Chapter 02 - Testbank

Student: _____

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

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

    True   False

11. Organisational citizenship is less likely to occur among employees with a high conscientiousness personality.

    True   False

12. People arrange values into a needs hierarchy.

    True   False

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

    True   False

14. One way to increase the effect of values on behaviour is to make people mindful of their values.

    True   False

15. The ideal situation in organisations is to have employees whose values are perfectly congruent with the organisation's values.

    True   False

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

    True   False

17. In terms of cross-cultural values, Australians tend to have relatively high individualism with an average achievement orientation and low power distance.

    True   False

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

    True   False

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

    True   False

20. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.

    True   False

21. Ethically sensitive people tend to have more empathy and knowledge about the situation.

    True   False

22. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.

    True   False

23. Corporate leaders have a strong influence on the moral conduct of employees in that organisation.

    True   False

24. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialisation.

    True   False

25. Agreeableness, extroversion and conscientiousness are three of the 'Big Five' personality dimensions.

    True   False

26. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.

    True   False

27. Neuroticism, sensing and locus of control are three of the 'Big Five' personality dimensions.

   True   False

28. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.

   True   False

29. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.

   True   False

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

   True   False

31. Organisational citizenship behaviours do not include what employees do outside work time.

   True   False

32. Deviating from preferred work methods is counterproductive behaviour when quality standards are not maintained or are threatened

   True   False

33. Unscheduled absenteeism is something most employees cannot control and neither can organisations.

   True   False

34. Presenteeism means employees come to work when they are not fit to do so and can cause more problems than absenteeism.

   True   False

35. People who use incivility, bullying, aggression, sabotage as well as flattery and charm to get their own way in organisations often show poor work performance.

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36. One concern with using personality tests as a basis for selection in organisations is that 'more' of a trait may not give the best performance.

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37. The ability to 'bend but not break' is associated with the personality trait of resilience.

   True   False

38. The MBTI is a good indicator of certain personality traits and improves individual self awareness as well as being a good predictor of performance.

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39. Having a positive sense of self esteem is useful but when it is associated with self aggrandisement, unwillingness to listen to negative feedback and a strong sense of entitlement then it becomes Machiavellianism.

   True   False

40. Self transcendence is linked to ideals which are opposite to those held by Narcissist, Machiavellianist and psychopathic personalities.

   True   False

41. Ability includes both the natural aptitudes and:

    A. Motivation
    B. Learned capabilities
    C. Competencies
    D. Self-concept

42. Aptitudes and learned capabilities are closely related to:

    A. Superior performance
    B. Competencies
    C. Confidence
    D. None of the options listed here is correct

43. Motivation represents the forces within a person that affects his or her direction intensity and _____ of voluntary behaviour.

    A. Persistence
    B. Efforts
    C. Goal direction
    D. All of the options listed here are correct

44. The four elements of the MARS model directly influencing behaviour and performance are: motivation, ability, role perceptions and:

    A. Situational factors
    B. Individual differences
    C. Personality characteristics
    D. Values

45. Motivation and ability are important influences on individual behaviour and performance, but employees also require accurate:

    A. Critical perceptions
    B. Coordination
    C. Role perceptions
    D. None of the options listed here is correct

46. Extroversion characterises people who are outgoing, talkative sociable and:

    A. Energetic
    B. Independent
    C. Assertive
    D. Curious

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

    A. Motivation
    B. Role perceptions
    C. Situational factors
    D. Moral intensity

48. Which of the following identifies the four factors that directly influence individual behaviour and performance?

    A. Utilitarianism
    B. MARS model
    C. Schwartz's model
    D. Holland's model

49. Motivation affects a person's _____ of voluntary behaviour.

    A. Direction, intensity and persistence
    B. Antecedents, consequences and reinforcers
    C. Size, shape and weight
    D. Aptitudes, abilities and competencies

50. Ability includes which of these?

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

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

    A. Motivation
    B. Personality
    C. Values
    D. Ability

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

    A. Persistence
    B. Direction
    C. Intensity
    D. Aptitude

53. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job when they start?

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

54. Competencies include:

    A. A person's aptitudes
    B. A person's learned abilities
    C. A person's skills
    D. All of the options listed here are correct

55. The practice of giving simple accounts to newly hired employees, then adding more challenging accounts as employees master the simple tasks is mainly to:

    A. Improve role perceptions
    B. Increase person–job matching
    C. Reduce employee motivation
    D. Provide more resources to accomplish the assigned task

56. Which of these refers to a person's beliefs about what behaviours are appropriate, necessary and preferred, in a particular situation?

    A. Natural aptitudes
    B. Role perceptions
    C. Competencies
    D. Locus of control

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

A. Asking employees about the things that motivate them
B. Testing employee skills and knowledge before they are hired
C. Providing training so employees learn the required competencies
D. Identifying problems employees experience with time and resources, and then removing those obstacles to job performance

58. Which of the following would be considered a work-related behaviour?

A. Completing required job duties above the minimum performance standard or helping a co-worker even though it isn't part of your job
B. Showing up for work at scheduled times
C. Accepting the organisation's offer of employment
D. All of the options listed here are correct

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

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

60. Which of the following is considered a counter-productive work behaviour:

A. Insulting others
B. Theft
C. Deliberately performing work incorrectly so the organisation suffers a loss
D. All of the options listed here are correct

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

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

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

A. Organisational culture
B. Collectivism
C. Ethical sensitivity
D. Neuroticism

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

A. Tradition
B. Power
C. Conscientiousness
D. Conformity

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

A. Universalism
B. Hedonism
C. Security
D. Utilitarianism

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

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

66. Espoused–enacted values congruence occurs when:

A. An organisation's values are consistent with the dominant values of the culture in which it operates
B. An employee's personal values are similar to the values of other employees on the same team
C. An employee's personal values are consistent with the organisation's values
D. None of the options listed here is correct

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

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

68. People with high collectivism:

A. Accept unequal distribution of power
B. Also have low individualism
C. Value harmonious relationships in the groups to which they belong
D. Value thrift, savings and persistence

69. Employees from cultures with a high power distance are more likely to:

A. Use their existing power to gain more power
B. Encourage consensus-oriented decision making
C. Avoid people in positions of power
D. Readily accept the high status of other people in the organisation

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

A. Individualism
B. Collectivism
C. Power distance
D. Achievement orientation

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

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

72. Ethics is most closely related to:

A. Values
B. Locus of control
C. The Myers-Briggs Type Indicator
D. Personality

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

A. Not all utilitarian rights are protected by law
B. It is impossible to determine what factors should be relevant when distributing rewards
C. It is difficult to predict the 'trickle down' benefits to the least well off in society
D. It judges morality by the results but not by the means to attaining those results

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

A. Rely mainly on the utilitarianism principle
B. Consider its implications against all three principles described in the textbook
C. Rely mainly on your level of collectivism
D. Avoid considering the decision's moral intensity until after the decision has been made

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

A. It really isn't an ethical principle at all
B. Some individual rights conflict with other individual rights
C. It pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical
D. It is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected

76. People who have high ethical sensitivity:

A. Are always more ethical than people with a moderate or low level of ethical sensitivity
B. Tend to have higher empathy
C. Tend to have more information about the specific situation
D. Tend to have higher empathy and tend to have more information about the specific situation

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

A. Neuroticism
B. Moral intensity
C. Ethical sensitivity
D. Utilitarianism

78. An individual's personality:

A. Changes several times throughout the year
B. Is formed only from childhood socialisation and the environment
C. Is less evident in situations where social norms, reward systems and other conditions constrain behaviour
D. All of the options listed here are correct

79. The 'Big Five' personality dimensions represent:

A. All of the personality traits found in an ideal job applicant
B. The aggregated clusters representing most known personality traits
C. The personality traits caused by the environment rather than heredity
D. All of the options listed here are correct

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

A. Extroversion
B. Openness to experience
C. Locus of control
D. Extroversion and openness to experience

81. All of these are 'Big Five' personality dimensions EXCEPT:

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

82. Conscientiousness is one dimension of:

    A. The MARS model
    B. Schwartz's values model
    C. Myers-Briggs Type Indicator
    D. None of the options listed here is correct

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

    A. Extroversion
    B. Openness to experience
    C. Conscientiousness
    D. Neuroticism

84. _____ characterises people with high levels of anxiety, hostility, depression and self-consciousness.

    A. Extroversion
    B. Openness to experience
    C. Conscientiousness
    D. Neuroticism

85. _____ characterises people who are quiet, shy and cautious.

    A. Introversion
    B. Openness to experience
    C. Conscientiousness
    D. Neuroticism

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

    A. Espoused values
    B. Ethical values
    C. Professional values
    D. Organisational values

87. As an employer how would you use the MARS model of individual behaviour and performance before hiring an employee in your management team?

88. 'Personality is a relatively weak predictor of a person's performance.' Do you agree with this statement? Give reasons in support of your answer.

89. Motivation and ability have an important influence on an individual's behaviour and performance but employees also require accurate role perceptions. What are the three factors of role perceptions? What is the role of role perception in the selection process?

90. What are the three ethical principles of values and behaviour? How do these principles differ from one another?

91. Do you believe it is possible for an organisation to systematically develop or monitor ethical values in their employees? Why?

92. Explain the importance of values to self-concept.

93. Explain the term 'value congruence'. How important is the similarity between a person's value hierarchies and the value hierarchy of the organisation?

94. Why is it critically important to understand individual perceptions, attitudes, decisions and behaviour before assigning someone a specific role in an organisation?

95. What determines an individual's personality?

96. What roles do nature and nurture play in establishing one's personality and work ethics?

97. 'Personality is an important individual characteristic, which explains why many airlines and numerous other organisations try to estimate the personality profiles of job applicants and employees.' How do you think these types of personality profiles help an organisation to assess the suitability of a prospective employee for a particular role?

98. 'Self-efficacy is a perception of one's competence to complete a task successfully.' Explain this statement.

99. Define espoused–enacted value congruence and why it is a necessary condition for leadership.

100. How might organisations improve their ethical code of conduct?

Chapter 02 - Testbank Key

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

   TRUE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   FALSE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   FALSE

   Difficulty: Medium
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   TRUE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   TRUE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   FALSE

   Difficulty: Medium
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   TRUE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   TRUE

   Difficulty: Easy
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

   FALSE

   Difficulty: Medium
   Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.

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

    TRUE

    Difficulty: Medium
    Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

11. Organisational citizenship is less likely to occur among employees with a high conscientiousness personality.

    FALSE

    Difficulty: Medium
    Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

12. People arrange values into a needs hierarchy.

    FALSE

    Difficulty: Medium
    Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

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

    FALSE

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14. One way to increase the effect of values on behaviour is to make people mindful of their values.

    TRUE

    Difficulty: Medium
    Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.

15. The ideal situation in organisations is to have employees whose values are perfectly congruent with the organisation's values.

    FALSE

    Difficulty: Medium
    Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

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

    FALSE

    AACSB: Multicultural/ diversity
    Difficulty: Medium
    Learning Objective: 02-06 Summarise five values commonly studied across cultures.

17. In terms of cross-cultural values, Australians tend to have relatively high individualism with an average achievement orientation and low power distance.

<u>TRUE</u>

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

<u>TRUE</u>

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

<u>TRUE</u>

20. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual right may conflict with another.

<u>TRUE</u>

21. Ethically sensitive people tend to have more empathy and knowledge about the situation.

<u>TRUE</u>

22. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.

<u>FALSE</u>

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24. There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialisation.

TRUE

25. Agreeableness, extroversion and conscientiousness are three of the 'Big Five' personality dimensions.

TRUE

26. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure and calm.

TRUE

27. Neuroticism, sensing and locus of control are three of the 'Big Five' personality dimensions.

FALSE

28. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.

TRUE

29. The Myers-Briggs Type Indicator is a personality test that measures the 'Big Five' personality dimensions.

FALSE

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31. Organisational citizenship behaviours do not include what employees do outside work time.

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Difficulty: Medium
Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

34. Presenteeism means employees come to work when they are not fit to do so and can cause more problems than absenteeism.

<u>TRUE</u>

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Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

35. People who use incivility, bullying, aggression, sabotage as well as flattery and charm to get their own way in organisations often show poor work performance.

<u>TRUE</u>

Difficulty: Medium
Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.

36. One concern with using personality tests as a basis for selection in organisations is that 'more' of a trait may not give the best performance.

<u>TRUE</u>

Difficulty: Medium
Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.

37. The ability to 'bend but not break' is associated with the personality trait of resilience.

<u>TRUE</u>

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Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.

38. The MBTI is a good indicator of certain personality traits and improves individual self awareness as well as being a good predictor of performance.

<u>FALSE</u>

Difficulty: Medium
Learning Objective: 02-03 Describe personality, the 'Big Five' personality dimensions and four MBTI types, and explain how personality relates to individual behaviour in organisations.

39. Having a positive sense of self esteem is useful but when it is associated with self aggrandisement, unwillingness to listen to negative feedback and a strong sense of entitlement then it becomes Machiavellianism.

<u>FALSE</u>

Difficulty: Medium
Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.

40. Self transcendence is linked to ideals which are opposite to those held by Narcissist, Machiavellianist and psychopathic personalities.

<u>TRUE</u>

Difficulty: Medium
Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.
Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

41. Ability includes both the natural aptitudes and:

   A. Motivation
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Difficulty: Medium
Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

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Difficulty: Easy
Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

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 B. Values are arranged into a hierarchy of preferences
 C. The values that dominate a person's preferences differ across cultures
 D. A person's hierarchy of values typically changes a few times each year

Difficulty: Hard
Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

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

 A. Organisational culture
 B. Collectivism
 C. Ethical sensitivity
 D. Neuroticism

Difficulty: Easy
Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.

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

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 B. Power
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Difficulty: Hard
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B.   Values affect a person's ability but not his or her motivation to act
C.   Values usually conflict with each other, making it difficult to determine which value to apply
D.   Values tend to be too abstract to see the connection to specific situations

Difficulty: Medium
Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

66.   Espoused–enacted values congruence occurs when:

A.   An organisation's values are consistent with the dominant values of the culture in which it operates
B.   An employee's personal values are similar to the values of other employees on the same team
C.   An employee's personal values are consistent with the organisation's values
D.   None of the options listed here is correct

Difficulty: Medium
Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.

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

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

AACSB: Multicultural/ diversity
Difficulty: Easy
Learning Objective: 02-06 Summarise five values commonly studied across cultures.

68.   People with high collectivism:

A.   Accept unequal distribution of power
B.   Also have low individualism
C.   Value harmonious relationships in the groups to which they belong
D.   Value thrift, savings and persistence

AACSB: Multicultural/ diversity
Difficulty: Medium
Learning Objective: 02-06 Summarise five values commonly studied across cultures.

69.   Employees from cultures with a high power distance are more likely to:

A.   Use their existing power to gain more power
B.   Encourage consensus-oriented decision making
C.   Avoid people in positions of power
D.   Readily accept the high status of other people in the organisation

AACSB: Multicultural/ diversity
Difficulty: Hard
Learning Objective: 02-06 Summarise five values commonly studied across cultures.

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

A.   Individualism
B.   Collectivism
C.   Power distance
D.   Achievement orientation

AACSB: Multicultural/ diversity
Difficulty: Medium
Learning Objective: 02-06 Summarise five values commonly studied across cultures.

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

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

AACSB: Multicultural/ diversity
Difficulty: Hard
Learning Objective: 02-06 Summarise five values commonly studied across cultures.

72.   Ethics is most closely related to:

A. Values
B. Locus of control
C. The Myers-Briggs Type Indicator
D. Personality

AACSB: Ethics
Difficulty: Easy
Learning Objective: 02-07 Describe three ethical principles and discuss four factors that influence ethical behaviour.

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

A. Not all utilitarian rights are protected by law
B. It is impossible to determine what factors should be relevant when distributing rewards
C. It is difficult to predict the 'trickle down' benefits to the least well off in society
D. It judges morality by the results but not by the means to attaining those results

AACSB: Ethics
Difficulty: Hard
Learning Objective: 02-07 Describe three ethical principles and discuss four factors that influence ethical behaviour.

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

A. Rely mainly on the utilitarianism principle
B. Consider its implications against all three principles described in the textbook
C. Rely mainly on your level of collectivism
D. Avoid considering the decision's moral intensity until after the decision has been made

AACSB: Ethics
Difficulty: Medium
Learning Objective: 02-07 Describe three ethical principles and discuss four factors that influence ethical behaviour.

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

A. It really isn't an ethical principle at all
B. Some individual rights conflict with other individual rights
C. It pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical
D. It is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected

AACSB: Ethics
Difficulty: Medium
Learning Objective: 02-07 Describe three ethical principles and discuss four factors that influence ethical behaviour.

76.   People who have high ethical sensitivity:

   A.   Are always more ethical than people with a moderate or low level of ethical sensitivity
   B.   Tend to have higher empathy
   C.   Tend to have more information about the specific situation
   D.   Tend to have higher empathy and tend to have more information about the specific situation

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

   A.   Neuroticism
   B.   Moral intensity
   C.   Ethical sensitivity
   D.   Utilitarianism

78.   An individual's personality:

   A.   Changes several times throughout the year
   B.   Is formed only from childhood socialisation and the environment
   C.   Is less evident in situations where social norms, reward systems and other conditions constrain behaviour
   D.   All of the options listed here are correct

79.   The 'Big Five' personality dimensions represent:

   A.   All of the personality traits found in an ideal job applicant
   B.   The aggregated clusters representing most known personality traits
   C.   The personality traits caused by the environment rather than heredity
   D.   All of the options listed here are correct

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

   A.   Extroversion
   B.   Openness to experience
   C.   Locus of control
   D.   Extroversion and openness to experience

81.   All of these are 'Big Five' personality dimensions EXCEPT:

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

82.   Conscientiousness is one dimension of:

   A. The MARS model
   B. Schwartz's values model
   C. Myers-Briggs Type Indicator
   D. None of the options listed here is correct

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

   A. Extroversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism

84.   _____ characterises people with high levels of anxiety, hostility, depression and self-consciousness.

   A. Extroversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism

85.   _____ characterises people who are quiet, shy and cautious.

   A. Introversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism

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

   A. Espoused values
   B. Ethical values
   C. Professional values
   D. Organisational values

87. As an employer how would you use the MARS model of individual behaviour and performance before hiring an employee in your management team?

The MARS model could be used as a framework within which to assess the key factors likely to affect the individual's behaviour and results—ability, employee motivation, role perception and situational factors.

88. 'Personality is a relatively weak predictor of a person's performance.' Do you agree with this statement? Give reasons in support of your answer.

Student answers will vary, but generally personality IS a weak predictor of a person's performance in an organisation. There are different factors that help to predict one's performance, such as immediate past performance.

89. Motivation and ability have an important influence on an individual's behaviour and performance but employees also require accurate role perceptions. What are the three factors of role perceptions? What is the role of role perception in the selection process?

Role perceptions are the extent to which people understand the job duties assigned to them or expected of them. These perceptions are critical because they guide the employee's direction of effort and improve coordination with other workers. First, employees have accurate role perceptions when they understand the specific tasks assigned to them. Second, people have accurate role perceptions when they understand the priority of their tasks and expectations. Third, people have accurate role perceptions when they understand the preferred behaviours or procedures for accomplishing assigned tasks.

90. What are the three ethical principles of values and behaviour? How do these principles differ from one another?

The three ethical principles are utilitarianism, individual rights and distributive rights.

91. Do you believe it is possible for an organisation to systematically develop or monitor ethical values in their employees? Why?

Student answers will vary, but reference should be made to pages 53-56 of the text.

92. Explain the importance of values to self-concept.

Values are stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. They are perceptions of what is good and bad. They help in understanding an individual's perceptions, attitudes, decisions and behaviour. They define who we are as individuals and as members of groups with similar values and so are related to our self-concept as it develops over time.

93. Explain the term 'value congruence'. How important is the similarity between a person's value hierarchies and the value hierarchy of the organisation?

Value congruence refers to how similar a person's value hierarchy is to the value hierarchy of the organisation, a co-worker or another source of comparison. Value congruence is important for organisations because employees with similar values to the organisation are more likely to make decisions that are compatible with the mission and objectives of the organisation.

94. Why is it critically important to understand individual perceptions, attitudes, decisions and behaviour before assigning someone a specific role in an organisation?

Being aware of the personality characteristics of individual employees helps an organisation or the team leader to understand the employee better and know which job would suit the right person.

95. What determines an individual's personality?

Both nature and nurture determine an individual's personality.

96. What roles do nature and nurture play in establishing one's personality and work ethics?

Details for this answer can be found on pages 43-44 of the text.

97. 'Personality is an important individual characteristic, which explains why many airlines and numerous other organisations try to estimate the personality profiles of job applicants and employees.' How do you think these types of personality profiles help an organisation to assess the suitability of a prospective employee for a particular role?

See the text for the five-factor model of personality—conscientiousness, agreeableness, neuroticism, openness to experience and extroversion.

98. 'Self-efficacy is a perception of one's competence to complete a task successfully.' Explain this statement.

Self-efficacy is a person's belief that he or she has the ability, motivation, correct role perceptions and favourable situation to complete a task successfully. Those with high self-efficacy have a 'can do' attitude. The higher a person's general self-efficacy, the higher his or her overall self-evaluation.

99. Define espoused–enacted value congruence and why it is a necessary condition for leadership.

Espoused–enacted value congruence refers to the consistency between the values apparent in our actions and what we say we believe in. Any obvious gap between espoused and enacted values undermines perceived integrity, which is a critical attribute of effective leaders.

100. How might organisations improve their ethical code of conduct?

Organisations can improve their ethical code of conduct by considering the three ethical principles—utilitarianism, individual rights and distributive justice.

Chapter 02 - Testbank Summary

Category	# of Questions
AACSB: Analytic	2
AACSB: Communication	2
AACSB: Ethics	14
AACSB: Multicultural/ diversity	8
AACSB: Reflective thinking	10
Difficulty: Easy	28
Difficulty: Hard	9
Difficulty: Medium	63
Learning Objective: 02-01 Describe the four factors that directly influence voluntary individual behaviour and performance.	28
Learning Objective: 02-02 Summarise the five types of individual behaviour in organisations.	15
Learning Objective: 02-03 Describe personality, the 'Big Five' personality dimensions and four MBTI types, and explain how personality relates to individual behaviour in organisations.	14
Learning Objective: 02-04 Summarise the components of resilience and the Dark Triad.	8
Learning Objective: 02-05 Summarise Schwartz's model of individual values and discuss the conditions under which values influence behaviour.	14
Learning Objective: 02-06 Summarise five values commonly studied across cultures.	13
Learning Objective: 02-07 Describe three ethical principles and discuss four factors that influence ethical behaviour.	9