willing to try new ideas and work through problems
- willing to develop career and plan how to progress
negatives:
- may challenge present policy or practise if they think it is not valid
- more likely to leave the organization to start their own business
- may jump over the managers who supervise them, as they tend to seek out others and information in the organization, including those at high levels
- if career planning has been undertaken, they may still leave the company, creating a gap.
Diff: 3 Type: ES Page Ref: 57
Skill: Applied
Topic: Big Five Personality
Objective: 6

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