

CHAPTER 8: SOCIAL INFLUENCE, SOCIALIZATION AND CULTURE

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

- 1) Which motive for conformity most clearly involves effect dependence? 1) _____
 - A) Socialization
 - B) Internalization
 - C) Dissension
 - D) Identification
 - E) Compliance

- 2) If I conform to my boss's wishes because of identification, I am conforming because 2) _____
 - A) I believe the issues at hand are difficult and ambiguous.
 - B) I see myself as similar to her.
 - C) I might be able to get her to recommend me for promotion.
 - D) I absolutely believe, trust, and accept her directives.
 - E) I'm afraid of her.

- 3) Which of the following is NOT a characteristic of compliance? 3) _____
 - A) It is the simplest, most direct motive for conformity to group norms.
 - B) It primarily involves effect dependence.
 - C) It occurs because a member subscribes to the beliefs and values underlying the norm.
 - D) It occurs because a member wishes to acquire rewards.
 - E) It occurs because a member wishes to avoid punishment.

- 4) Which of the following best explains why most religious leaders conform to the norms of their religion? 4) _____
 - A) Information dependence.
 - B) Identification.
 - C) Internalization.
 - D) Effect dependence.
 - E) Compliance.

- 5) What is the most likely motive for mere compliance to a request? 5) _____
 - A) You are afraid of the person making the request.
 - B) You truly believe in the idea underlying the request.
 - C) You like the person making the request.
 - D) The request is easy and straightforward.
 - E) You identify with the person making the request.

- 6) From first stage to last stage, which of the following sequences accurately portrays the stages of organizational socialization? 6) _____
 - A) Role management; anticipatory socialization; encounter
 - B) Anticipatory socialization; role management; encounter
 - C) Encounter; anticipatory socialization; role management
 - D) Encounter; role management; anticipatory socialization
 - E) Anticipatory socialization; encounter; role management

- 7) In his last year of college, even before he took a job with a conservative bank,

Randall 7)
began
wearing
three
piece
suits
regularly.
To which
stage of
socializat
ion does
this
example
refer?

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- A) Encounter
- B) Anticipatory socialization
- C) Identification
- D) Role management
- E) Debasement

8) A psychological contract is

8) _____

- A) the set of beliefs held by employees concerning the reciprocal obligations between them and their employer.
- B) the process by which people learn the norms required to function in an organization.
- C) the shared beliefs, values and assumptions that exist in an organization.
- D) conformity to a social norm prompted by the desire to acquire rewards.
- E) an explicit agreement between a worker and their employer which states the pay and benefits offered in exchange for work.

9) The first day on his new job, John's experienced workmates sent him to the equipment shed to ask the attendant for a ridiculously named, nonexistent tool. John came back very embarrassed, much to their amusement. This is not an example of

9) _____

- A) hazing.
- B) a realistic job preview.
- C) socialization.
- D) a divestiture tactic.
- E) debasement.

10) Given the research findings, an organization would most likely introduce realistic job previews to

10) _____

- A) reduce turnover.
- B) reduce the effects of socialization.
- C) increase the rate of job offer acceptance by applicants.
- D) increase applicant expectations about the job.
- E) reduce absenteeism.

11) What socialization tactics are also known as debasement or hazing?

11) _____

- A) serial

- B) disjunctive
- C) investiture
- D) divestiture
- E) random

- 12) At which stage of socialization is the new organizational member most likely to be information dependent and effect dependent on experienced organizational members? 12) _____
- A) Role management
 - B) Encounter
 - C) Identification
 - D) Internalization
 - E) Anticipatory socialization
- 13) Even before he graduated from business school, Stan replaced his knapsack with an expensive leather briefcase. This is an example of 13) _____
- A) a strong culture.
 - B) debasement.
 - C) collective socialization.
 - D) anticipatory socialization.
 - E) a realistic job preview.
- 14) Alan acts in accordance with group norms because he believes that the norms are truly right. He _____ the norms. 14) _____
- A) is complying with
 - B) has internalized
 - C) is dissenting from
 - D) is imitating
 - E) is identifying with
- 15) What do newcomers need to learn about during the socialization process? 15) _____
- A) Health and safety issues, terms and conditions of employment, psychological contract, organizational procedures.
 - B) Task, performance expectations, psychological contract, organization.
 - C) Task, role, group, organization.
 - D) Performance expectations, psychological contract, culture, task.
 - E) Career and psychosocial functions.
- 16) Which is the best example of collective socialization? 16) _____
- A) On-the-job training
 - B) An apprenticeship
 - C) Marine Corps boot camp
 - D) Mentoring
 - E) Any manager-employee relationship
- 17) As normally practiced, a realistic job preview 17) _____
- A) concentrates on the bad aspects of the job.
 - B) permits a person to try out the job for a couple of weeks.
 - C) is put in place to reduce employee absenteeism.
 - D) increases the likelihood of job offer acceptance by applicants.

E) portrays both the good and bad aspects of the job.

- 18) The patriotic soldier truly agreed with the statement, "My country, right or wrong." His agreement is indicative of 18) _____
- A) dissension.
 - B) compliance.
 - C) identification.
 - D) internalization.
 - E) effect dependence.
- 19) Person-organization fit refers to 19) _____
- A) the match between an employee's goals and the goals of the organization.
 - B) the match between an employee's personality and the personality of other members of the organization.
 - C) the match between an employee's knowledge, skills, and abilities and the requirements of a job.
 - D) the match between an employee's personal values and the values of the organization.
 - E) the match between an employee's expectations and the expectations of the organization.
- 20) Research indicates that the expectations people have about organizations before they actually join them 20) _____
- A) are unrealistically high.
 - B) are extremely vague.
 - C) are unrealistically low.
 - D) are amazingly accurate.
 - E) are unbelievably poor.
- 21) Collective socialization is not used to 21) _____
- A) socialize police officer recruits in a large urban police force.
 - B) encourage individuality in the way jobs are performed.
 - C) train soldiers in army boot camp.
 - D) promote loyalty to the organization.
 - E) promote uniform behaviour among organizational members.
- 22) Organizations that handle a substantial proportion of their own socialization rather than relying on external agents to socialize their members 22) _____
- A) expect their recruits to enter the organization with a high degree of anticipatory socialization.
 - B) are less susceptible to inbreeding.
 - C) wish to foster reliable, stable job behaviour over time.
 - D) don't socialize very extensively and pretty much accept recruits as they are.
 - E) are especially open to new ideas and procedures.
- 23) Which person least likely experienced collective socialization with regard to her work? 23) _____
- A) An airline cabin attendant
 - B) A novelist

- C) A police officer
- D) A soldier
- E) An IBM salesperson

- 24) Which practice is most likely to lead to uniform conformity to a standard set of organizational norms? 24) _____
- A) Disjunctive socialization
 - B) Socialization by external agents
 - C) Collective socialization
 - D) Individual socialization
 - E) Socialization via debasement
- 25) The tailor sent the eager apprentice out to find some (nonexistent) striped thread. This is 25) _____
- A) debasement.
 - B) divestiture tactic.
 - C) hazing.
 - D) socialization.
 - E) all of the above.
- 26) Institutionalized socialization involves all of the following tactics EXCEPT: 26) _____
- A) disjunctive
 - B) collective
 - C) fixed
 - D) investiture
 - E) serial
- 27) Individualized socialization involves all of the following tactics EXCEPT: 27) _____
- A) serial
 - B) variable
 - C) informal
 - D) disjunctive
 - E) random
- 28) Mentoring provides a number of career enhancing benefits for the apprentice. These include 28) _____
- A) sponsorship, exposure and visibility, and developmental assignments.
 - B) recognition and a "positive reinforcer" for being included in such a program.
 - C) acceptance and confirmation, optimal levels of stress, and financial incentives.
 - D) rigorous divestiture and debasement experiences.
 - E) special tours of company facilities and presentations by top managers.
- 29) Research on women and mentoring suggests that 29) _____
- A) women generally make better mentors than men.
 - B) women who make it to executive positions invariably have had a mentor earlier in their careers.
 - C) men have far more problems establishing this relationship due to

the threat they pose to their mentors.

- D) women, unlike men, build successful careers through peer relationships rather than linking up with a mentor.
- E) women tend to link up with male mentors and men tend to link up with female mentors because cross-gender dynamics help cement these relationships.

30) There are a number of career functions of mentoring. Which of the following is NOT a mentoring career function? 30) _____

- A) sponsorship
- B) discipline
- C) visibility
- D) coaching
- E) developmental assignments

31) Which mentoring relationship is most likely to experience difficulties? 31) _____

- A) male protege, male mentor
- B) visible minority protege, visible minority mentor
- C) female protege, male mentor
- D) male protege, female mentor
- E) female protege, female mentor

32) The hardware division and the software division had rather different beliefs, values, and assumptions. This illustrates the operation of 32) _____

- A) strong cultures.
- B) symbolic cultures.
- C) ritual cultures.
- D) pathological cultures.
- E) subcultures.

33) Which of the following is NOT a benefit of developing and maintaining a strong organizational culture? 33) _____

- A) Increased financial success
- B) Increased coordination
- C) Resistance to change
- D) Ease of conflict resolution
- E) Improved communication

34) Stories about events in organizations 34) _____

- A) are not meant to communicate how things work.
- B) reflect several common themes across organizational cultures.
- C) are a poor source of information about an organization's culture.
- D) are of historical value but fail to capture the essence of the organization's current culture.
- E) generally have a good version only.

35) Which of the following is a benefit of developing and maintaining a strong organizational culture? 35) _____

- A) Pathological behaviours.
- B) Increased dissension.
- C) Culture clash.
- D) Resistance to change.

E) Conflict resolution.

- 36) Organizational cultures that involve intense and pervasive beliefs, values, and assumptions are called _____ cultures. 36) _____
- A) sub
 - B) symbolic
 - C) strong
 - D) pathological
 - E) ritual
- 37) Which of the following statements about strong organizational cultures is FALSE? 37) _____
- A) They engage in extensive socialization of organizational members.
 - B) They can damage a firm's ability to innovate.
 - C) They can be pathological.
 - D) They have a strong impact on organizational members.
 - E) They always contribute to organizational success.
- 38) A meticulous step-by-step socialization process is characteristic of organizations with 38) _____
- A) mature cultures.
 - B) individualized socialization.
 - C) subcultures.
 - D) strong cultures.
 - E) pathological cultures.
- 39) Organizations with strong cultures tend NOT to 39) _____
- A) have rituals.
 - B) merge well with each other.
 - C) use careful and protracted socialization practices.
 - D) have symbols.
 - E) remember their founders.
- 40) Mary Kay Cosmetics gives top performers pink Cadillacs during sales meetings that have the flavour of a Hollywood premiere. This illustrates how 40) _____
- A) debasement can enhance the socialization process.
 - B) compliance is the truest motive for conformity.
 - C) individual socialization can overpower collective socialization.
 - D) rituals can shape an organization's culture.
 - E) some strong cultures can become pathological.
- 41) Bill Gates's impact on Microsoft illustrates 41) _____
- A) how the founder can shape an organizational culture.
 - B) how the values of an organization rarely reflect those of its founder.
 - C) the dilemmas of organizational socialization.
 - D) the liability of a strong organizational culture.
 - E) the limits of using socialization to mold the organizational culture.
- 42) Which of the following depicts the socialization process? 42) _____
- A) Socialization methods → Anticipatory socialization → Encounter

stage

- B) Distal outcomes → Proximal outcomes → Socialization methods
- C) Socialization methods → Distal outcomes → Proximal outcomes
- D) Socialization methods → Proximal outcomes → Distal outcomes
- E) Socialization methods → Encounter stage → Outcomes

- 43) Person-job fit refers to the _____
- A) match between an employee's personality and the personality of the organization.
 - B) match between an employee's personal values and the requirements of a job.
 - C) match between an employee's knowledge, skills, and abilities and the requirements of a job.
 - D) match between an employee's personality and the requirements of a job.
 - E) match between an employee's previous work experience and new job.
- 44) At what stage of the socialization process is the organization looking for an acceptable degree of conformity to organizational norms? _____
- A) Encounter stage.
 - B) Anticipatory stage.
 - C) It depends on the organization.
 - D) Role management stage.
 - E) Anticipatory stage and encounter stage.
- 45) What is the main content of most orientation programs? _____
- A) Health and safety, terms and conditions of employment, information about the career opportunities.
 - B) Performance expectations, terms and conditions of employment, information about the organization.
 - C) Health and safety, terms and conditions of employment, information about the organization.
 - D) Health and safety, terms and conditions of employment, information about the socialization process.
 - E) Performance expectations, terms and conditions of employment, information about career opportunities.
- 46) Institutionalized socialization tactics are especially effective in _____
- A) inducing individual behaviour.
 - B) inducing ethical behaviour.
 - C) inducing risk-taking behaviour.
 - D) inducing creative behaviour.
 - E) inducing uniform behaviour.
- 47) Which of the following is a psychosocial function of mentoring? _____
- A) Developmental assignments
 - B) Sponsorship
 - C) Exposure and visibility
 - D) Coaching and feedback
 - E) Role modelling

- 48) Research on formal mentoring programs indicates that 48) _____
A) they rarely if ever result in beneficial outcomes
B) they are not nearly as beneficial as informal mentoring
C) they are more beneficial than informal mentoring
D) they are most beneficial for women
E) they are just as beneficial as informal mentoring
- 49) Research on mentoring indicates that mentoring is 49) _____
A) only critical to career success when it is informal.
B) more critical to men's career success than it is to women's.
C) more critical to women's career success than it is to men's.
D) not very critical for the career success of men or women.
E) just as critical to men's career success as it is to women's.
- 50) Which of the following best describes cross-race mentoring relationships? 50) _____
A) They focus more on psychosocial functions than career functions of mentoring.
B) They do not focus on either psychosocial functions or career functions of mentoring.
C) They focus mostly on diversity issues and overcoming discrimination.
D) They focus on both psychosocial functions and career functions of mentoring.
E) They focus more on career functions than psychosocial functions of mentoring.
- 51) What kind of information do newcomers tend to seek out the most? 51) _____
A) Group information
B) Role information.
C) Realistic information.
D) Task information.
E) Organization information.
- 52) What source do newcomers primarily rely on to acquire information? 52) _____
A) supervisors
B) mentors
C) co-workers
D) observation
E) written documents
- 53) During the early period of socialization, what kind of information do newcomers seek from most to least? 53) _____
A) role, task, group, organization
B) task, role, organization, group
C) task, role, group, organization
D) task, group, role, organization
E) task, organization, role, group
- 54) All of the following are proximal socialization outcomes except for 54) _____
A) task mastery
B) role conflict
C) learning

- D) organizational identification
- E) social integration

- 55) All of the following are distal socialization outcomes except for 55) _____
- A) organizational identification
 - B) organizational citizenship behaviour
 - C) person-job fit
 - D) stress
 - E) organizational commitment
- 56) Soon after starting a new job, Carman begins to define herself in terms of the organization and what it is perceived to represent. What is this called? 56) _____
- A) person-organization fit
 - B) social integration
 - C) organizational identification
 - D) person-job fit
 - E) internalization
- 57) What issues underlie organizational stories? 57) _____
- A) integrity, honesty, and control
 - B) equality, security, and control
 - C) independence, safety, and security
 - D) fairness, safety, and honesty
 - E) honesty, security, and control
- 58) All of the following are common themes that underlie organizational stories except 58) _____
- A) Is the big boss human?
 - B) Will I get promoted?
 - C) How will the boss react to mistakes?
 - D) Will I get fired?
 - E) How will the organization deal with obstacles
- 59) Flight Centre's monthly parties called "buzz nights" are a good example of 59) _____
- A) subcultures
 - B) symbols
 - C) the founder's role
 - D) rituals
 - E) stories
- 60) What does Disney, Flight Centre, and Mary Kay Cosmetics have in common? 60) _____
- A) stories
 - B) step-by-step socialization process
 - C) symbols
 - D) rituals
 - E) subcultures
- 61) All of the following are part of a careful step-by-step socialization process except 61) _____

- A) mentoring
- B) reward and promotion
- C) role models
- D) selecting employees
- E) exposure to core culture

62) What does Enron, WorldCom, and NASA have in common? 62) _____

- A) culture clash
- B) resistance to change
- C) financial success
- D) subcultures
- E) pathological cultures

63) Which of the following provides a good example of resistance to change? 63) _____

- A) NASA
- B) Enron
- C) WorldCom
- D) Oracle Corporation
- E) Compaq

64) Which of the following is a good example of resistance to change and top management's role in shaping organizational culture? 64) _____

- A) Compaq
- B) NASA
- C) Enron
- D) IBM
- E) WorldCom

65) Which of the following is a good example of culture clash? 65) _____

- A) NASA
- B) WorldCom
- C) Hewlett-Packard
- D) IBM
- E) Oracle Corporation

66) What company was ranked as having the most admired Canadian corporate culture in Canada? 66) _____

- A) Hilti (Canada) Corp.
- B) Yellow Pages Group
- C) WestJet Airlines
- D) Flight Centre
- E) Suncor Energy Inc.

67) Salma has just started a new job and is explaining the reciprocal obligations and promises between her and her organization. What is she talking about? 67) _____

- A) realistic job preview
- B) culture
- C) norms
- D) compliance
- E) psychological contract

- 68) Psychological contract breach can occur for the following reasons except 68) _____
for
- A) too many newcomers hired at the same time
 - B) downsizing
 - C) recruiters promise more than the organization can provide
 - D) restructuring
 - E) newcomers lack sufficient information to form accurate perceptions
- 69) If a recruiter promises you more than an organization can provide, what 69) _____
might happen after you join the organization?
- A) compliance
 - B) individualized socialization
 - C) institutionalized socialization
 - D) psychological contract breach
 - E) downsizing
- 70) If an organization wants to prevent newcomers from experiencing a 70) _____
reality shock when they join the organization, what should they do?
- A) avoid psychological contract breach
 - B) have a formal mentoring program
 - C) use institutionalized socialization tactics
 - D) provide an orientation program
 - E) provide a realistic job preview
- 71) What does "self-selection" refer to? 71) _____
- A) selecting the type of socialization program you want
 - B) choosing to withdraw from the selection process
 - C) proactive socialization
 - D) selecting the type of mentor you want
 - E) self-socialization
- 72) All of the following are common examples of collective socialization 72) _____
except for
- A) apprenticeships
 - B) army boot camps
 - C) airline attendants
 - D) fraternity pledge classes
 - E) salespeople
- 73) What socialization tactic involves a fixed sequence of steps leading to 73) _____
the assumption of the role?
- A) collective
 - B) sequential
 - C) fixed
 - D) serial
 - E) formal
- 74) Your socialization will require you to attend two days of orientation 74) _____
followed by one week of classroom training, then one month of
on-the-job training. You will then be assigned a mentor for the next six
months. What is this called?

- A) investiture socialization
- B) formal socialization
- C) fixed socialization
- D) serial socialization
- E) sequential socialization

75) Kamal has begun a new job and his boss has told him what he can expect to happen during his first year on the job including when he will attend training, when he will be assigned a mentor, when he will be given various assignments, and so on. What is this called? 75) _____

- A) individual socialization
- B) serial socialization
- C) formal socialization
- D) sequential socialization
- E) fixed socialization

76) After beginning a new job following graduation, you are surprised to learn that there are so many experienced members of the organization who were once in your situation and are always willing and able to help you. What is this called? 76) _____

- A) proactive socialization
- B) serial socialization
- C) informal socialization
- D) mentoring
- E) collective socialization

77) What tactics represent the context of socialization? 77) _____

- A) collective-individual and formal-informal
- B) collective-individual and sequential-random
- C) formal-informal and serial-disjunctive
- D) fixed-variable and formal-informal
- E) fixed-variable and serial-disjunctive

78) What tactics represent the content of socialization? 78) _____

- A) sequential-random and fixed-variable
- B) serial-disjunctive and sequential-random
- C) formal-informal and fixed-variable
- D) collective-individual and formal-informal
- E) sequential-random and investiture-divestiture

79) What tactics represent the social aspects of socialization? 79) _____

- A) formal-informal and serial-disjunctive
- B) collective-individual and investiture-divestiture
- C) serial-disjunctive and investiture-divestiture
- D) collective-individual and serial-disjunctive
- E) serial-disjunctive and sequential-random

80) What socialization tactics have been found to be most strongly related to socialization outcomes? 80) _____

- A) content tactics
- B) formal tactics
- C) collective tactics

- D) social tactics
- E) context tactics

- 81) Research on mentoring has found that mentored individuals have 81) _____
- A) lower subjective and objective outcomes
 - B) higher objective and subjective outcomes
 - C) higher subjective outcomes but not higher objective outcomes
 - D) higher objective outcomes but lower subjective outcomes
 - E) higher objective outcomes but not higher subjective outcomes
- 82) Joan and Tabatha started new jobs after graduation. Joan has had a mentor since she began but Tabatha has not been able to find a mentor. What are the likely career consequences of this? 82) _____
- A) Joan is more likely to be promoted but Tabatha is more likely to be committed to her career
 - B) Joan is more likely to be promoted but Tabatha is more likely to be satisfied with her job
 - C) Joan is more likely to be satisfied with her career but Tabatha is more likely to be satisfied with her job
 - D) Joan is more likely to be promoted and to be more satisfied with her job
 - E) Joan is more likely to get paid more but Tabatha is more likely to be satisfied with her job
- 83) Research on mentoring has found that 83) _____
- A) the career function is more strongly related to positive attitudes towards one's job
 - B) the psychosocial function is more strongly related to satisfaction with the mentoring relationship
 - C) the psychosocial function is more strongly related to positive attitudes towards one's career
 - D) the career function is more strongly related to satisfaction with the mentoring relationship
 - E) the psychosocial function is more strongly related to positive attitudes towards one's job
- 84) Research on mentoring has found that 84) _____
- A) the career function is more strongly related to compensation and the psychosocial function is more strongly related to advancement
 - B) the psychosocial function is more strongly related compensation and advancement
 - C) the psychosocial and career functions are similarly related to compensation and advancement
 - D) the career function is more strongly related to advancement and the psychosocial function is more strongly related to compensation
 - E) the career function is more strongly related to compensation and advancement
- 85) Formal mentoring programs are most effective when 85) _____
- A) the mentor and protege have input into the matching process
 - B) the organization determines the matching process
 - C) the protege has input into the matching process

- D) the mentor has input into the matching process
- E) the mentor and organization determine the matching process

- 1) E
- 2) B
- 3) C
- 4) C
- 5) A
- 6) E
- 7) B
- 8) A
- 9) B
- 10) A
- 11) D
- 12) B
- 13) D
- 14) B
- 15) C
- 16) C
- 17) E
- 18) D
- 19) D
- 20) A
- 21) B
- 22) C
- 23) B
- 24) C
- 25) E
- 26) A
- 27) A
- 28) A
- 29) B
- 30) B
- 31) C
- 32) E
- 33) C
- 34) B
- 35) E
- 36) C
- 37) E
- 38) D
- 39) B
- 40) D
- 41) A
- 42) D
- 43) C
- 44) A
- 45) C
- 46) E
- 47) E
- 48) E
- 49) C
- 50) E
- 51) D

- 52) D
- 53) C
- 54) D
- 55) C
- 56) C
- 57) B
- 58) B
- 59) D
- 60) D
- 61) A
- 62) E
- 63) D
- 64) D
- 65) C
- 66) C
- 67) E
- 68) A
- 69) D
- 70) E
- 71) B
- 72) A
- 73) B
- 74) E
- 75) E
- 76) B
- 77) A
- 78) A
- 79) C
- 80) D
- 81) B
- 82) D
- 83) B
- 84) E
- 85) A