

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

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

Answer: True  False

2) Persistence is an element of motivation.

Answer:  True False

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

Answer:  True False

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

Answer:  True False

5) Learned capabilities are skills and knowledge that you possess. Therefore, they do not diminish over time when not in use.

Answer: True  False

6) Competencies refer to the extent to which people understand the job duties assigned to or expected of them.

Answer: True  False

7) According to the MARS model, ability is the most important force influencing individual behaviour and results.

Answer: True  False

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

Answer: True  False

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

Answer:  True False

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

Answer: True  False

11) Providing training is a person-job matching strategy.

Answer:  True False

12) One person-job matching strategy is to select applicants whose existing competencies best fit the required task.

Answer:  True False

- 13) A recent global study suggests that most employees do not lack role clarity.  
Answer: True  False
- 14) Employee role perception affects how one performs his or her job.  
Answer:  True False
- 15) Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.  
Answer:  True False
- 16) Situational factors are working conditions within the employee's control.  
Answer: True  False
- 17) While there may be many varieties of individual behaviours, most can be organized into five categories.  
Answer:  True False
- 18) Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.  
Answer:  True False
- 19) Organizational citizenship behaviours are usually described clearly in job descriptions.  
Answer: True  False
- 20) Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.  
Answer: True  False
- 21) Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.  
Answer: True  False
- 22) Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).  
Answer: True  False
- 23) Those who engage in counterproductive work behaviours do so voluntarily.  
Answer:  True False
- 24) Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.  
Answer: True  False
- 25) Joining the organization is a type of work-related behaviour.  
Answer:  True False

- 26) Research has found that absenteeism is rarely, if ever, caused by situational factors.  
Answer: True  False
- 27) Sick leave policies affect the employee's motivation to attend work.  
Answer:  True False
- 28) Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.  
Answer:  True False
- 29) Personality traits are more evident in situations where social norms and reward systems constrain behaviour.  
Answer: True  False
- 30) There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.  
Answer: True  False
- 31) The five-factor model "Big Five" personality dimensions represent five clusters that represent most personality traits.  
Answer:  True False
- 32) Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.  
Answer:  True False
- 33) People with a low score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.  
Answer:  True False
- 34) Neuroticism, sensing, and locus of control are three of the "Big Five" personality dimensions.  
Answer: True  False
- 35) Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.  
Answer: True  False
- 36) Sensing, feeling, and judging are three of the "Big Five" personality traits.  
Answer: True  False
- 37) Conscientiousness is one of the best personality traits for predicting job performance in most job groups.  
Answer:  True False
- 38) The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.  
Answer: True  False

- 39) Employees who are conscientious tend to have higher levels of organizational citizenship.  
Answer:  True  False
- 40) Our personalities influence how well we cope with stress.  
Answer:  True  False
- 41) Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.  
Answer:  True  False
- 42) The Myers-Briggs Type Indicator is a personality test that measures the "Big Five" personality dimensions.  
Answer:  True  False
- 43) According to the Myers-Briggs Type Indicator, some people are "sensing-thinking" types whereas others may be "intuitive-feeling" types.  
Answer:  True  False
- 44) The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.  
Answer:  True  False
- 45) In the Myers-Briggs Type Indicator, "judging" types have a strong desire for order and want to resolve problems quickly.  
Answer:  True  False
- 46) Today, personality testing has become so popular that some experts warn we may have gone too far in organizational settings.  
Answer:  True  False
- 47) Some organizations now use applicants' writings on blogs and other social media to estimate their personalities.  
Answer:  True  False
- 48) Values are stable, long-lasting beliefs about what is important in a variety of situations.  
Answer:  True  False
- 49) People arrange values into a needs hierarchy.  
Answer:  True  False
- 50) One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.  
Answer:  True  False
- 51) One influence on the values-behaviour link is situation.  
Answer:  True  False

- 52) Since values are abstract concepts, their relevance to specific situations is not obvious most of the time.  
Answer:  True  False
- 53) Reminding ourselves of our dominant personal values ensures that we apply those values.  
Answer:  True  False
- 54) Research indicates that values incongruence—differences between an employee's personal values and the organization's values—is fairly common.  
Answer:  True  False
- 55) The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.  
Answer:  True  False
- 56) Organizations that don't align corporate values with the dominant values of the society in which they operate may experience increased employee turnover.  
Answer:  True  False
- 57) Espoused values represent the values that you and your spouse have in common.  
Answer:  True  False
- 58) Employees typically choose honesty/ethics as the most important characteristic of effective leaders.  
Answer:  True  False
- 59) Egalitarianism is one of three types of ethical principles.  
Answer:  True  False
- 60) Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.  
Answer:  True  False
- 61) Utilitarianism and egalitarianism are personality dimensions of ethics.  
Answer:  True  False
- 62) The utilitarian principle advises us to seek the greatest good for the greatest number of people.  
Answer:  True  False
- 63) The utilitarian principle is sometimes known as a consequential principle.  
Answer:  True  False
- 64) When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.  
Answer:  True  False

- 65) One problem with the distributive justice principle is that it is difficult to agree on who is similar and what factors are relevant in making that determination.  
Answer:  True  False
- 66) It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual's rights may conflict with another.  
Answer:  True  False
- 67) The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.  
Answer:  True  False
- 68) Moral sensitivity is the degree to which an issue demands the application of ethical principles.  
Answer:  True  False
- 69) Proximity is considered a moral intensity factor.  
Answer:  True  False
- 70) Moral intensity refers to the difficulty associated with making certain decisions.  
Answer:  True  False
- 71) Some managerial issues involve no moral intensity.  
Answer:  True  False
- 72) Morally sensitive people tend to have more empathy and knowledge about the situation.  
Answer:  True  False
- 73) Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.  
Answer:  True  False
- 74) Mindfulness increases moral sensitivity.  
Answer:  True  False
- 75) Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.  
Answer:  True  False
- 76) Corporate leaders have a strong influence on the moral conduct of employees in that organization.  
Answer:  True  False
- 77) The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.  
Answer:  True  False

- 78) When leaders role-model ethical standards, employees are more likely to follow.  
Answer:  True  False
- 79) Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.  
Answer:  True  False
- 80) Research shows that having ethical codes of conduct prevents wrongdoing in the workplace.  
Answer:  True  False
- 81) In terms of cross-cultural values, Canadians tend to have relatively high individualism with an achievement orientation and low power distance.  
Answer:  True  False
- 82) Cultures with high collectivism must also have low individualism.  
Answer:  True  False
- 83) Two countries with low collectivism are Japan and Canada.  
Answer:  True  False
- 84) Power distance refers to the physical proximity that is comfortably tolerated between subordinates and their supervisors.  
Answer:  True  False
- 85) Uncertainty avoidance is the degree to which people tolerate ambiguity, or feel threatened by ambiguity and uncertainty.  
Answer:  True  False
- 86) People with a high achievement orientation value assertiveness, competitiveness, and materialism.  
Answer:  True  False
- 87) One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.  
Answer:  True  False
- 88) There is evidence to show that English and French Canadian values are converging.  
Answer:  True  False
- 89) Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.  
Answer:  True  False
- 90) Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.  
Answer:  True  False

**MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.**

- 91) According to the MARS model, \_\_\_\_\_ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.
- A) motivation      B) ethics      C) ability      D) personality      E) values

Answer: A

- 92) Motivation affects a person's \_\_\_\_\_ of voluntary behaviour.
- A) antecedents, consequences, and reinforcers  
B) aptitudes, abilities, and competencies  
C) agreeableness, locus of control, and ethical sensitivity  
D) direction, intensity, and persistence  
E) size, shape, and weight

Answer: D

- 93) In the MARS model, all of the following factors directly influence an employee's voluntary behaviour and performance EXCEPT:
- A) motivation.  
B) moral intensity.  
C) ability.  
D) situational factors.  
E) role perceptions.

Answer: B

- 94) Which of the following identifies the four factors that directly influence individual behaviour and performance?
- A) Holland's model  
B) Myers-Briggs Type Indicator  
C) MARS model  
D) Schwartz's model  
E) Utilitarianism

Answer: C

- 95) Which of these factors directly influences an employee's voluntary behaviour and performance?
- A) Uncertainty avoidance  
B) Motivation  
C) Role perceptions  
D) All of the answers are correct.  
E) Motivation and role perceptions

Answer: E

- 96) Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
- A) Train employees so they develop appropriate aptitudes.
  - B) Provide resources that allow employees to perform their jobs.
  - C) Motivate employees to have appropriate aptitudes.
  - D) Hire applicants with appropriate aptitudes.
  - E) All of the answers are correct.

Answer: D

- 97) Ability includes which of these?
- A) Direction and intensity
  - B) Aptitudes and learned skills
  - C) Natural aptitude and intensity
  - D) Intensity and learned capabilities
  - E) Persistence and direction

Answer: B

- 98) Aptitudes, skills, and competencies all fall under which of the following concepts?
- A) Personality      B) Ability      C) Motivation      D) Ethics      E) Values

Answer: B

- 99) Which of the following refers to the fact that motivation is goal-directed, not random?
- A) Intensity
  - B) Persistence
  - C) Competency
  - D) Aptitude
  - E) Direction

Answer: E

- 100) \_\_\_\_\_ is the amount of effort allocated to the goal.
- A) Persistence
  - B) Intensity
  - C) Aptitude
  - D) Direction
  - E) Competency

Answer: B

- 101) All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:
- A) role perceptions
  - B) motivation
  - C) learned capabilities
  - D) organizational citizenship
  - E) aptitudes

Answer: C

- 102) Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
- A) Hire applicants with appropriate aptitudes to begin with.
  - B) Educate incumbents so they can learn appropriate attitudes.
  - C) Motivate employees to have appropriate aptitudes.
  - D) Provide resources that allow employees to perform their jobs.
  - E) Train employees so they develop appropriate aptitudes.

Answer: A

- 103) Competencies include:
- A) a person's learned abilities.
  - B) a person's aptitudes.
  - C) a person's skills.
  - D) All of the answers are correct.
  - E) None of the answers apply.

Answer: D

- 104) Customer orientation, social skills, and need for achievement are examples of:
- A) competencies
  - B) role perceptions
  - C) aptitudes
  - D) situational factors
  - E) None of the answers apply.

Answer: A

- 105) IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:
- A) reduces employee motivation.
  - B) provides more resources to accomplish the assigned task.
  - C) improves employee aptitudes.
  - D) increases person-job matching.
  - E) improves role perceptions.

Answer: D

- 106) The MARS model explicitly identifies which of the following factors?
- A) Situational factors
  - B) Neuroticism
  - C) Recreational activities
  - D) Rewards
  - E) All of the answers are correct.

Answer: A

- 107) According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?
- A) The employee doesn't realize that a particular task is part of his or her job.
  - B) The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.
  - C) The employee lacks the proper tools to perform the job.
  - D) The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
  - E) The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.

Answer: C

- 108) Competencies relate most closely to which element in the MARS model of behaviour and performance?
- A) Motivation
  - B) Ability
  - C) Role perceptions
  - D) Situational factors
  - E) Competencies are not related at all to any element of the MARS model

Answer: B

- 109) You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:
- A) have high job performance because they are motivated and able to perform the work.
  - B) have a high degree of differentiation according to Holland's classification of occupations.
  - C) have lower job performance due to poor role perceptions.
  - D) have above average organizational citizenship.
  - E) emphasize the utilitarianism principle in their decision making.

Answer: C

- 110) To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:
- A) increasing aptitudes that make employees less wasteful.
  - B) altering situational factors so that employees have more difficulty practising wasteful behaviour.
  - C) increasing employee motivation to be less wasteful.
  - D) helping employees to learn how to be less wasteful.
  - E) increasing organizational citizenship so that employees will be less wasteful.

Answer: B

- 111) Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?
- A) Locus of control
  - B) Role perceptions
  - C) Situational factors
  - D) Natural aptitudes
  - E) Competencies

Answer: B

- 112) Companies can improve employee performance through situational factors by:
- A) redesigning the job so employees are only given tasks within their capabilities.
  - B) asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.
  - C) testing employee skills and knowledge before they are hired.
  - D) providing training so employees learn the required competencies.
  - E) asking employees about the things that motivate them.

Answer: B

- 113) Which of the following is NOT a work-related behaviour?
- A) Competencies
  - B) Absenteeism
  - C) Showing up for work at scheduled times
  - D) Performing required tasks
  - E) Joining the organization

Answer: A

- 114) Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
- A) Task performance
  - B) Aptitudes
  - C) Direction
  - D) Motivation
  - E) Competencies

Answer: A

- 115) Which of the following would be considered a work-related behaviour?
- A) Accepting the organization's offer of employment.
  - B) Completing required job duties above the minimum performance standard.
  - C) Showing up for work at scheduled times.
  - D) Helping a coworker even though it isn't part of your job.
  - E) All of the answers are correct.

Answer: E

- 116) Which of the following statements about task performance is FALSE?
- A) Employees are expected to perform their work above a minimum acceptable level.
  - B) Each performance dimension requires specific skills and knowledge.
  - C) Employees are evaluated against a performance standard.
  - D) Employees are almost always evaluated on just one performance dimension.
  - E) Task performance refers to goal-directed activities under the individual's control.

Answer: D

- 117) Organizational citizenship refers to:
- A) the organization's attachment to a particular country rather than being a global entity.
  - B) employee behaviours that extend beyond normal job duties.
  - C) the organization's obligations to society.
  - D) the employee's right to vote for the company president.
  - E) the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity.

Answer: B

- 118) Employee behaviours that extend beyond normal job duties:
- A) should be discouraged by organizational leaders.
  - B) are common in small businesses but never occur in large firms.
  - C) are the most important characteristics of people with an external locus of control.
  - D) are called organizational citizenship.
  - E) are usually performed by people with low conscientiousness.

Answer: D

- 119) Sabotage, threatening harm, and insulting others represent:
- A) three dimensions of Schwartz's values model.
  - B) behaviours that are no longer found in organizations.
  - C) evidence of people with an introverted personality.
  - D) the most common forms of organizational citizenship.
  - E) three forms of counterproductive work behaviours.

Answer: E

- 120) Which of the following is considered counterproductive work behaviour?
- A) Theft.
  - B) Insulting others.
  - C) Deliberately withholding one's approval to inconvenience another person and cause them stress.
  - D) All of the answers are correct.
  - E) Theft and deliberately performing work incorrectly so the organization suffers a loss.

Answer: D

- 121) Which of the following is NOT one of the five categories of individual behaviour in organizations that is discussed in your text?
- A) Task performance.
  - B) Obeying orders.
  - C) Organizational citizenship.
  - D) Counterproductive work behaviours.
  - E) Joining and staying with the organization.

Answer: B

- 122) Generous sick leave policies are known to:
- A) increase employee lateness
  - B) increase absenteeism
  - C) improve organizational citizenship
  - D) increase voluntary turnover
  - E) increase absenteeism and voluntary turnover

Answer: B

- 123) Showing up at work when one's capacity to perform is significantly diminished by sickness, fatigue, personal problems, or other factors is an example of:
- A) counterproductive work behaviour
  - B) organizational citizenship behaviour
  - C) presenteeism
  - D) workaholic behaviour
  - E) employee loyalty

Answer: C

- 124) Which of the following statements about personality traits is FALSE?
- A) An individual's personality is identified by his or her behaviours.
  - B) Personality traits cause people to behave in almost exactly the same way in all situations.
  - C) An individual's personality cannot be observed.
  - D) An individual's personality is relatively stable from one year to the next.
  - E) The most common view is that personality is shaped by both heredity and environment.

Answer: B

- 125) The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to:
- A) values.
  - B) personality.
  - C) job satisfaction.
  - D) motivation.
  - E) locus of control.

Answer: B

- 126) An individual's personality:
- A) is formed only from childhood socialization and the environment.
  - B) changes several times throughout the year.
  - C) is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
  - D) All of the answers are correct.
  - E) is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

Answer: C

- 127) One ongoing dispute among psychologists is whether personality:
- A) is evident in all situations or is less constrained in some situations.
  - B) is evident through a person's behaviours or is only evident through blood tests.
  - C) is stable over several years or changes a few times each year.
  - D) really exists or is just a myth.
  - E) is formed completely from genetic code or is partly influenced by socialization and environmental conditions.

Answer: E

- 128) The main explanation why personality becomes more stable over time is that:
- A) people become less adaptable to change as they get older.
  - B) people become less open to new experiences.
  - C) life experiences cause personality to become more hidden from view.
  - D) as we age we form a clearer and more rigid, self-concept.
  - E) All of the answers are correct.

Answer: D

- 129) Which of the following statements about personality is FALSE?
- A) One's personality becomes more hidden over time.
  - B) On average, when people reach the age of 30 personality stabilizes.
  - C) Personality is heavily influenced by heredity.
  - D) Personality is influenced by both nature and nurture.
  - E) Some personality development and change occurs when people are young.

Answer: A

- 130) The "Big Five" personality dimensions represent:
- A) the aggregated clusters representing most known personality traits.
  - B) the personality traits caused by the environment rather than heredity.
  - C) all of the personality traits found in an ideal job applicant.
  - D) All of the answers are correct.
  - E) the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

Answer: A

- 131) The "Big Five" personality dimensions are identified by the acronym:  
A) VALUE      B) HAPPY      C) MBTIA      D) MARSE      E) CANOE

Answer: E

- 132) Which of the following is a "Big Five" personality dimension?  
A) Extraversion  
B) Grumpiness  
C) Locus of control  
D) Extraversion and openness to experience  
E) Openness to experience

Answer: D

- 133) All of these are "Big Five" personality dimensions EXCEPT:  
A) emotional stability.  
B) locus of control.  
C) extraversion.  
D) agreeableness.  
E) openness to experience.

Answer: B

- 134) Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?  
A) Agreeableness  
B) Emotional stability  
C) Locus of control  
D) Openness to experience  
E) Extraversion

Answer: A

- 135) Conscientiousness is one dimension of:  
A) Myers-Briggs Type Indicator.  
B) the MARS model.  
C) Schwartz's values model.  
D) All of the answers are correct.  
E) None of the answers apply.

Answer: E

- 136) Neuroticism is explicitly identified in:  
A) Schwartz's values model.  
B) Holland's theory of vocational choice.  
C) "Big Five" personality dimensions.  
D) the MARS model.  
E) the MARS model and the "Big Five" personality dimensions.

Answer: C

- 137) Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
- A) High neuroticism.
  - B) External locus of control.
  - C) High introversion.
  - D) External locus of control and high agreeableness.
  - E) High agreeableness.

Answer: E

- 138) Which "Big Five" personality dimension is most valuable for predicting job performance?
- A) Extraversion
  - B) Conscientiousness
  - C) Agreeableness
  - D) Openness to experience
  - E) Neuroticism

Answer: B

- 139) \_\_\_\_\_ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
- A) Extraversion
  - B) Agreeableness
  - C) Openness to experience
  - D) Neuroticism
  - E) Conscientiousness

Answer: D

- 140) Which of the following is a "Big Five" personality dimensions?
- A) Self-transcendence.
  - B) Narcissism.
  - C) Self-enhancement.
  - D) Openness to new experiences.
  - E) Locus of control.

Answer: D

- 141) Extraversion is one dimension of:
- A) "Big Five" personality dimensions.
  - B) the MARS model.
  - C) Schwartz's values model.
  - D) Myers-Briggs Type Indicator.
  - E) Cross-cultural values.

Answer: A

142) \_\_\_\_\_ characterizes people who are quiet, shy, and cautious.

- A) Intellectualism
- B) Openness to experience
- C) Introversion
- D) Conscientiousness
- E) Neuroticism

Answer: C

143) Jung's psychological types are measured in:

- A) the "Big Five" personality types.
- B) any instrument that also measures neuroticism.
- C) the Myers-Briggs Type Indicator.
- D) the self-monitoring personality test.
- E) the locus of control scale.

Answer: C

144) Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:

- A) thinking/feeling.
- B) sensing/intuition.
- C) extraversion/introversion.
- D) judging/perceiving.
- E) internal/external locus.

Answer: E

145) Sensing, thinking, and judging represent three dimensions of:

- A) Schwartz's values model.
- B) the "Big Five" personality dimensions.
- C) Holland's model of occupational choice.
- D) the MARS model.
- E) the Myers-Briggs Type Indicator

Answer: E

146) Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?

- A) The MBTI measures the personality traits in Jung's psychological types.
- B) The MBTI combines four pairs of traits.
- C) Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
- D) The MBTI is one of the most widely used personality tests in organizations.
- E) Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.

Answer: E

147) The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by \_\_\_\_\_.

- A) Carl Jung
- B) The "Big Five" personality trait model
- C) Victor Vroom
- D) Sigmund Freud
- E) Milton Rokeach

Answer: A

148) Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?

- A) Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
- B) The MBTI is no longer used in organizations.
- C) The MBTI combines 16 pairs of traits into four distinct types.
- D) The MBTI measures a person's self-esteem and self-efficacy.
- E) Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.

Answer: E

149) It has been reported in various studies that specific Big Five personality dimensions can predict which of the following?

- A) leadership.
- B) team performance.
- C) organizational citizenship.
- D) training performance.
- E) All of the answers are correct.

Answer: E

150) Which of the following is NOT a concern about personality testing discussed in your text?

- A) Such tests have the potential to violate one's right to privacy.
- B) Depending on how the results are used, the tests could unfairly discriminate against a specific group of people.
- C) Personality testing might convey an unfavourable image of the company.
- D) Some experts maintain there are better predictors of job performance than tests.
- E) Most personality tests are self-reported scales.

Answer: A

151) 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) A person's hierarchy of values typically changes a few times each year.
- C) The values that dominate a person's preferences differ across cultures.
- D) Values guide our decisions and actions.
- E) Values are arranged into a hierarchy of preferences.

Answer: B

152) Which of the following is LEAST connected to the topic of values?

- A) organizational culture.
- B) ethical sensitivity.
- C) moral intensity.
- D) collectivism.
- E) neuroticism.

Answer: E

153) Values are defined in your text as:

- A) beliefs about what is moral.
- B) an accounting concept imported into the field of organizational behaviour.
- C) a person's beliefs about the amount of control they have over their actions.
- D) personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.
- E) stable, evaluative beliefs that guide our preferences for outcome in a variety of situations.

Answer: E

154) Schwartz's values model includes all of the following EXCEPT:

- A) Utilitarianism.
- B) Security.
- C) Self-direction.
- D) Hedonism.
- E) Universalism.

Answer: A

155) Schwartz's model organizes \_\_\_\_\_ into \_\_\_\_\_.

- A) personality traits; six dimensions
- B) needs; three statistical formulas
- C) emotions; a time line
- D) values; a hierarchy
- E) values; ten dimensions

Answer: E

156) All of the following are domains in Schwartz's values model EXCEPT:

- A) Stimulation.
- B) Power.
- C) Conscientiousness.
- D) Conformity.
- E) Tradition.

Answer: C

- 157) The main reason why a person's values do not always influence his or her behaviour is that:
- A) values tend to be too abstract to see the connection to specific situations.
  - B) values usually conflict with each other, making it difficult to determine which value to apply.
  - C) the values are too specific.
  - D) values affect a person's ability but not his or her motivation to act.
  - E) values never affect behaviour under any circumstances.

Answer: A

- 158) Employees are more likely to apply their personal values to their behaviour when:
- A) the values are abstract.
  - B) those values conflict with the organization's values.
  - C) someone reminds them of those values.
  - D) All of the answers are correct.
  - E) None of the answers apply.

Answer: C

- 159) Incongruence between a company's dominant values and an employee's values is known to:
- A) increase the chance that the employee's decisions will differ from the organization's preferences.
  - B) increase the employee's probability of quitting.
  - C) affect the employee's job satisfaction.
  - D) increase employee stress.
  - E) All of the answers are correct.

Answer: E

- 160) Espoused-enacted values congruence occurs when:
- A) an employee's personal values are similar to the values of other employees on the same team.
  - B) an organization's values are consistent with the dominant values of the culture in which it operates.
  - C) an employee and his or her spouse have similar values.
  - D) an employee's personal values are consistent with the organization's values.
  - E) None of the answers apply.

Answer: E

- 161) The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized 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) professional values.
  - B) espoused values.
  - C) organizational values.
  - D) enacted values.
  - E) ethical values.

Answer: B

- 162) Ethics is most closely related to:
- A) ability.
  - B) values.
  - C) personality.
  - D) locus of control.
  - E) the Myers-Briggs type Indicator.

Answer: B

- 163) Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
- A) Moral intensity
  - B) Sensing
  - C) Self-monitoring
  - D) Ethics
  - E) Conscientiousness

Answer: D

- 164) Which of the following is identified in the textbook as an ethical principle?
- A) Humanitarianism.
  - B) Moralism.
  - C) Egalitarianism.
  - D) Environmentalism.
  - E) Utilitarianism.

Answer: E

- 165) One problem with the utilitarian principle of ethics is that:
- A) it is impossible to determine what factors should be relevant when distributing rewards.
  - B) it is difficult to predict the "trickle down" benefits to the least well off in society.
  - C) not all utilitarian rights are protected by law.
  - D) it judges morality by the results but not by the means to attaining those results.
  - E) the utilitarian principle has never been accepted by ethics experts as an ethical principle.

Answer: D

166) Which of the following is NOT a factor that influences perceived moral intensity?

- A) Concentration of effect.
- B) Economic impact.
- C) Temporal immediacy.
- D) Magnitude of consequences.
- E) Proximity.

Answer: B

167) When assessing the ethics of a decision, you should:

- A) rely mainly on your level of collectivism.
- B) avoid considering the decision's moral intensity until after the decision has been made.
- C) consider its implications against all three principles described in the textbook.
- D) rely mainly on the utilitarianism principle.
- E) apply any one—but NEVER more than one—of the four ethics principles to evaluate the decision.

Answer: C

168) Which of the following is an ethical principle stating that people have entitlements allowing them to act in a certain way?

- A) Utilitarianism.
- B) Individual rights.
- C) Ethical sensitivity.
- D) Distributive justice.
- E) Moral intensity.

Answer: B

169) The main limitation of the individual rights principle is that:

- A) it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.
- B) it really isn't an ethical principle at all.
- C) it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
- D) some individual rights conflict with other individual rights.
- E) it can degenerate into unjust favoritism.

Answer: D

170) Senior executives at CyberForm must make a decision that will affect many people, and where the decision may produce good or bad consequences for those affected. This decision:

- A) is one in which decision makers should rely only on the utilitarianism rule of ethics.
- B) has a high degree of moral intensity.
- C) has a low degree of ethical sensitivity.
- D) requires a low duty to care.
- E) has a high degree of ethical sensitivity.

Answer: B

171) Moral intensity is higher when:

- A) the issue produces good decisions but not bad decisions.
- B) the decision maker is neutral and far removed from the issue or its consequences.
- C) the decision has little or no effect on other people.
- D) All of the answers are correct.
- E) None of the answers apply.

Answer: E

172) People who have high moral sensitivity:

- A) tend to have more information about the specific situation.
- B) tend to have higher empathy.
- C) are always more ethical than people with a moderate or low level of ethical sensitivity.
- D) All of the answers are correct.
- E) tend to have higher empathy and tend to have more information about the specific situation.

Answer: E

173) According to your text, which of the following is considered a moral intensity factor?

- A) Social consensus.
- B) Economic impact.
- C) Environmental impact.
- D) Social impact.
- E) None of the answers apply.

Answer: A

174) The ability to recognize the presence and determine the relative importance of an ethical issue is known as:

- A) moral sensitivity.
- B) moral intensity.
- C) neuroticism.
- D) utilitarianism.
- E) uncertainty avoidance.

Answer: A

175) Which of the following statements about ethical codes of conducts is FALSE?

- A) Many organizations provide ethics training.
- B) They establish the organization's ethical standards and inform employees.
- C) Written ethical codes prevent unethical behaviour.
- D) They signal how seriously the organization views the issue of ethics.
- E) Most large and medium-size organizations in Canada have such codes.

Answer: C

176) Moral intensity is higher when:

- A) it takes longer to make an ethical decision.
- B) the decision is made by a few people who are highly ethical.
- C) many people agree the action is ethically good or bad.
- D) there are no clear legal guidelines to guide decision makers.
- E) All of the answers are correct.

Answer: C

177) According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by

- A) punishing wrongdoers.
- B) establishing a set of shared values that reinforce ethical conduct.
- C) communicating ethical codes of conduct to employees.
- D) writing codes of ethics.
- E) providing ethics training.

Answer: B

178) Which moral intensity factor best relates to the question, "How many people are affected by this action?"

- A) Probability effect
- B) Magnitude effect
- C) Concentration of effect
- D) Butterfly effect
- E) Immediacy of effect

Answer: C

179) People who value their independence and personal uniqueness have:

- A) high individualism and low collectivism.
- B) low collectivism.
- C) high power distance.
- D) high individualism.
- E) low uncertainty avoidance.

Answer: D

180) Which of the following statements about cross-cultural values is TRUE?

- A) People with high power distance value independence and personal uniqueness.
- B) People with low uncertainty avoidance must also have high power distance.
- C) People with a high achievement-orientation emphasize relationships and the well-being of others.
- D) People with high individualism can have any level (high or low) of collectivism.
- E) People in almost all cultures have high uncertainty avoidance.

Answer: D

181) People with high collectivism:

- A) accept unequal distribution of power.
- B) value thrift, savings, and persistence.
- C) value harmonious relationships in the groups to which they belong.
- D) also have low individualism.
- E) also have low individualism and value harmonious relationships in the groups to which they belong.

Answer: C

182) Employees from cultures with a high power distance are more likely to:

- A) readily accept the high status of other people in the organization.
- B) avoid people in positions of power.
- C) encourage consensus-oriented decision making.
- D) use their existing power to gain more power.
- E) give their power to others as a sign of friendship.

Answer: A

183) The cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society refers to \_\_\_\_\_.

- A) submissiveness
- B) power differential
- C) power imbalance tolerance
- D) inequality tolerance
- E) power distance

Answer: E

184) The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called \_\_\_\_\_.

- A) risk tolerance
- B) high uncertainty avoidance
- C) ambiguity tolerance
- D) uncertainty avoidance
- E) self-confidence

Answer: D

185) People with a high \_\_\_\_\_ value assertiveness, competitiveness, and materialism.

- A) power distance
- B) achievement orientation
- C) uncertainty avoidance
- D) collectivism
- E) individualism

Answer: B

186) Which of the following countries generally has high achievement orientation values?

- A) Japan
- B) Canada
- C) Russia
- D) The Netherlands
- E) Sweden

Answer: A

187) Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Motowa's culture would have:

- A) low uncertainty avoidance and high individualism.
- B) a high power distance and nurturing orientation.
- C) high collectivism and short-term orientation.
- D) low power distance and strong nurturing orientation.
- E) None of the answers apply.

Answer: B

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

- A) High nurturing orientation.
- B) High uncertainty avoidance.
- C) High individualism.
- D) Low uncertainty avoidance.
- E) High collectivism.

Answer: E

189) Canadians tend to have:

- A) a high nurturing-orientation value.
- B) a high nurturing-orientation value and a low individualistic value orientation.
- C) a high collectivism value orientation.
- D) a high individualistic value orientation.
- E) a low individualistic value orientation.

Answer: D

190) In the section on cross-cultural values, the authors warn that:

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

Answer: D

- 191) In Canada, Anglophone and Francophone values:
- A) have converged (become more similar) in recent years.
  - B) have become increasingly different from each other in recent years.
  - C) are identical to each other.
  - D) are almost completely opposite to each other.
  - E) do not really exist.

Answer: A

- 192) Which of these cultures within Canada has a high collectivist value orientation?
- A) Allophone Canadians
  - B) Francophone Canadians
  - C) Anglophone Canadians
  - D) First Nations people in Canada
  - E) None of these cultures has a high collectivist orientation.

Answer: D

- 193) Which of the following cultures has/have the strongest preference for patriarchal authority?
- A) Francophone Canadians
  - B) Anglophone Canadians
  - C) Americans
  - D) All of the answers are correct.
  - E) Anglophone and Francophone Canadians

Answer: C

- 194) Compared with Americans, Canadians are more likely to
- A) be associated with a religious institution.
  - B) value patriarchal authority.
  - C) question authority.
  - D) be materialistic.
  - E) None of the answers apply.

Answer: C

- 195) Studies comparing American and Canadian values indicate that:
- A) American values are closer to Francophone than Anglophone values.
  - B) Canadians have lower tolerance for moral permissiveness than do Americans.
  - C) American and Canadian values have become more similar in recent years.
  - D) All of the answers are correct.
  - E) None of the answers apply.

Answer: E

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.**

- 196) The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this "lateness" behaviour.

Answer: The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do working late the previous day. (While both policies should be reviewed, the point here is that role perceptions may be inconsistent with the executive's expectations.)

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

- 197) Employees in the company's warehouse are making numerous errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this person-job matching.

Answer: The textbook identifies the following three strategies. Students should describe each of these:

Select qualified applicants. This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training. Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job. This involves re-assigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skill knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.

198) Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

Answer: Students should answer this question by describing the four causes of individual behaviour and these causes to the situation.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to conduct sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Motivation. Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not motivated by the company's compensation system.

Role perceptions. Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Situational factors. Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company's warehouse, resulting in a lack of sales.

199) Contrast organizational citizenship behaviour with task performance.

Answer: Task performance refers to goal-oriented activities that are under the individual's control. As goal performance standards and objectives are explicitly required by the organization for employees' jobs.

Organizational citizenship behaviours, on the other hand, are activities that extend beyond the tasks normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements.

200) Explain why you agree or disagree with the following statement: "Hiring and keeping talented employees is the most important task for managers."

Answer: a) Task performance, organizational citizenship, and the lack of counterproductive work behavior are obviously important, but if qualified people don't join and stay with the organization, none of the performance-related behaviours would occur.

b) Attracting and retaining talented people is becoming particularly important as worries about shortages heat up. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.

c) Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.

201) An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits **SHOULD** be considered in the selection process and provide arguments for your position.

Answer: Students should be evaluated not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook presents two arguments in favour of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits may affect the types of jobs in which people are interested. In fact, vocational counsellors use personality testing to determine vocational interests. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviours (see Chapter 1).

202) Explain the three distinct types of ethical principles and discuss the limitations of each:

Answer: The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of our decisions, particularly when many stakeholders have wide-ranging needs and values.

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree on who is "similar" and what factors are "relevant."

203) Comment on the accuracy of the following statement and explain your answer:

"Organizations are most successful when employee values are identical to the company's dominant values."

Answer: This statement is FALSE. To answer this question fully, students should note both the benefits of values congruence and the problems with having perfect congruence.

In terms of benefits of congruence, the textbook explains that incongruence causes several negative outcomes. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

The problem with identical values—that is, perfect congruence—is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

204) Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

Answer: First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve some of the decision-making dilemmas they face. Second, the value of the ethics code would increase if sales representatives received training on ethical conduct. These seminars help employees work through ethical dilemmas by applying the corporate code of ethical conduct. The long-term objective is to help participants internalize these standards so that ethical considerations are addressed almost intuitively. Third, the organization should develop an ethics committee consisting of senior management, sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that are presented to them as well as dilemmas that might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behaviour should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.

205) A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.

Answer: Power distance is the extent that people accept unequal distribution of power in a society. This should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. They also prefer resolving differences or conflicts with their boss indirectly through formal procedures rather than directly.

In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict their boss.

206) A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism. The visitor then pointed out how this is completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, one can easily determine a person's level of collectivism, individualism, uncertainty avoidance, and achievement-nurturing orientation. Identify and discuss three concerns about cross-cultural knowledge the visiting professor's statements should pay attention to.

Answer: Here are the three areas of concerns:

One is that many research studies have relied on small, convenient samples, and these studies draw conclusions that might not generalize to the cultures they represent.

Second is that cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. While this assumption may be true, in some countries, (particularly if isolated and lack immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.

## Answer Key

Testname: UNTITLED24

- 1) FALSE
- 2) TRUE
- 3) TRUE
- 4) TRUE
- 5) FALSE
- 6) FALSE
- 7) FALSE
- 8) FALSE
- 9) TRUE
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- 37) TRUE
- 38) FALSE
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- 41) FALSE
- 42) FALSE
- 43) TRUE
- 44) TRUE
- 45) FALSE
- 46) TRUE
- 47) TRUE
- 48) TRUE
- 49) FALSE
- 50) TRUE

## Answer Key

Testname: UNTITLED24

- 51) TRUE
- 52) TRUE
- 53) TRUE
- 54) TRUE
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- 85) TRUE
- 86) TRUE
- 87) TRUE
- 88) TRUE
- 89) FALSE
- 90) TRUE
- 91) A
- 92) D
- 93) B
- 94) C
- 95) E
- 96) D
- 97) B
- 98) B
- 99) E
- 100) B

## Answer Key

Testname: UNTITLED24

- 101) C
- 102) A
- 103) D
- 104) A
- 105) D
- 106) A
- 107) C
- 108) B
- 109) C
- 110) B
- 111) B
- 112) B
- 113) A
- 114) A
- 115) E
- 116) D
- 117) B
- 118) D
- 119) E
- 120) D
- 121) B
- 122) B
- 123) C
- 124) B
- 125) B
- 126) C
- 127) E
- 128) D
- 129) A
- 130) A
- 131) E
- 132) D
- 133) B
- 134) A
- 135) E
- 136) C
- 137) E
- 138) B
- 139) D
- 140) D
- 141) A
- 142) C
- 143) C
- 144) E
- 145) E
- 146) E
- 147) A
- 148) E
- 149) E
- 150) A

## Answer Key

Testname: UNTITLED24

- 151) B
- 152) E
- 153) E
- 154) A
- 155) E
- 156) C
- 157) A
- 158) C
- 159) E
- 160) E
- 161) B
- 162) B
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- 167) C
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- 169) D
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- 172) E
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- 175) C
- 176) C
- 177) B
- 178) C
- 179) D
- 180) D
- 181) C
- 182) A
- 183) E
- 184) D
- 185) B
- 186) A
- 187) B
- 188) E
- 189) D
- 190) D
- 191) A
- 192) D
- 193) C
- 194) C
- 195) E

## Answer Key

Testname: UNTITLED24

196) The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. (While both policies are reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive's expectations.)

Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a "lateness culture" in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

197) The textbook identifies the following three strategies. Students should describe each of these:

Select qualified applicants. This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

Provide training. Employees who lack certain skills and knowledge should receive training in those areas.

Redesign the job. This involves re-assigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory system, then this person might be assigned only the task of stocking inventory.

## Answer Key

Testname: UNTITLED24

- 198) Students should answer this question by describing the four causes of individual behaviour and applying them to the situation.

**Ability.** It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

**Motivation.** Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company's compensation system.

**Role perceptions.** Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

**Situational factors.** Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company's warehouse, resulting in lack of sales.

- 199) Task performance refers to goal-oriented activities that are under the individual's control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs.

Organizational citizenship behaviours, on the other hand, are activities that extend beyond the task normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements.

- 200) a) Task performance, organizational citizenship, and the lack of counterproductive work behaviours are obviously important, but if qualified people don't join and stay with the organization, none of these performance-related behaviours would occur.

b) Attracting and retaining talented people is becoming particularly important as worries about skills shortages increase. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.

c) Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.

## Answer Key

Testname: UNTITLED24

- 201) Students should be evaluated not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook presents two arguments in favour of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits may affect the types of jobs in which people are interested. In fact, vocational counsellors use personality testing to determine vocational interests. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviours (see Chapter 1).
- 202) The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree on who is "similar" and what factors are "relevant."

## Answer Key

Testname: UNTITLED24

- 203) This statement is FALSE. To answer this question fully, students should note both the benefits of having values congruence and the problems with having perfect congruence.

In terms of benefits of congruence, the textbook explains that incongruence causes several negative outcomes. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

The problem with identical values—that is, perfect congruence—is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

- 204) First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve some of the decision-making dilemmas they face. Second, the value of the ethics code would increase if sales representatives received training on ethical conduct. These seminars help employees work through ethical dilemmas by applying the corporate code of ethical conduct. The long-term objective is to help participants internalize these standards so that ethical considerations are addressed almost intuitively. Third, the organization should develop an ethics committee consisting of senior management, sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that are presented to them as well as dilemmas that might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behaviour should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.
- 205) Power distance is the extent that people accept unequal distribution of power in a society. This answer should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from superiors without consultation or debate. They also prefer resolving differences or contradicting their boss indirectly through formal procedures rather than directly.

In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict their boss.

Answer Key

Testname: UNTITLED24

206) Here are the three areas of concerns:

One is that many research studies have relied on small, convenient samples, and these studies may draw conclusions that might not generalize to the cultures they represent.

Second is that cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. While this assumption may be true, in some countries, (particularly if isolated and lacking immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.