

## Chapter 13

1) In order to stimulate conflict, a manager might

- A) clarify goals.
- B) make resources scarcer.
- C) assign a superordinate goal.
- D) ignore controversy.
- E) stop networking.

Answer: B

Page Ref: 455

Skill: Applied

2) One way to stimulate conflict is to

- A) make lower status individuals dependent on those of higher status.
- B) make the parties independent of each other.
- C) invoke a superordinate goal.
- D) make resources scarce.
- E) clarify ambiguous jurisdictions.

Answer: D

Page Ref: 455

Skill: Applied

3) Which of the following events is least likely to happen when conflict begins between two groups?

- A) Each group becomes more cohesive.
- B) On each side, conciliatory persons who are skilled at conflict resolution emerge as leaders.
- C) The parties begin to conceal information from each other.
- D) Informal contact with the opposite party is discouraged.
- E) While the opposite party is negatively stereotyped, the image of one's own position is boosted.

Answer: B

Page Ref: 448

Skill: Applied

4) Which of the following is not a distributive negotiation tactic?

- A) Verbal persuasion
- B) Threats
- C) Concessions
- D) Promises
- E) Enlarging the pie

Answer: E

Page Ref: 451

Skill: Recall

5) Which of the following are integrative negotiation tactics?

- A) Framing differences as opportunities
- B) Cutting costs
- C) Copious information exchange
- D) Increasing resources
- E) All of the above

Answer: A

Page Ref: 453

Skill: Recall

6) Which of the following statements concerning compromise is false?

- A) Compromise involves each party giving up something with the expectation that it will receive something in exchange.
- B) Compromise is especially useful for resolving conflicts that stem from power differences.
- C) Compromise is especially useful for resolving conflicts that stem from scarce resources.
- D) Effective compromises are highly dependent on the bargaining skills and the good will of the bargainers.
- E) The goal of compromise is to establish rules of exchange to resolve conflict.

Answer: B

Page Ref: 449

Skill: Recall

7) Superordinate goals are

- A) goals that can only be achieved through distributive negotiation.
- B) goals that have the highest priority in the organization.
- C) goals that are most likely to provoke dysfunctional organizational politics.
- D) goals that are used to stimulate conflict.
- E) goals that can only be achieved by collaboration between conflicting parties.

Answer: E

Page Ref: 454

Skill: Recall

8) A superordinate goal is a goal that requires

- A) competition
- B) conflict
- C) compromise
- D) accommodation
- E) collaboration

Answer: E

Page Ref: 454

Skill: Recall

9) In the labour dispute, a third party was assigned to decide on the wage rate the company would have to pay the union. In this case, we can be fairly certain that

- A) the appointment of a mediator has been mandated by law.
- B) an arbitrator was assigned because integrative negotiation failed.
- C) a mediator was assigned because integrative negotiation failed.
- D) an arbitrator was assigned because distributive negotiation failed.
- E) a mediator was assigned because distributive negotiation failed.

Answer: D

Page Ref: 454

Skill: Applied

10) By definition, which event occurs first?

- A) Burnout
- B) Stress reaction
- C) Stress
- D) Stressor
- E) Anxiety

Answer: D

Page Ref: 456

Skill: Recall

11) Environmental events or conditions that have the potential to induce stress are called

- A) defence mechanisms.
- B) stressors.
- C) stress reactions.
- D) burnout.
- E) anxiety episodes.

Answer: B

Page Ref: 456

Skill: Recall

12) The three stages of a stress episode are, in order,

- A) frustration, stress, conflict.
- B) stress, anxiety, conflict.
- C) stress reactions, stressor, stress.
- D) stressor, stress, stress reactions.
- E) stress, stressor, stress reactions.

Answer: D

Page Ref: 456

Skill: Recall

13) An individual's \_\_\_\_\_ often determines the extent to which a potential stressor becomes an actual stressor.

- A) personality
- B) frustration quotient
- C) anxiety reduction factor
- D) stress reaction
- E) reaction formation

Answer: A

Page Ref: 457

Skill: Applied

14) Which stress reaction has the best potential to permanently terminate a stress episode?

- A) Temporary withdrawal
- B) Rationalization
- C) Displacement
- D) Problem solving
- E) Projection

Answer: D

Page Ref: 466

Skill: Applied

- 15) Professionals are most likely to experience stress from job insecurity and change for which of the following reasons?
- A) The boundary roles they occupy tend to be insecure positions.
  - B) Increasing pressures for corporate performance have led to the recruitment of many professionals in recent years.
  - C) They tend to be overqualified or too specialized to easily obtain jobs in related industries should social or economic forces change.
  - D) The great amount of authority they possess in the organization may make them the targets of much hostility.
  - E) They face the constant threat of automation.

Answer: C

Page Ref: 465

Skill: Recall

- 16) When the goals of one's job or the methods of performing it are unclear to an employee, \_\_\_\_\_ exists.
- A) role ambiguity
  - B) job insecurity
  - C) role overload
  - D) role conflict
  - E) a boundary role

Answer: A

Page Ref: 465

Skill: Recall

- 17) Burnout seems especially likely to occur to
- A) people who occupy organizational boundary roles.
  - B) those who experience role overload.
  - C) those who experience excessive role ambiguity.
  - D) those with Type B personalities.
  - E) people who make excessive use of defense mechanisms.

Answer: A

Page Ref: 460

Skill: Applied

- 18) Compared with people having Type B personalities, people with Type A personalities
- A) are more relaxed and easy going.
  - B) achieve higher occupational success.
  - C) exhibit more job dissatisfaction.
  - D) are less effective in situations requiring persistence, endurance or speed.
  - E) are less prone to coronary heart disease.

Answer: B

Page Ref: 457

Skill: Applied

- 19) Jack has so much work to do that he doesn't even know where to begin. We can be sure that Jack
- A) is a boundary role occupant.
  - B) is experiencing burnout.
  - C) is a Type A personality.
  - D) is experiencing role ambiguity.
  - E) is encountering role overload.

Answer: E

Page Ref: 458

Skill: Applied

- 20) Role overload is a potential example of
- A) a stress reaction.
  - B) a stressor.
  - C) role ambiguity.
  - D) burnout.
  - E) stress.

Answer: B

Page Ref: 458

Skill: Applied

- 21) Angela is a vice-president of public relations while Peter is a telephone installer. Both occupy
- A) boundary roles.
  - B) operative roles.
  - C) professional roles.
  - D) conflicting roles.
  - E) ambiguous roles.

Answer: A

Page Ref: 460

Skill: Applied

- 22) People who occupy boundary role positions in organizations are especially likely to experience stress because
- A) they tend to work longer hours under poor physical conditions.
  - B) their roles as organizational members may be incompatible with the demands made by the public or other organizations.
  - C) their roles tend to be boring and unchallenging.
  - D) they are inherently unable to deal with the causes of their anxiety.
  - E) their roles lead to increased work-family conflict.

Answer: B

Page Ref: 460

Skill: Applied

- 23) It was clear to everybody that the advertising campaign designed by Edwin had been a flop—sales had fallen rather than risen. Although under considerable stress and embarrassed, Edwin put up a false front, smiling and speaking positively about the campaign. What defense mechanism was he exhibiting?
- A) Rationalization
  - B) Compensation
  - C) Displacement
  - D) Projection
  - E) Reaction formation

Answer: E

Page Ref: 468

Skill: Applied

- 24) Which of the following statements concerning defence mechanisms is false?
- A) Defence mechanisms actually confront the stressor directly.
  - B) Used occasionally to temporarily reduce anxiety, they appear to be a useful reaction.
  - C) When the use of defense mechanisms becomes a chronic reaction to stress, individuals may not be able to accurately assess the true reason for their anxiety.
  - D) Stress might increase with the knowledge that a defense mechanism has been ineffective.
  - E) Individuals who do not use defense mechanisms may be incapacitated by anxiety and resort to dysfunctional withdrawal or addiction.

Answer: A

Page Ref: 467

Skill: Recall

- 25) Tanya is a nurse who has been stealing medical supplies from the hospital where she works. To cope with the stress provoked by her guilt, she tells herself that "all the nurses steal supplies." In fact, they don't. Tanya is exhibiting
- A) displacement.
  - B) compensation.
  - C) reaction formation.
  - D) projection.
  - E) rationalization

Answer: D

Page Ref: 468

Skill: Applied

- 26) Diana's first job was as an air traffic controller, a position she found very stressful. Realizing that this wasn't for her, she found another job as a management trainee and resigned from her air traffic controller position. Her reaction to stress was one of
- A) rationalization.
  - B) reaction formation.
  - C) time management.
  - D) displacement.
  - E) problem solving.

Answer: E

Page Ref: 466

Skill: Applied

- 27) After Alex was fired from his job he went home and ripped up his small tomato patch. His reaction to stress was one of
- A) projection.
  - B) reaction formation.
  - C) problem solving.
  - D) rationalization.
  - E) displacement.

Answer: E

Page Ref: 468

Skill: Applied

- 28) The most studied physiological reaction to stress is
- A) cardiovascular risk.
  - B) drinking.
  - C) cigarette use.
  - D) drug abuse.
  - E) kidney disease.

Answer: A

Page Ref: 469

Skill: Recall

- 29) Which of the following is not a core characteristic of burnout?
- A) Low personal accomplishment
  - B) Severe memory loss
  - C) Feeling fatigued and frustrated
  - D) Emotional exhaustion
  - E) Depersonalization

Answer: B

Page Ref: 461

Skill: Recall

- 30) According to the text, which is the most likely order of burnout stages?
- A) Depersonalization → Emotional exhaustion → Reduced accomplishment
  - B) Emotional exhaustion → Depersonalization → Reduced accomplishment
  - C) Depersonalization → Reduced accomplishment → Emotional exhaustion
  - D) Emotional exhaustion → Reduced accomplishment → Depersonalization
  - E) Reduced accomplishment → Depersonalization → Emotional exhaustion

Answer: B

Page Ref: 461

Skill: Recall

- 31) Which aspect of the Type A behaviour pattern is most responsible for adverse physiological reactions that lead to heart disease?
- A) Persistence
  - B) Impatience
  - C) Hostility
  - D) Work involvement
  - E) Competitiveness

Answer: C

Page Ref: 457

Skill: Recall

32) In everyday language, role overload refers to

- A) too much work.
- B) competing role demands.
- C) a boundary role.
- D) ambiguous role demands.
- E) lack of authority.

Answer: A

Page Ref: 458

Skill: Recall

33) Clarise's self-esteem was threatened when she lost several court cases in her law practice. To make up for this stressful reality, she concentrated on becoming a competitive amateur sailing champion. Which defense does this illustrate?

- A) Displacement
- B) Rationalization
- C) Compensation
- D) Reaction formation
- E) Projection

Answer: C

Page Ref: 468

Skill: Applied

34) In the realm of job burnout, depersonalization means

- A) ignoring one's own needs for the sake of client welfare.
- B) taking an administrative job where one doesn't have to deal with clients.
- C) that the individual experiencing burnout feels like a machine instead of a person.
- D) treating clients like objects.
- E) that the individual experiencing burnout lacks social support.

Answer: D

Page Ref: 461

Skill: Recall

35) Extreme hostility and cynicism are the physiologically risky components of

- A) approach-avoidance conflict.
- B) burnout.
- C) locus of control.
- D) rationalization.
- E) Type A behaviour.

Answer: E

Page Ref: 457

Skill: Recall

36) Burnout is a form of stress particularly associated with

- A) Type A behaviour.
- B) Type B behaviour.
- C) poor job design.
- D) working in isolation from others.
- E) boundary role occupancy.

Answer: E

Page Ref: 460

Skill: Recall



- 37) Alexis, a writer, experienced much stress when she could not get her novel published. In response, she resolved to become a superior literature teacher. Which defense mechanism is at work here?
- A) Rationalization
  - B) Reaction formation
  - C) Displacement
  - D) Compensation
  - E) Projection

Answer: D

Page Ref: 468

Skill: Applied

- 38) Which of the following statements about social support and stress is least accurate?
- A) The family is the best source of social support for dealing with work stress.
  - B) Social support helps people cope with stress when it is encountered.
  - C) co-workers and superiors are good sources of support for dealing with work stress.
  - D) Social support refers to having close ties with other people.
  - E) Social support improves physical and psychological well-being.

Answer: A

Page Ref: 470

Skill: Recall

- 39) The Type A behaviour pattern is a good example of how
- A) strong defence mechanisms can reduce the physiological reactions to stress.
  - B) people can cope effectively with stress.
  - C) job dissatisfaction and poor performance are caused by stress.
  - D) all humans respond very similarly to stressors.
  - E) personality is involved in stress.

Answer: E

Page Ref: 457

Skill: Applied

- 40) Which job demand pattern seems to produce the most stress and heart disease risk?
- A) Moderate demand, high control
  - B) High demand, low control
  - C) Low demand, low control
  - D) Low demand, high control
  - E) High demand, high control

Answer: B

Page Ref: 459

Skill: Applied

- 41) Which of the following is targeted directly at the stressor itself?
- A) Physiological reactions
  - B) Problem solving
  - C) Defence mechanisms
  - D) Work/life programs
  - E) Social support

Answer: B

Page Ref: 466

Skill: Applied

- 42) Bob's boss criticizes him for turning in a report late. The stressed-out Bob responds "I'm not the only one. Everyone else around here turns in late reports too." This is probably an example of
- A) reaction formation.
  - B) projection.
  - C) displacement.
  - D) rationalization.
  - E) compensation.

Answer: B

Page Ref: 468

Skill: Applied

- 43) \_\_\_\_\_ are the key factors that make the Type A more prone to heart disease than the Type B.
- A) Time urgency and strict deadlines
  - B) Impatience and competitiveness
  - C) Repressed anger and hostility
  - D) Endurance and persistence
  - E) Job involvement and work overload

Answer: C

Page Ref: 457

Skill: Recall

- 44) The book suggests that conflict can promote organizational survival by
- A) creating a strong organizational culture.
  - B) removing poor performers.
  - C) creating stress which triggers individual defence mechanisms.
  - D) signaling the organization's strength to outside parties.
  - E) provoking change and adaptation.

Answer: E

Page Ref: 455

Skill: Recall

- 45) Which job characteristics are most highly associated with increased risk for heart disease?
- A) Heavy work demands coupled with little decision authority.
  - B) Those that are typical of enriched jobs.
  - C) The job characteristics sought by those with Type A personalities.
  - D) Those that are typical of executive and managerial jobs.
  - E) Those that involve boundary roles.

Answer: A

Page Ref: 459

Skill: Applied

- 46) What seems to be a key factor that is associated with the occurrence of burnout?
- A) Poor job design
  - B) Dealing with distressed clients
  - C) Being overqualified educationally and stuck in a dead-end job
  - D) Job insecurity
  - E) Role overload

Answer: B

Page Ref: 460

Skill: Applied

47) Which of the following best depicts the connection between conflict and survival?

- A) Conflict → Change → Survival → Adaptation
- B) Change → Conflict → Survival → Adaptation
- C) Conflict → Change → Adaptation → Survival
- D) Survival → Conflict → Change → Adaptation
- E) Change → Conflict → Adaptation → Survival

Answer: C

Page Ref: 455

Skill: Recall

48) A strategy of increasing conflict in order to motivate change is called

- A) conflict strategy.
- B) conflict situation.
- C) conflict management.
- D) conflict stimulation.
- E) conflict adaptation.

Answer: D

Page Ref: 455

Skill: Recall

49) Introducing a superordinate goal is an example of

- A) third party involvement.
- B) distributive negotiation tactics.
- C) integrative negotiation tactics.
- D) arbitration.
- E) mediation.

Answer: C

Page Ref: 454

Skill: Recall

50) In conventional arbitration,

- A) the arbitrator can choose any outcome.
- B) each party meets separately with the arbitrator to choose an outcome.
- C) the arbitrator and parties choose an outcome together.
- D) the parties choose the outcome together and then present it to the arbitrator.
- E) each party makes a final offer.

Answer: A

Page Ref: 455

Skill: Recall

51) In final offer arbitration,

- A) each party decides on a final offer together and then presents it to the arbitrator.
- B) the arbitrator meets with each party and then makes a final offer.
- C) the arbitrator makes a final offer to each party and they can accept or reject it.
- D) each party makes a final offer, and the arbitrator chooses one of them.
- E) the arbitrator can choose any outcome on his/her own and it is final.

Answer: D

Page Ref: 455

Skill: Recall

- 52) One of the most commonly arbitrated disputes between employers and employees is
- A) dismissal for excessive lateness.
  - B) dismissal for tardiness.
  - C) dismissal for excessive absenteeism.
  - D) dismissal for conflict.
  - E) dismissal for theft.

Answer: C

Page Ref: 455

Skill: Recall

- 53) Which of the following is a critical factor associated with intergroup bias?
- A) Negative affectivity.
  - B) Self-esteem.
  - C) Locus of control.
  - D) Type B behaviour.
  - E) Type A behaviour.

Answer: B

Page Ref: 445

Skill: Recall

- 54) What is a process conflict?
- A) Disagreements about the relationships among group members.
  - B) Disagreements about the nature of work to be done.
  - C) disagreements about how the organization should function.
  - D) Disagreements about how work should be organized and accomplished.
  - E) Disagreements about conflict should be managed.

Answer: D

Page Ref: 447

Skill: Recall

- 55) Disagreements about the nature of the work to be done are called
- A) work conflicts.
  - B) process conflicts.
  - C) relationship conflicts.
  - D) task conflicts.
  - E) organization conflicts.

Answer: D

Page Ref: 447

Skill: Recall

- 56) After a few days on a new job, you find yourself arguing with members of your group over who has authority and responsibility and who should do what. What is this an example of?
- A) A process conflict.
  - B) A relationship conflict.
  - C) Conflict dynamics.
  - D) A task conflict.
  - E) Intergroup bias.

Answer: A

Page Ref: 447

Skill: Applied

57) Different approaches to managing conflict are a function of

- A) assertiveness and cooperativeness.
- B) assertiveness and communication.
- C) aggressiveness and cooperativeness.
- D) aggressiveness and communication.
- E) assertiveness and aggressiveness.

Answer: A

Page Ref: 448

Skill: Recall

58) A conflict management style characterized by low assertiveness of one's own interests and low cooperation with the other party is called

- A) collaborating.
- B) accommodating.
- C) avoiding.
- D) compromise.
- E) competing.

Answer: C

Page Ref: 448

Skill: Recall

59) A conflict management style in which one cooperates with the other party, while not asserting one's own interests is called

- A) collaborating.
- B) accommodating.
- C) avoiding.
- D) competing.
- E) compromise.

Answer: B

Page Ref: 448

Skill: Recall

60) A conflict management style that combines intermediate levels of assertiveness and cooperation is called

- A) compromise.
- B) accommodating.
- C) avoiding.
- D) competing.
- E) collaborating.

Answer: A

Page Ref: 449

Skill: Recall

61) A conflict management style that maximizes assertiveness and minimizes cooperation is called

- A) compromise.
- B) accommodating.
- C) avoiding.
- D) collaborating.
- E) competing.

Answer: E

Page Ref: 449

Skill: Recall

62) A conflict management style that maximizes both assertiveness and cooperation is called

- A) avoiding.
- B) accommodating.
- C) compromise.
- D) collaborating.
- E) competing.

Answer: D

Page Ref: 450

Skill: Recall

63) Distributive negotiation occurs on the axis between

- A) collaboration and accommodation.
- B) collaboration and compromise.
- C) competition and collaboration.
- D) competition and accommodation.
- E) competition and avoiding.

Answer: D

Page Ref: 451

Skill: Recall

64) Integrative negotiation occurs on the axis between

- A) avoiding and collaborating.
- B) avoiding and competing.
- C) avoiding and accommodating.
- D) avoiding and compromise.
- E) competition and accommodating.

Answer: A

Page Ref: 451

Skill: Recall

65) Which of the following is a manifestation of interpersonal conflict?

- A) role ambiguity
- B) bullying
- C) sexual harassment
- D) burnout
- E) work-family conflict

Answer: B

Page Ref: 463

Skill: Recall

66) A repeated negative behaviour directed toward one or more individuals of lower power or status that creates a hostile work environment is known as

- A) violence
- B) bullying
- C) stressor
- D) sexual harassment
- E) burnout

Answer: B

Page Ref: 466

Skill: Recall

67) When Jerome asked Larry about his new job he was surprised to learn that Larry's coworkers have been teasing him and sabotaging his tools and equipment. What is this an example of?

- A) bullying
- B) sexual harassment
- C) relationship conflict
- D) avoiding
- E) interpersonal conflict

Answer: A

Page Ref: 463

Skill: Applied

68) An essential feature of bullying is

- A) its persistence
- B) its hostility
- C) its demeaning
- D) its harmfulness
- E) its harshness

Answer: A

Page Ref: 463

Skill: Recall

69) Which of the following is an example of bullying?

- A) Martin's boss was upset about a mistake he made and called him an idiot
- B) Martin's co-workers are always teasing and criticising him
- C) One of Martin's co-workers punched him in the face
- D) One of Martin's co-workers stole his lunch and nobody would admit to it
- E) Martin arrived at work one day to find that his tools were missing

Answer: B

Page Ref: 463

Skill: Applied

70) When a group of individuals, usually direct coworkers, "gang up" on a particular employee, it is called

- A) sexual harassment
- B) relationship conflict
- C) conflict stimulation
- D) interpersonal conflict
- E) mobbing

Answer: E

Page Ref: 463

Skill: Recall

71) Which of the following are examples of hindrance stressors?

- A) heavy workload and responsibility
- B) heavy workload and role ambiguity
- C) heavy workload and interpersonal conflict
- D) responsibility and interpersonal conflict
- E) role ambiguity and interpersonal conflict

Answer: E

Page Ref: 467

Skill: Recall

72) Which of the following are examples of challenge stressors?

- A) heavy workload and interpersonal conflict
- B) responsibility and interpersonal conflict
- C) heavy workload and role ambiguity
- D) heavy workload and responsibility
- E) role ambiguity and interpersonal conflict

Answer: D

Page Ref: 467

Skill: Recall

73) Which of the following represents the relationship between the type of stressor and performance?

- A) hindrance and challenge stressors can damage but not stimulate performance
- B) hindrance and challenge stressors can damage performance but only hindrance stressors can stimulate performance
- C) hindrance stressors can damage performance and challenge stressors stimulate performance
- D) hindrance and challenge stressors can damage performance but only challenge stressors can stimulate performance
- E) hindrance and challenge stressors can damage and stimulate performance

Answer: D

Page Ref: 467

Skill: Recall

74) People high in negative affectivity are particularly likely to feel stressed in response to the demands of

- A) work-family conflict
- B) poor physical working conditions
- C) interpersonal conflict
- D) poor job design
- E) a heavy workload

Answer: E

Page Ref: 458

Skill: Recall

75) There is growing evidence that providing more \_\_\_\_\_ in how service is delivered can alleviate stress and burnout.

- A) resources
- B) feedback
- C) autonomy
- D) time
- E) support

Answer: C

Page Ref: 469

Skill: Recall



76) How can personality influence the stress experience?

- A) it can affect the extent to which stressors are perceived as stressful
- B) it can affect the extent to which stressors are perceived as stressful and the extent to which stress reactions are effective
- C) it can affect the extent to which stress reactions are effective
- D) it can affect the types of stress reactions that occur
- E) it can affect the extent to which stressors are perceived as stressful and the types of stress reactions that occur

Answer: E

Page Ref: 457

Skill: Recall

77) Most formal job redesign efforts have involved enriching

- A) managerial jobs
- B) operative-level jobs
- C) boundary role positions
- D) executive jobs
- E) all types of jobs

Answer: B

Page Ref: 469

Skill: Recall

78) Stress reactions can be

- A) cognitive, psychological, and behavioural
- B) emotional, cognitive, and behavioural
- C) emotional, behavioural, and physiological
- D) behavioural, psychological, and physiological
- E) cognitive, psychological, and physiological

Answer: D

Page Ref: 456

Skill: Recall

79) Taren has a new job and she never stops complaining about the demanding workload and how stressed she feels about it. What kind of personality does Taren have?

- A) internal locus of control
- B) high negative affectivity
- C) Type A behaviour pattern
- D) low self-esteem
- E) external locus of control

Answer: B

Page Ref: 457

Skill: Applied

- 80) Which of the following is most accurate about the relationship between personality and stress?
- A) Internals are more likely to feel anxious in the face of potential stressors
  - B) People low in negative affectivity feel stressed in response to the demands of a heavy workload
  - C) People high in negative affectivity report more objective but less subjective stress
  - D) People high in negative affectivity report more stressors in the work environment
  - E) Externals are more likely to confront stressors directly

Answer: D

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Skill: Recall

- 81) Competition is an example of conflict.

Answer: True ☒ False

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Skill: Recall

- 82) Stressors are the behavioural, psychological, and physiological consequences of stress.

Answer: True ☒ False

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Skill: Recall

- 83) Type A personalities tend to achieve better occupational success than Type B personalities.

Answer: ☒ True ☐ False

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Skill: Applied

- 84) Role overload is an example of a stress reaction.

Answer: True ☒ False

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Skill: Applied

- 85) A computer programmer probably occupies a boundary role.

Answer: True ☒ False

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Skill: Applied

- 86) Defence mechanisms provide effective short-term stress reduction because they directly attack the source of stress.

Answer: True ☒ False

Page Ref: 467

Skill: Recall

- 87) Type A personalities experience less job satisfaction than Type B personalities.

Answer: True ☒ False

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Skill: Recall

- 88) People have remarkably similar levels of toleration for stress.

Answer: True ☒ False

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Skill: Recall

89) Professionals may experience stress because their profession and their employing organization make incompatible demands.

Answer: ☒ True      False

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Skill: Applied

90) Many burnout-prone jobs involve the performance of a boundary role.

Answer: ☒ True      False

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Skill: Applied

91) Role overload is often a source of stress for executives.

Answer: ☒ True      False

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Skill: Applied

92) Jobs with heavy workloads and considerable decision-making authority seem to prompt heart disease.

Answer:      True      ☒ False

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Skill: Applied

93) Working with clients who have severe emotional or physical problems is a prime cause of burnout.

Answer: ☒ True      False

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Skill: Applied

94) Burnout is an example of a stressor.

Answer:      True      ☒ False

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Skill: Recall

95) The key component of Type A behaviour that contributes to physiological problems is hostility and repressed anger.

Answer: ☒ True      False

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Skill: Applied

96) Careful time management to deal with stress is an example of using a defence mechanism.

Answer:      True      ☒ False

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Skill: Applied

97) Research shows that dentistry is a fairly stressful occupation.

Answer: ☒ True      False

Page Ref: 469

Skill: Applied

98) Ambition and competitiveness are the key aspects of Type A behaviour that contribute to physiological problems.

Answer: ☐ True ☒ False

Page Ref: 457

Skill: Applied

99) Conflict stimulation can promote organizational effectiveness.

Answer: ☒ True ☐ False

Page Ref: 455

Skill: Recall

100) People with strong social networks experience less stress and cope with stress better than those with weaker social networks.

Answer: ☒ True ☐ False

Page Ref: 470

Skill: Recall

101) In trying to cope with a stressful situation at work, Chad smiles and acts relaxed in spite of inner tension. This an example of reaction formation.

Answer: ☒ True ☐ False

Page Ref: 468

Skill: Applied

102) The text defines stress as a syndrome that includes depersonalization, emotional exhaustion, and perceptions of low accomplishment.

Answer: ☐ True ☒ False

Page Ref: 456

Skill: Recall

103) Too much work is a good example of role overload.

Answer: ☒ True ☐ False

Page Ref: 458

Skill: Applied

104) North American organizations have consistently failed to recognize the role of physical fitness in stress reduction and coping.

Answer: ☐ True ☒ False

Page Ref: 472

Skill: Applied

105) As discussed in the text, quitting one's stressful job would be an example of withdrawal, a behavioural reaction to stress.

Answer: ☒ True ☐ False

Page Ref: 467

Skill: Applied

106) Defence mechanisms are targeted at anxiety reduction rather than the source of stress.

Answer: ☒ True ☐ False

Page Ref: 467

Skill: Recall

- 107) The individual who uses the most defence mechanisms against stress is exhibiting the best pattern of coping with stress.  
Answer: True ☒ False  
Page Ref: 469  
Skill: Applied
- 108) The writer who could not get his novels published experienced much stress. He decided to become a superb teacher of literature to reduce his stress. This is an example of displacement.  
Answer: True ☒ False  
Page Ref: 468  
Skill: Applied
- 109) Conflict is especially likely when those of low status are dependent upon those of high status.  
Answer: True ☒ False  
Page Ref: 446  
Skill: Applied
- 110) A ready supply of resources is especially likely to prompt conflict among organizational subunits.  
Answer: True ☒ False  
Page Ref: 447  
Skill: Applied
- 111) Superordinate goals require collaboration for their achievement.  
Answer: ☒ True False  
Page Ref: 454  
Skill: Recall
- 112) Distributive negotiation assumes a zero-sum, win-lose situation in which a fixed pie is divided up between the parties.  
Answer: ☒ True False  
Page Ref: 451  
Skill: Recall
- 113) Distributive negotiation assumes that mutual problem solving can result in a win-win situation in which the pie is actually enlarged before distribution.  
Answer: True ☒ False  
Page Ref: 451  
Skill: Recall
- 114) Distributive and integrative negotiations can take place simultaneously.  
Answer: ☒ True False  
Page Ref: 451  
Skill: Recall
- 115) Integrative negotiation is essentially single-issue negotiation.  
Answer: True ☒ False  
Page Ref: 451  
Skill: Recall

116) Bullying always involves physical aggression.

Answer: True ☒ False

Page Ref: 463

Skill: Recall

117) Bullying is most commonly a subtle form of psychological aggression and intimidation.

Answer: ☒ True False

Page Ref: 463

Skill: Recall

118) An essential feature of bullying is its harshness.

Answer: True ☒ False

Page Ref: 463

Skill: Recall

119) A single harsh incident is a good example of bullying.

Answer: True ☒ False

Page Ref: 463

Skill: Recall

120) Managers have often been identified as bullies by subordinates.

Answer: ☒ True False

Page Ref: 463

Skill: Recall

121) Mobbing is a form of interpersonal conflict.

Answer: True ☒ False

Page Ref: 463

Skill: Recall

122) Similar factors provoke stress and lead to similar reactions around the globe.

Answer: ☒ True False

Page Ref: 457

Skill: Recall

123) The stress model presented in the text is only relevant in certain cultures.

Answer: True ☒ False

Page Ref: 457

Skill: Recall

124) Men and women are equally victimized by stress due to work-family conflict.

Answer: True ☒ False

Page Ref: 463

Skill: Recall

125) Stress but not stressors frequently cause reduce job performance.

Answer: True ☒ False

Page Ref: 467

Skill: Recall

126) Hindrance stressors directly damage goal attainment.

Answer: ☒ True ☐ False

Page Ref: 467

Skill: Recall

127) Hindrance stressors can sometimes stimulate performance via added motivation.

Answer: ☐ True ☒ False

Page Ref: 467

Skill: Recall

128) Hindrance stressors can damage and stimulate performance.

Answer: ☐ True ☒ False

Page Ref: 467

Skill: Recall

129) Role ambiguity is an example of an hindrance stressor.

Answer: ☒ True ☐ False

Page Ref: 467

Skill: Recall

130) Heavy workload is an example of an hindrance stressor.

Answer: ☐ True ☒ False

Page Ref: 467

Skill: Recall

131) Personality can affect the extent to which stress reactions are effective.

Answer: ☐ True ☒ False

Page Ref: 457

Skill: Recall

132) Most formal job redesign efforts have involved enriching executive and managerial positions to make them more stimulating and challenging.

Answer: ☐ True ☒ False

Page Ref: 469

Skill: Recall

133) Especially for operative-level jobs, there is growing evidence that more autonomy can alleviate stress and burnout.

Answer: ☐ True ☒ False

Page Ref: 469

Skill: Recall

134) Externalists are more prone to simple anxiety-reduction strategies that only work in the short run.

Answer: ☒ True ☐ False

Page Ref: 457

Skill: Recall

- 135) People high in negative affectivity are particularly likely to feel stressed in response to the demands of poor job design.  
Answer: True ☒ False  
Page Ref: 458  
Skill: Recall
- 136) The key factor in the Type A behaviour pattern that contributes to adverse physiological reactions is \_\_\_\_\_.  
Answer: hostility or repressed anger or cynicism  
Page Ref: 457  
Skill: Recall
- 137) When too many tasks must be performed in too short of a time period \_\_\_\_\_ is likely to occur.  
Answer: role overload  
Page Ref: 458  
Skill: Recall
- 138) Terry is a sales clerk who serves as an interface between her department store and the buying public. As such she holds a(n) \_\_\_\_\_ role position.  
Answer: boundary  
Page Ref: 460  
Skill: Applied
- 139) The nurse said "I'm emotionally exhausted, I don't care about the patients, and I'm not accomplishing anything." The nurse appears to be suffering from the form of stress called \_\_\_\_\_.  
Answer: burnout  
Page Ref: 460  
Skill: Applied
- 140) Conditions or environmental events that have the potential to induce stress are \_\_\_\_\_.  
Answer: stressors  
Page Ref: 456  
Skill: Recall
- 141) Poor physical working conditions are most likely to be a stressor for \_\_\_\_\_ employees.  
Answer: operative level or blue-collar  
Page Ref: 459  
Skill: Recall
- 142) Burnout is a common stress reaction among people who occupy organizational \_\_\_\_\_ roles.  
Answer: boundary  
Page Ref: 460  
Skill: Recall
- 143) Stanley accused his secretary of being lazy, even though it is he who is lazy. Stanley used the defence mechanism of \_\_\_\_\_.  
Answer: projection  
Page Ref: 468  
Skill: Applied



- 144) Although Sylvester was terrible in the finance department he resolved to be the best personnel manager in the history of the firm. This illustrates the defence mechanism of \_\_\_\_\_.  
Answer: compensation  
Page Ref: 468  
Skill: Applied
- 145) Susan was angry at her boss but afraid he would fire her. She yelled at her subordinate. This illustrates the defence mechanism of \_\_\_\_\_.  
Answer: displacement  
Page Ref: 468  
Skill: Applied
- 146) The ability to rely on others can serve as a buffer against stress. This illustrates the role of \_\_\_\_\_ in coping with stress.  
Answer: social support  
Page Ref: 470  
Skill: Recall
- 147) Delegation, time management, and asking for help illustrate \_\_\_\_\_ reactions to stress.  
Answer: problem solving  
Page Ref: 466  
Skill: Recall
- 148) Role overload and heavy responsibility can be particular stressors for \_\_\_\_\_ personnel.  
Answer: managerial  
Page Ref: 458  
Skill: Applied
- 149) People who exhibit the \_\_\_\_\_ tend to be aggressive, ambitious, impatient, competitive, and preoccupied with their work.  
Answer: Type A behaviour pattern  
Page Ref: 457  
Skill: Recall
- 150) Police officers, nurses, and social workers are especially prone to the form of stress labeled \_\_\_\_\_.  
Answer: burnout  
Page Ref: 460  
Skill: Applied
- 151) Timothy was very scared that he would be laid off due to the recession, but he went around the office acting happy and relaxed. This "false front" is an example of \_\_\_\_\_.  
Answer: reaction formation  
Page Ref: 468  
Skill: Applied
- 152) \_\_\_\_\_ exists when assertiveness and cooperativeness are both high.  
Answer: Collaboration  
Page Ref: 450  
Skill: Recall

- 153) Paula resolved the conflict between her employees by giving them a very attractive assignment that neither could accomplish on his own. Paula used a(n) \_\_\_\_\_ to resolve the conflict.  
Answer: superordinate goal  
Page Ref: 454  
Skill: Applied
- 154) When cooperativeness is low and assertiveness is high the mode of conflict management is \_\_\_\_\_.  
Answer: competition  
Page Ref: 449  
Skill: Recall
- 155) When cooperativeness is high and assertiveness is low the mode of conflict management is \_\_\_\_\_.  
Answer: accommodation  
Page Ref: 448  
Skill: Recall
- 156) Ambiguous jurisdictions and scarce resources cause \_\_\_\_\_.  
Answer: conflict  
Page Ref: 447  
Skill: Recall
- 157) Repeated negative behaviour directed toward one or more individuals of lower power or status that creates a hostile work environment is known as \_\_\_\_\_.  
Answer: bullying  
Page Ref: 463  
Skill: Recall
- 158) \_\_\_\_\_ can take many forms such as incessant teasing, demeaning criticism, social isolation, or sabotaging others' tools and equipment.  
Answer: Bullying  
Page Ref: 463  
Skill: Recall
- 159) An essential feature of bullying is its \_\_\_\_\_.  
Answer: persistence  
Page Ref: 463  
Skill: Applied
- 160) \_\_\_\_\_ occurs when a number of coworkers "gang up" on a particular employee.  
Answer: Mobbing  
Page Ref: 463  
Skill: Recall
- 161) Victims of bullying and mobbing experience \_\_\_\_\_ because they feel powerless to deal with the perpetrator(s).  
Answer: stress  
Page Ref: 463  
Skill: Recall

162) \_\_\_\_\_ stressors directly damage goal attainment.

Answer: Hindrance

Page Ref: 467

Skill: Recall

163) \_\_\_\_\_ stressors can damage performance, but they sometimes stimulate it via added motivation.

Answer: Challenge

Page Ref: 467

Skill: Recall

164) Especially for \_\_\_\_\_ jobs, there is growing evidence that providing more autonomy in how \_\_\_\_\_ is delivered can alleviate stress and burnout.

Answer: service

Page Ref: 469

Skill: Recall

165) Personality can affect the extent to which potential stressors are perceived as stressful and the types of \_\_\_\_\_ that occur.

Answer: stress reactions

Page Ref: 457

Skill: Recall

166) Most formal job redesign efforts have involved enriching \_\_\_\_\_ jobs to make them more stimulating and challenging.

Answer: operative-level

Page Ref: 469

Skill: Recall

167) People high in negative affectivity are particularly likely to feel stressed in response to the demands of a \_\_\_\_\_.

Answer: heavy workload

Page Ref: 458

Skill: Recall

168) What are the main causes of organizational conflict?

Answer: Group identification, intergroup bias, interdependence, ambiguity, scarce resources, and differences in power, status and culture.

Page Ref: 445

Skill: Recall

169) What are the five modes or styles of managing conflict? Give an example which illustrates the relationship between assertiveness and cooperativeness for each mode.

Answer: The five modes are avoiding, accommodating, competing, compromising and collaborating. Examples: 1) avoiding (low assertiveness, low cooperativeness) — a manager who postpones meeting with an employee who wants a raise; 2) accommodating (low assertiveness, high cooperativeness) — going to the movie that your date wants to see instead of the one that you would rather see; 3) competing (high assertiveness, low cooperativeness) — most transactions where buyer and seller do not expect to meet again; 4) collaborate (high assertiveness, high cooperativeness) — two department managers in the same company must share limited resources to achieve their individual departmental objectives, and jointly contribute to the attainment of the company's goals; 5) compromise (moderate assertiveness, moderate cooperativeness) — when it becomes clear to union negotiators and management that neither is going to get the maximum deal they had hoped for, they settle for a deal that is adequate (satisficing).

Page Ref: 448

Skill: Applied

170) What is the difference between distributive and integrative negotiation? Discuss the main tactics used in each.

Answer: Distributive negotiation — win-lose negotiation in which a fixed amount of assets is divided between the parties. Integrative negotiation — win-win negotiation in which it is assumed that mutual problem solving can enlarge the assets to be divided between parties. Distributive tactics may include the use of threats and promises, firm posturing, small concessions offered strategically, and verbal persuasion. Integrative tactics may include exchanging large amounts of information, reframing differences as opportunities, cutting costs for agreement, increasing resources and introducing superordinate goals.

Page Ref: 451

Skill: Recall

171) Suzie Desouza, the Manager of Industrial Relations at Zeta Manufacturing, has just been informed that the union representing the assembly workers has rejected management's latest offer and has issued a strike notice. Suzie is very angry at both her superiors and the union representatives for their intransigence on key negotiation issues, but she tries to keep her cool as she prepares for yet another marathon bargaining session. She is concerned that the strike will lead to layoffs in other areas of the company, and she worries about those individuals who will be adversely affected if the next round of negotiations fail. She has been told by her boss to try to avoid a strike at all costs; yet her boss was the one who recommended countering the union's previous offer with the current failed offer. Based on the pace of negotiations to date, she predicts that even round-the-clock negotiations will not result in a settlement soon enough to avert the strike. As she sits at her desk, she glances at the pictures of her two children who she has hardly seen since negotiations started last month. She also notices that the in-basket of her mail tray is overflowing and she has nearly 100 unopened email messages - half of them marked "URGENT". As she pops another pill for her high blood pressure problem, she sighs, "Where do I start?" Analyze Suzie's situation in terms of stressors, stress, and stress reaction.

Answer: The managerial stressors affecting Suzie are role overload (e.g. too much to do in too little time) and heavy responsibility (e.g. she is worried about the layoffs which will result if she cannot reach an agreement). There is also evidence of role ambiguity (e.g. the boss's directive to avoid a strike at all costs, and yet he rejected the union's previous offer), and work-family conflict (e.g. she has not seen much of her children lately). In addition, Suzie exhibits a Type A behaviour pattern, and her repressed anger for her boss and the union representatives may be contributing to her high blood pressure problem.

Page Ref: 458

Skill: Applied

172) According to the job demands-job control model, what types of jobs are prone to increased risk of heart disease? Give some examples.

Answer: Jobs involve high psychological demand and low decision control are prone to increased risk of heart disease. Examples include telephone operators, cooks, food servers, and assembly line workers.

Page Ref: 459

Skill: Applied

173) Describe some common defence mechanisms and give an example of each.

Answer: Rationalization, projection, displacement, reaction formation, and compensation. The text provides good examples of each on page 437.

Page Ref: 467

Skill: Applied

174) Discuss several strategies for reducing or coping with stress.

Answer: Job redesign techniques, social support networks, "family friendly" human resource policies, stress management programs, and work-life programs.

Page Ref: 469

Skill: Recall

175) George Walters works in the accounting department at Kapster Enterprises. Recently, the department introduced a new computer system and adopted new documenting procedures which have had a considerable impact on George's job. As a result, George is feeling a bit "stressed-out" and needs to talk to someone in his social support network. Should he talk to a) his wife Judy; b) his co-worker Bill; or c) his old high school buddy Mike who is a bartender? Explain your rationale.

Answer: Evidence suggests that the buffering aspects of social support are most potent when they are directly connected to the source of the stress; therefore, George might find that his coworker Bill is the best source of support for his work-related woes. Note that this does not mean that George could not or should not also discuss these matters with his wife and his old high school buddy - they can still offer comfort and bolster his self-esteem even though they may not be knowledgeable about the specific work-related problems he is dealing with.

Page Ref: 470

Skill: Applied

176) Describe burnout its stages.

Answer: Burnout is a form of stress that is experienced by some boundary role occupants. It follows a process that begins with emotional exhaustion, leads to depersonalization, and then to low personal accomplishment.

Page Ref: 461

Skill: Recall

177) Describe the link between Negative Affectivity and stress and the factors responsible for it.

Answer: People high in negative affectivity report more stressors in the work environment and feel more subjective stress. They are particularly likely to feel stressed in response to the demands of a heavy workload. Several factors that might be responsible for their susceptibility to stress include: a predisposition to perceive stressors in the workplace; hypersensitivity to existing stressors; a tendency to gravitate to stressful jobs; a tendency to provoke stress through their negativity; or the use of passive, indirect coping styles that avoid the real sources of stress.

Page Ref: 458

Skill: Recall

178) Discuss the role of personality on the experience of stress and three personality traits associated with stress.

Answer: Personality can affect both the extent to which potential stressors are perceived as stressful and the types of stress reactions that occur. Three personality traits associated with stress are locus of control, Type A behaviour pattern, and negative affectivity. Externals are more likely to feel anxious in the face of potential stressors and prone to simple anxiety-reduction strategies. Type A individuals encounter or perceive to encounter more stressful situations than Type B individuals and they exhibit adverse physiological reactions in response to stress. People high in negative affectivity report more stressors in the work environment and feel more subjective stress.

Page Ref: 457

Skill: Recall

179) What is bullying and what factors distinguish it as a stress-inducing form of conflict?

Answer: Bullying refers to repeated negative behaviour directed toward one or more individuals of lower power or status that creates a hostile work environment. Factors that distinguish it include the following: Although it can involve physical aggression, it is most commonly a more subtle form of psychological aggression and intimidation that can take many forms such as incessant teasing, demeaning criticism, social isolation, or sabotaging others' tools and equipment. An essential feature of bullying is its persistence - a single harsh incident would not constitute bullying. It is the repeated teasing, criticism, or undermining that signals bullying. Another key feature of bullying is some degree of power or status imbalance between the bully and the victim. Managers are often identified as bullies by subordinates. However, there is power in numbers and subordinates might team up to harass their boss, a phenomenon known as mobbing. Victims of bullying and mobbing experience stress because they feel powerless to deal with the perpetrator(s).

Page Ref: 463

Skill: Applied

180) Discuss the relationship between stressors and job performance and give examples of hindrance and challenge stressors.

Answer: Stressors frequently cause reduced job performance, however, the nature of the relationship depends on the type of stressor. Some stressors are hindrance stressors, such as role ambiguity and interpersonal conflict and they damage performance. Other stressors are challenging such as heavy workload and responsibility. While they can also damage performance they sometimes stimulate it via added motivation.

Page Ref: 467

Skill: Recall

181) Carl has a good friend who seems to be reacting badly to the stress of his new job. You are starting to worry about the toll it is taking on him and realize that he would be better off he used problem solving as a way to cope with his stress. You have arranged to meet him for lunch and to propose this to him. What will you tell him about problem solving and what examples of problem solving can you suggest he consider trying?

Answer: Problem solving is directed toward terminating the stressor or reducing its potency rather than just making the person feel better in the short run. It is reality oriented and most examples of it are just routine, sensible, and obvious approaches that an objective observer might suggest. Examples that Carl can suggest to his friend include: delegation, time management, talking it out, asking for help, and searching for alternatives.

Page Ref: 466

Skill: Applied