

Chapter 2

- 1) An individual's personality encompasses
- A) all aspects of the individual's physical and emotional response to their environment.
 - B) behaviours which are mostly learned through childhood experience.
 - C) a relatively stable set of psychological characteristics.
 - D) a constantly shifting set of personal characteristics.
 - E) all aspects of the individual's consciousness.

Answer: C

Page Ref: 41

Skill: Recall

- 2) Personality will have the most impact in which situation?
- A) situations of medium strength.
 - B) strong situations with well defined roles, rules, and contingencies.
 - C) weak situations with well defined roles, rules, and contingencies.
 - D) both weak and strong situations.
 - E) weak situations of loosely defined roles with few rules.

Answer: E

Page Ref: 42

Skill: Recall

- 3) Personality is most commonly thought to consist of _____ dimensions.
- A) five
 - B) six
 - C) three
 - D) seven
 - E) four

Answer: A

Page Ref: 43

Skill: Recall

- 4) The personality dimension of extraversion is defined as
- A) the degree to which a person thinks flexibly and is receptive to new ideas.
 - B) the degree to which a person has appropriate emotional control.
 - C) the extent to which a person is outgoing and enjoys social situations.
 - D) the extent to which a person is friendly and approachable.
 - E) the degree to which a person is responsible and achievement oriented.

Answer: C

Page Ref: 43

Skill: Recall

- 5) The personality dimension of emotional stability is defined as
- A) the degree to which a person has appropriate emotional control.
 - B) the degree to which a person thinks flexibly and is receptive to new ideas.
 - C) the extent to which a person is outgoing and enjoys social situations.
 - D) the degree to which a person is responsible and achievement oriented.
 - E) the extent to which a person is friendly and approachable.

Answer: A

Page Ref: 43

Skill: Recall

- 6) The personality dimension of agreeableness is defined as
- A) the extent to which a person is friendly and approachable.
 - B) the degree to which a person thinks flexibly and is receptive to new ideas.
 - C) the degree to which a person has appropriate emotional control.
 - D) the extent to which a person is outgoing and enjoys social situations.
 - E) the degree to which a person is responsible and achievement oriented.

Answer: A
Page Ref: 43
Skill: Recall

- 7) The personality dimension of conscientiousness is defined as
- A) the degree to which a person thinks flexibly and is receptive to new ideas.
 - B) the extent to which a person is outgoing and enjoys social situations.
 - C) the degree to which a person is responsible and achievement oriented.
 - D) the degree to which a person has appropriate emotional control.
 - E) the extent to which a person is friendly and approachable.

Answer: C
Page Ref: 43
Skill: Recall

- 8) The personality dimension of openness to experience is defined as
- A) the degree to which a person has appropriate emotional control.
 - B) the degree to which a person is responsible and achievement oriented.
 - C) the degree to which a person thinks flexibly and is receptive to new ideas.
 - D) the extent to which a person is friendly and approachable.
 - E) the extent to which a person is outgoing and enjoys social situations.

Answer: C
Page Ref: 43
Skill: Recall

- 9) Recent studies suggest that extraversion is related to absenteeism in a positive direction. This means that
- A) the more extraverted a person is, the less absent they are.
 - B) extraverts tend to be absent more often than introverts.
 - C) extraverts tend to be absent less often than introverts.
 - D) the more introverted a person is, the more absent they are.
 - E) people become more extraverted through higher absenteeism.

Answer: B
Page Ref: 44
Skill: Applied

- 10) Gary Reynolds is the CEO of Reynolds Software Limited. He attributes his success to careful planning, hard work, and a good business education. In terms of locus of control, Gary is most likely a(n)
- A) internal.
 - B) external.
 - C) extravert.
 - D) introvert.
 - E) high self-monitor.

Answer: A
Page Ref: 45
Skill: Applied

- 11) A person who is a **high self-monitor** will
- A) have difficulty regulating their behaviour in social situations.
 - B) ignore the situation when determining how to behave.
 - C) be rather rigid in his or her leadership style.
 - D) be prone to uncontrollable emotional outbursts.
 - E) **observe the situation when determining how to behave.**

Answer: E

Page Ref: 45

Skill: Applied

- 12) A person with **low self-esteem** will likely
- A) be less pliable than someone with high self-esteem.
 - B) be less susceptible to external and social influences.
 - C) **respond well to mentoring.**
 - D) be able to deal with negative feedback.
 - E) react well to ambiguous stressful situations.

Answer: C

Page Ref: 46

Skill: Applied

- 13) Learning is
- A) not directly related to behaviour or experience.
 - B) concerned with both permanent and temporary changes.
 - C) **a relatively permanent change in behaviour potential due to experience.**
 - D) a relatively temporary change in behaviour potential due to experience.
 - E) related to behaviour more than experience.

Answer: C

Page Ref: 48

Skill: Recall

- 14) Which of the following is not one of the four primary categories of learning content in organizations?
- A) cultural awareness
 - B) **financial management**
 - C) practical skills
 - D) intrapersonal skills
 - E) interpersonal skills

Answer: B

Page Ref: 50

Skill: Recall

- 15) **Social cognitive t**heory is most strongly associated with which of the following concepts?
- A) punishment
 - B) **modelling**
 - C) partial reinforcement
 - D) extinction
 - E) delayed reinforcement

Answer: B

Page Ref: 58

Skill: Recall

- 16) To obtain the best compromise between the speed of acquisition of a desired response and resistance to its extinction, which reinforcement strategy should be used in training? (In other words, how do we get the fastest learning combined with the strongest resistance to extinction?)
- A) Begin with self-management and then go to modeling.
 - B) Begin with delayed and partial reinforcement and gradually go to immediate and continuous reinforcement.
 - C) Begin with negative reinforcement and gradually change to continuous positive reinforcement.
 - D) **Begin with immediate and continuous reinforcement and gradually go to delayed and partial reinforcement.**
 - E) Continuous reinforcement.

Answer: D

Page Ref: 54

Skill: Applied

- 17) Ron is a sensitive person, and he works very hard so that his boss doesn't criticize him. Criticism is a(n) _____ of Ron's work.
- A) **negative reinforcer**
 - B) punisher
 - C) extinguisher
 - D) positive reinforcer
 - E) continuous reinforcer

Answer: A

Page Ref: 51

Skill: Applied

- 18) A company converted its machine operators from piece rate pay to hourly pay and found that accidents involving the machines were reduced to almost zero from a previously high level. What can we conclude?
- A) Unsafe working practices were punished.
 - B) Hourly pay resulted in bigger paycheques for the machine operators.
 - C) Safe working practices were positively reinforced.
 - D) Safe working practices were negatively reinforced.
 - E) **Unsafe working practices were extinguished.**

Answer: E

Page Ref: 55

Skill: Applied

- 19) A supervisor complimented each of his workers as he or she arrived promptly to work every morning. Due to time constraints, the supervisor had to stop this practice, resulting in a much higher rate of tardiness among his workers. Which of the following statements best explains this situation in operant terms?
- A) The supervisor's negative reinforcement strategy was stopped, thus extinguishing the behaviour of arriving promptly.
 - B) **The supervisor was using a continuous, immediate reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.**
 - C) The supervisor was using a delayed reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
 - D) The supervisor was using a partial reinforcement strategy, and behaviour learned under such conditions is easily extinguishable.
 - E) The supervisor was inadvertently punishing his workers by not complimenting them, so the workers didn't arrive on time any more.

Answer: B

Page Ref: 54

Skill: Applied

- 20) Which of the following statements concerning extinction is false?
- A) Extinction works best when coupled with the reinforcement of a desired substitute behaviour.
 - B) Using the application of an unpleasant stimulus after an unwanted behaviour, extinction can reduce the probability of that behaviour occurring again.
 - C) Extinction can be successful in reducing an unwanted behaviour by removing the reinforcer of that behaviour.
 - D) Behaviours learned under delayed or partial reinforcement schedules are more difficult to extinguish than those learned under continuous, immediate reinforcement.
 - E) Behaviours which are eliminated through extinction may reappear if they become positively reinforced again.

Answer: B

Page Ref: 55

Skill: Applied

- 21) Which of the following represents the least effective reinforcement strategy?
- A) Immediate reinforcement
 - B) Negative reinforcement
 - C) Continuous reinforcement
 - D) Delayed reinforcement
 - E) This question cannot be answered accurately as stated.

Answer: E

Page Ref: 54

Skill: Applied

- 22) In learning terms, a model is a person who
- A) imitates the behaviour of others.
 - B) has his or her behaviour imitated.
 - C) seeks a mentor.
 - D) administers a high degree of positive reinforcement.
 - E) engages in self-management.

Answer: B

Page Ref: 58

Skill: Recall

- 23) If a behaviour is increasing in probability, we can be certain that it is not being
- A) negatively reinforced.
 - B) extinguished.
 - C) modeled.
 - D) positively reinforced.
 - E) learned.

Answer: B

Page Ref: 55

Skill: Applied

- 24) When we say that organizations sometimes confuse rewards with reinforcers, we mean that
- A) the reinforcers are not backed up with attractive rewards.
 - B) only monetary rewards work as effective reinforcers.
 - C) people differ as to which rewards are reinforcing.
 - D) rewards cannot serve as reinforcers.
 - E) the rewards are not made contingent on a desired behaviour.

Answer: E

Page Ref: 52

Skill: Applied

- 25) A positive reinforcer is
- A) pay.
 - B) a company car.
 - C) interesting work.
 - D) a holiday.
 - E) There is insufficient information to accurately answer this question.

Answer: E

Page Ref: 51

Skill: Applied

- 26) The concepts of modelling and self-regulation both assume
- A) that extinction is superior to punishment.
 - B) that all workers prefer the same reinforcers.
 - C) that learning can occur without reinforcement.
 - D) that people can reinforce themselves.
 - E) that cognitive learning cannot occur.

Answer: D

Page Ref: 60

Skill: Applied

- 27) _____ decreases the probability of a behaviour by the application of a negative stimulus after that behaviour occurs.
- A) Positive reinforcement
 - B) Punishment
 - C) Modeling
 - D) Extinction
 - E) Negative reinforcement

Answer: B

Page Ref: 56

Skill: Recall

- 28) _____ increases the probability of a behaviour by the removal of a negative stimulus after that behaviour occurs.
- A) Extinction
 - B) Positive reinforcement
 - C) Punishment
 - D) Modeling
 - E) Negative reinforcement

Answer: E

Page Ref: 51

Skill: Recall

29) To reduce the probability of some unwanted behaviour we can use

- A) positive reinforcement.
- B) immediate reinforcement.
- C) negative reinforcement.
- D) continuous reinforcement.
- E) extinction.

Answer: E

Page Ref: 55

Skill: Applied

30) Positive reinforcement _____ the probability of a behaviour by applying a _____ stimulus after that behaviour occurs.

- A) increases; pleasant
- B) decreases; pleasant
- C) decreases; nasty
- D) increases; nasty
- E) increases; neutral

Answer: A

Page Ref: 51

Skill: Recall

31) Which of the following statements concerning punishment is generally true?

- A) Managers should punish subordinates in front of other employees to set an example.
- B) Punishment differs from negative reinforcement in that punishment removes a nasty stimulus following some behaviour.
- C) Managers seldom use punishment to control organizational behaviour.
- D) While punishment signals which behaviours are inappropriate, it fails to illustrate correct behaviour.
- E) Punishment involves the same process as extinction.

Answer: D

Page Ref: 56

Skill: Applied

32) A manager who scolds her employees for being late with the hope that this will stop them from being late is using

- A) negative reinforcement.
- B) punishment.
- C) extinction.
- D) modeling.
- E) positive reinforcement.

Answer: B

Page Ref: 56

Skill: Applied

- 33) **Persistent learning** is best achieved through
- A) partial, immediate reinforcement.
 - B) punishment.
 - C) continuous, immediate reinforcement.
 - D) partial, delayed reinforcement.**
 - E) continuous, delayed reinforcement.

Answer: D

Page Ref: 54

Skill: Recall

- 34) _____ increase or maintain the probability of some response by their _____ the situation in question.
- A) Negative reinforcers; modeling of
 - B) Rewards; removal from
 - C) Positive reinforcers; removal from
 - D) Positive reinforcers; application or addition to**
 - E) Negative reinforcers; application or addition to

Answer: D

Page Ref: 51

Skill: Recall

- 35) In order to obtain the fastest acquisition of some response, it should be reinforced
- A) after a long delay and continuously.
 - B) after a long delay and partially.
 - C) intermittently and cautiously.
 - D) immediately and partially.
 - E) immediately and continuously.**

Answer: E

Page Ref: 54

Skill: Applied

- 36) Managers should be especially careful in administering punishment because
- A) over a long period of time, repeated punishment becomes positively reinforcing.
 - B) punishment must be administered in front of other employees, and this often results in lowered morale.
 - C) punishment will always lead to the emergence of other undesirable behaviours.
 - D) punishment has a tendency to provoke a strong emotional reaction on the part of the punished individual.**
 - E) punishment usually has no impact on the behaviour they are trying to eliminate.

Answer: D

Page Ref: 57

Skill: Applied

- 37) Which of the following statements represents bad advice on administering punishment?
- A) Punishment should start off with a very mild warning, gradually proceeding to stronger punishment if the offense continues.**
 - B) The chosen punishment should be truly aversive to the individual being punished.
 - C) Do not reward unwanted behaviours before or after punishment.
 - D) Do not inadvertently punish desirable behaviour.
 - E) Punishment should be coupled with an indication of the correct behaviour in the situation.

Answer: A

Page Ref: 54

Skill: Applied

- 38) A manager realizes that her complaints about employee horseplay seem to encourage more horseplay. She resolves to ignore their horseplay in the future. In operant terms, what has she decided to do?
- A) Negatively reinforce horseplay
 - B) Extinguish horseplay**
 - C) Punish horseplay
 - D) Model horseplay
 - E) Positively reinforce proper work behaviour

Answer: B

Page Ref: 55

Skill: Applied

- 39) There are two strategies that can be used to reduce the probability of learned behaviour. They are
- A) organizational behaviour modification and reinforcement.
 - B) modeling and positive reinforcement.
 - C) negative reinforcement and extinction.
 - D) extinction and punishment.**
 - E) negative reinforcement and punishment.

Answer: D

Page Ref: 55

Skill: Recall

- 40) What is the most sensible strategy for administering punishment, as long as conditions permit?
- A) Intermittently and cautiously
 - B) Partially with delay
 - C) Continuously and immediately**
 - D) Partially and immediately
 - E) Continuously with delay

Answer: C

Page Ref: 57

Skill: Applied

- 41) The book described a company that posted a feedback chart in the workplace to indicate the percentage of safe behaviours observers noted every three days. Which of the following is not true about this practice?
- A) The scheme was designed to improve safe working practices.
 - B) It was an example of positive reinforcement.
 - C) The posting of safe behaviours every three days is essentially a delayed, continuous reinforcement strategy.
 - D) It was an example of organizational behaviour modification.
 - E) It was an example of self-regulation.**

Answer: E

Page Ref: 61

Skill: Applied

42) Stop reinforcement to _____ a behaviour.

- A) model
- B) punish
- C) learn
- D) extinguish
- E) strengthen

Answer: D

Page Ref: 55

Skill: Recall

43) The most difficult tactic for a manager to use effectively is

- A) modeling.
- B) positive reinforcement.
- C) extinction.
- D) negative reinforcement.
- E) punishment.

Answer: E

Page Ref: 57

Skill: Recall

44) The process of self-regulation can include

- A) rehearsal.
- B) collection of self-observation data.
- C) observation of models.
- D) goal setting.
- E) all of the above.

Answer: E

Page Ref: 60

Skill: Recall

45) Which of the following represents the most effective punishment strategy?

- A) Partial
- B) Delayed
- C) Continuous
- D) Intermittent
- E) This question cannot be answered accurately as stated.

Answer: C

Page Ref: 57

Skill: Applied

46) To make behaviour most **resistant to extinction**, it should be learned under _____ reinforcement.

- A) continuous and immediate
- B) partial and immediate
- C) negative
- D) continuous and delayed
- E) partial and delayed

Answer: E

Page Ref: 54

Skill: Applied

47) In the text, modelling is described as a process of

- A) reinforcing others.
- B) punishing others.
- C) showing others.
- D) managing others.
- E) imitating others.

Answer: E

Page Ref: 58

Skill: Recall

48) According to the _____ approach, organizational behaviour is a function of both dispositions and the situation.

- A) operant learning
- B) contingency
- C) interactionist
- D) social cognitive
- E) personality

Answer: C

Page Ref: 42

Skill: Recall

49) If an organization decides to change the characteristics of work tasks in order to improve employee satisfaction and performance, what approach to organizational behaviour are they following?

- A) personality approach
- B) dispositional approach
- C) situational approach
- D) interactionist approach
- E) operant learning approach

Answer: C

Page Ref: 41

Skill: Applied

50) If an organization decides to use personality tests in the hiring of employees in order to improve employee satisfaction and performance, what approach to organizational behaviour are they following?

- A) situational approach
- B) dispositional approach
- C) military approach
- D) testing approach
- E) interactionist approach

Answer: B

Page Ref: 41

Skill: Applied

51) Which of the following is the **most widely accepted perspective** within organizational behaviour?

- A) the five-factor approach
- B) the situational approach
- C) the dispositional approach
- D) the personality approach
- E) the interactionist approach**

Answer: E

Page Ref: 42

Skill: Recall

52) Which of the following is related to the probability of obtaining employment?

- A) extraversion
- B) conscientiousness**
- C) emotional stability
- D) openness to experience
- E) agreeableness

Answer: B

Page Ref: 44

Skill: Recall

53) According to behavioural plasticity theory,

- A) people's self-esteem can easily be changed in response to external and social influences.
- B) people's behaviour will only change when their self-esteem is threatened.
- C) the best way to change people's behaviour is to use external and social influence.
- D) people with high self-esteem are more likely to benefit from external and social influences.
- E) people with low self-esteem are more susceptible to external and social influences.**

Answer: E

Page Ref: 46

Skill: Recall

54) Which of the following is an **emotional disposition that predicts** people's general emotional tendencies?

- A) locus of control
- B) general self-efficacy
- C) proactive personality
- D) positive affectivity**
- E) self-esteem

Answer: D

Page Ref: 47

Skill: Recall

55) A person who is relatively unconstrained by situational forces and acts to change and influence the environment has what kind of personality?

- A) internal locus of control
- B) high self-esteem
- C) proactive personality**
- D) positive affect
- E) general self-efficacy

Answer: C

Page Ref: 47

Skill: Recall

56) Which of the following is an example of a motivational trait?

- A) general self-efficacy
- B) self-esteem
- C) core self-evaluations
- D) emotional stability
- E) positive affectivity

Answer: A

Page Ref: 48

Skill: Recall

57) Which one of the dimensions of the five-factor model of personality is also one of the traits of core self-evaluations?

- A) openness to experience
- B) extraversion
- C) conscientiousness
- D) agreeableness
- E) emotional stability

Answer: E

Page Ref: 48

Skill: Recall

58) Which of the following is not one of the traits of core self-evaluations?

- A) locus of control
- B) self-esteem
- C) general self-efficacy
- D) negative affectivity
- E) neuroticism

Answer: D

Page Ref: 48

Skill: Recall

59) Which of the following best describes the effects of organizational behaviour modification on task performance?

- A) The effects are the same in all organizations.
- B) The effects are strongest in service organizations.
- C) The effects are strongest in military organizations.
- D) The effects are strongest in manufacturing organizations.
- E) It depends on the type of positive reinforcement used.

Answer: D

Page Ref: 62

Skill: Recall

60) Which of the following most accurately indicates the forms of positive reinforcement that have been found to be effective for organizational behaviour modification?

- A) only money
- B) money and social recognition but not feedback
- C) money and feedback but not social recognition
- D) social recognition and feedback but not money
- E) money, feedback, and social recognition

Answer: E

Page Ref: 62

Skill: Recall

61) Which of the following is a key part of an employee recognition program?

- A) the type of recognition
- B) the type of award
- C) the fairness of the program
- D) the amount of financial reward
- E) public acknowledgement

Answer: E

Page Ref: 62

Skill: Recall

62) What are the components of career development?

- A) career management and career advancement
- B) career planning and career management
- C) career decision making and career management
- D) career choice and career planning
- E) career planning and career decision making

Answer: B

Page Ref: 65

Skill: Recall

63) One of the most widely used and effective methods of training is

- A) behaviour modelling training
- B) organizational behaviour modification
- C) self-efficacy training
- D) social cognitive training
- E) self-regulation training

Answer: A

Page Ref: 63

Skill: Recall

64) Research on behaviour modelling training has concluded that it has a positive effect on

- A) learning and behaviour
- B) learning, skills, and behaviour
- C) learning only
- D) learning and behaviour
- E) learning and skills

Answer: B

Page Ref: 65

Skill: Recall

65) The effects of behaviour modelling training are greatest when

- A) trainees are instructed to set goals and rewards are used in the work environment
- B) trainees are instructed to set goals
- C) rewards and sanctions are used in the work environment
- D) trainees are instructed to set goals and rewards and sanctions are used in the work environment
- E) trainees are instructed to set goals and sanctions are used in the work environment

Answer: D

Page Ref: 65

Skill: Recall

66) Which of the following is true about high self-monitors?

- A) they experience more role stress and less commitment to their organization
- B) they experience less role stress and show higher commitment to their organization
- C) they experience more role stress and show higher commitment to their organization
- D) they experience no role stress and show less commitment to their organization
- E) they experience less role stress and show less commitment to their organization

Answer: A

Page Ref: 45

Skill: Recall

67) Which of the following is true about high self-monitors?

- A) they tend to be more involved in their jobs and show more commitment to their organization
- B) they tend to be less involved in their jobs and show more commitment to their organization
- C) they tend to be more involved in their jobs and to experience more role stress
- D) they tend to be less involved in their jobs and more likely to emerge as leaders
- E) they tend to be less involved in their jobs and experience more role stress

Answer: C

Page Ref: 45

Skill: Recall

68) Luke has just described a set of well-defined behaviours to be learned. What is he doing?

- A) organizational behaviour modification
- B) self-regulation
- C) career planning
- D) career development
- E) behaviour modelling training

Answer: E

Page Ref: 63

Skill: Applied

69) Luke has just described to trainees a set of well-defined behaviours to be learned. What does he need to do next?

- A) provide a model or models displaying the effective use of those behaviours
- B) provide feedback and social reinforcement to trainees
- C) take necessary steps that are required to achieve an individual's goals and career plans
- D) take steps to maximize the transfer of those behaviours to the job
- E) provide opportunities for trainees to practise using those behaviours

Answer: A

Page Ref: 63

Skill: Applied

70) Luke has just provided opportunities for trainees to practise using newly learned behaviours. What does he need to do next?

- A) provide a model or models displaying the effective use of those behaviours
- B) collect self-observation data
- C) describe to trainees a set of well-defined behaviours to be learned
- D) provide feedback and social reinforcement to trainees
- E) take steps to maximize the transfer of those behaviours to the job

Answer: D

Page Ref: 63

Skill: Applied

- 71) A manager has just provided an employee with information on past performance for the purpose of changing or maintaining performance in specific ways. What is this called?
- A) social recognition
 - B) modelling
 - C) self-regulation
 - D) behaviour modelling training
 - E) performance feedback

Answer: E

Page Ref: 53

Skill: Applied

- 72) Performance feedback is most effective when it is
- A) represented verbally, such as a written description
 - B) delivered only after everyone has had a chance to think about the performance
 - C) delivered by several observers
 - D) delivered immediately after observing performance
 - E) conveyed in a negative manner

Answer: D

Page Ref: 54

Skill: Recall

- 73) When one individual provides informal acknowledgement, attention, praise, approval, or genuine appreciation for work well done to another individual, he/she is providing
- A) peer recognition
 - B) a good example of a model
 - C) performance feedback
 - D) continuous and immediate reinforcement
 - E) social recognition

Answer: E

Page Ref: 54

Skill: Recall

- 74) The idea of triadic reciprocal causation has its basis in
- A) organizational behaviour modification
 - B) social cognitive theory
 - C) behaviour modelling training
 - D) operant learning theory
 - E) employee recognition programs

Answer: B

Page Ref: 58

Skill: Recall

- 75) When there exists a discrepancy between one's goals and performance, this is known as
- A) discrepancy seduction
 - B) discrepancy reduction
 - C) discrepancy induction
 - D) discrepancy function
 - E) discrepancy production

Answer: B

Page Ref: 60

Skill: Recall

- 76) When individuals attain their goals, they are likely to set even higher and more challenging goals, a process known as
- A) discrepancy induction
 - B) discrepancy production
 - C) discrepancy seduction
 - D) discrepancy function
 - E) discrepancy reduction

Answer: B

Page Ref: 60

Skill: Recall

- 77) A new manager wants her employees to learn the principles of self-regulation. She has them set a goal so that there is a discrepancy between their goal and their performance. When employees attain their goals, they are likely to
- A) stop setting goals
 - B) set even higher and more challenging goals
 - C) set lower goals
 - D) set the same goal
 - E) ask the manager to set a new goal

Answer: B

Page Ref: 60

Skill: Applied

- 78) Which of the following represents the findings of research on organizational behaviour modification?
- A) performance feedback has stronger effects on performance than money and social recognition
 - B) money and social recognition have stronger effects on performance than performance feedback
 - C) money has stronger effects on performance than social recognition and performance feedback
 - D) social recognition has stronger effects on performance than money and performance feedback
 - E) social recognition and performance feedback have the same effects on performance as money

Answer: C

Page Ref: 62

Skill: Recall

- 79) According to research on organizational behaviour modification, which combination of factors has the strongest effect on task performance?
- A) money, peer recognition, performance feedback
 - B) money, social recognition, formal recognition
 - C) money, formal recognition, performance feedback
 - D) formal recognition, social recognition, performance feedback
 - E) money, social recognition, and performance feedback

Answer: E

Page Ref: 62

Skill: Recall

- 80) According to social cognitive theory, human behaviour can best be explained through a system of
- A) cognitive reciprocal causation
 - B) triadic reciprocal causation
 - C) triadic cognitive causation
 - D) bidirectional reciprocal causation
 - E) triadic bidirectional causation

Answer: B

Page Ref: 58

Skill: Recall

- 81) Personality is the unstable set psychological characteristics that influences the way an individual interacts with the environment.

Answer: True False

Page Ref: 41

Skill: Recall

- 82) According to the dispositional approach, individuals possess stable traits or characteristics that influence their attitudes and behaviours.

Answer: True False

Page Ref: 41

Skill: Recall

- 83) The dispositional approach is the most widely accepted perspective within organizational behaviour.

Answer: True False

Page Ref: 42

Skill: Recall

- 84) An important implication of the situational approach is that some personality characteristics are useful in certain organizational situations.

Answer: True False

Page Ref: 42

Skill: Recall

- 85) Behavioural plasticity has to do with how external and social influences can change people's self-esteem.

Answer: True False

Page Ref: 46

Skill: Recall

- 86) People who have high negative affectivity experience more stressful conditions at work and report higher levels of workplace stress.

Answer: True False

Page Ref: 47

Skill: Recall

- 87) General self-efficacy is a stable personal disposition that reflects a tendency to effect positive change in one's environment.

Answer: True False

Page Ref: 48

Skill: Recall

88) Core self-evaluations are related to job satisfaction but not life satisfaction.

Answer: True False

Page Ref: 48

Skill: Recall

89) A good indication of whether or not an individual believes he or she can succeed at a variety of tasks is their general self-efficacy.

Answer: True False

Page Ref: 48

Skill: Applied

90) Money, feedback, and social recognition together have the strongest effect on task performance.

Answer: True False

Page Ref: 62

Skill: Recall

91) The effects of organizational behaviour modification on task performance tend to be strongest in service organizations.

Answer: True False

Page Ref: 62

Skill: Recall

92) Personality is a relatively new idea in organizational behaviour research.

Answer: True False

Page Ref: 41

Skill: Recall

93) The "Big 5" refers to five distinct dimensions of personality.

Answer: True False

Page Ref: 43

Skill: Recall

94) Altruism is one of the "Big 5" personality dimensions.

Answer: True False

Page Ref: 43

Skill: Recall

95) Agreeableness means that a person tends to be friendly and approachable.

Answer: True False

Page Ref: 43

Skill: Recall

96) If you believe that you are being controlled by internal forces, you are an external locus of control person.

Answer: True False

Page Ref: 45

Skill: Applied

97) Locus of control is not a personality dimension.

Answer: True False

Page Ref: 45

Skill: Recall

98) Being a high self-monitor means that you observe only yourself and no one else.

Answer: True False

Page Ref: 45

Skill: Recall

99) Having high self-esteem means that you have a negative self-evaluation.

Answer: True False

Page Ref: 46

Skill: Recall

100) Self-esteem, self-monitoring, locus of control, agreeableness, conscientiousness, and emotional stability are all examples of personality characteristics or dimensions.

Answer: True False

Page Ref: 43

Skill: Recall

101) Negative reinforcement is a technical term for punishment. In fact, they both mean the same thing.

Answer: True False

Page Ref: 51

Skill: Recall

102) In technical terms, to extinguish some behaviour, just stop reinforcement.

Answer: True False

Page Ref: 55

Skill: Applied

103) Bobby praises every good report his employee produces. This is an example of a partial reinforcement strategy.

Answer: True False

Page Ref: 54

Skill: Applied

104) Punishment is most effective when it is delivered according to a partial and delayed schedule.

Answer: True False

Page Ref: 57

Skill: Applied

105) Self-regulation is closely related to the concept of social cognition.

Answer: True False

Page Ref: 60

Skill: Recall

106) Under self-regulation, employees in effect reinforce themselves.

Answer: True False

Page Ref: 60

Skill: Recall

- 107) In social cognitive theory, a model is a person who imitates another person's behaviour.
Answer: True False
Page Ref: 58
Skill: Recall
- 108) By definition, all rewards that organizations provide for employees are reinforcers.
Answer: True False
Page Ref: 52
Skill: Recall
- 109) The very fastest acquisition of behaviour will occur under continuous and delayed reinforcement.
Answer: True False
Page Ref: 54
Skill: Recall
- 110) The imitation of a prominent model (such as a successful and respected CEO) is an example of social cognitive theory.
Answer: True False
Page Ref: 59
Skill: Applied
- 111) It is probably easier for managers to learn to use positive reinforcement effectively than to use punishment effectively.
Answer: True False
Page Ref: 58
Skill: Applied
- 112) In theory, both punishment and extinction should have a similar impact on the probability of behaviour occurring.
Answer: True False
Page Ref: 55
Skill: Applied
- 113) The modeling process is an example of social cognitive theory.
Answer: True False
Page Ref: 58
Skill: Recall
- 114) Ironically, the best models in learning terms behave in a subtle and forgettable manner.
Answer: True False
Page Ref: 58
Skill: Recall
- 115) Under the concept of self-regulation, an employee reinforces his or her own behaviour.
Answer: True False
Page Ref: 60
Skill: Recall

- 116) Delayed reinforcement results in slowly learned but persistent behaviour.
Answer: True False
Page Ref: 54
Skill: Recall
- 117) Negative reinforcement and punishment produce similar results but through different processes.
Answer: True False
Page Ref: 55
Skill: Applied
- 118) Negative reinforcers increase the probability of a behaviour occurring.
Answer: True False
Page Ref: 51
Skill: Recall
- 119) Punishment stops unwanted behaviours most effectively when it is mild and accompanied by presents or rewards.
Answer: True False
Page Ref: 57
Skill: Applied
- 120) In learning terms, attractive, high status people are often effective models.
Answer: True False
Page Ref: 58
Skill: Applied
- 121) Punishment is the easiest operant technique to use effectively.
Answer: True False
Page Ref: 56
Skill: Recall
- 122) Negative reinforcement is more effective than punishment in stopping unwanted behaviours.
Answer: True False
Page Ref: 55
Skill: Applied
- 123) Extinction is accomplished by terminating reinforcement.
Answer: True False
Page Ref: 51
Skill: Recall
- 124) Conscientiousness is the strongest predictor of all of the "Big Five" dimensions of overall job performance.
Answer: True False
Page Ref: 43
Skill: Recall
- 125) High self-monitors experience less role stress.
Answer: True False
Page Ref: 45
Skill: Recall

- 126) Employees who have higher negative affectivity have been found to be more creative at work.
Answer: True False
Page Ref: 47
Skill: Recall
- 127) Positive affect is a key factor that links happiness to success in life and at work.
Answer: True False
Page Ref: 47
Skill: Recall
- 128) A manager who wants to use performance feedback should provide quantitative but not qualitative information on past performance.
Answer: True False
Page Ref: 53
Skill: Applied
- 129) Performance feedback is most effective when it is represented visually in a graph or chart form.
Answer: True False
Page Ref: 54
Skill: Recall
- 130) If a manager wants to use performance feedback to change employee behaviour, he/she should convey it after the employee has had some time to think about the performance in question.
Answer: True False
Page Ref: 54
Skill: Applied
- 131) Social recognition and performance feedback are the same thing.
Answer: True False
Page Ref: 54
Skill: Recall
- 132) Performance feedback is most effective when it is represented verbally in written form.
Answer: True False
Page Ref: 54
Skill: Recall
- 133) In order to provide effective performance feedback, a manager should provide employees with informal acknowledgement, attention, praise, approval, and genuine appreciation for work well done.
Answer: True False
Page Ref: 54
Skill: Applied
- 134) According to operant learning theory, human behaviour can best be explained through a system of triadic reciprocal causation.
Answer: True False
Page Ref: 58
Skill: Recall

- 135) When individuals attain their goals, they are likely to set even higher and more challenging goals.
Answer: True False
Page Ref: 60
Skill: Recall
- 136) Self-regulation involves both discrepancy reduction and discrepancy production.
Answer: True False
Page Ref: 60
Skill: Recall
- 137) Money has been found to have stronger effects than social recognition and performance feedback in organizational behaviour modification.
Answer: True False
Page Ref: 62
Skill: Recall
- 138) The effect of money on performance is greater when it is part of a pay-for-performance program than organizational behaviour modification.
Answer: True False
Page Ref: 62
Skill: Recall
- 139) The first step of behaviour modelling training is to provide a model or models displaying the effective use of behaviours to be learned.
Answer: True False
Page Ref: 63
Skill: Recall
- 140) Behaviour modelling training is based on organizational behaviour modification.
Answer: True False
Page Ref: 63
Skill: Recall
- 141) A relatively stable set of psychological characteristics that influences the way an individual interacts is referred to as _____.
Answer: personality
Page Ref: 41
Skill: Recall
- 142) The _____ approach is the most widely accepted perspective within organizational behaviour.
Answer: interactionist
Page Ref: 42
Skill: Recall
- 143) _____ is the strongest predictor of all of the "Big Five" dimensions of overall job performance.
Answer: Conscientiousness
Page Ref: 43
Skill: Recall

- 144) People who have high _____ experience more stressful conditions at work and report higher levels of workplace stress and strain.
Answer: negative affectivity
Page Ref: 47
Skill: Recall
- 145) The four traits that make up a person's core self-evaluations are self-esteem, general self-efficacy, locus of control, and _____.
Answer: neuroticism
Page Ref: 48
Skill: Recall
- 146) A financial reward for good performance will not qualify as an employee recognition program if it is not accompanied by _____.
Answer: public praise and recognition
Page Ref: 62
Skill: Recall
- 147) _____ refers to the extent to which a person thinks flexibly and is receptive to new ideas.
Answer: Openness to experience
Page Ref: 43
Skill: Recall
- 148) Stan believes that his boss is responsible for all the stuff that happens to Stan. Stan is exhibiting an external _____.
Answer: locus of control
Page Ref: 45
Skill: Applied
- 149) Susan is disliked by her sorority sisters because she is always able to act perfectly, regardless to the situation. Susan might be called a _____.
Answer: high self-monitor
Page Ref: 45
Skill: Applied
- 150) _____ is the degree to which a person has a positive self-evaluation.
Answer: Self-esteem
Page Ref: 46
Skill: Recall
- 151) Both punishment and extinction should _____ the probability of a behaviour occurring.
Answer: reduce
Page Ref: 55
Skill: Applied
- 152) To extinguish some behaviour we _____ reinforcement.
Answer: stop or terminate
Page Ref: 55
Skill: Applied

- 153) In social cognitive theory, a(n) _____ is a person whose behaviour is imitated.
Answer: model
Page Ref: 58
Skill: Recall
- 154) In social cognitive theory, the process of imitating the behaviour of others is called _____.
Answer: modeling
Page Ref: 58
Skill: Recall
- 155) Negative reinforcement _____ the probability of some behaviour occurring.
Answer: increases or maintains
Page Ref: 51
Skill: Recall
- 156) The text presented detailed examples of programs that used reinforcement to improve safety. These programs are examples of _____.
Answer: organizational behaviour modification
Page Ref: 61
Skill: Recall
- 157) Collecting self-observation data, observing models, goal setting, and rehearsal are all aspects of _____.
Answer: self-regulation
Page Ref: 60
Skill: Recall
- 158) Applying a negative stimulus to terminate unwanted behaviour is called _____.
Answer: punishment
Page Ref: 56
Skill: Recall
- 159) Removing a negative stimulus when a behaviour occurs in order to strengthen the behaviour is called _____.
Answer: negative reinforcement
Page Ref: 51
Skill: Recall
- 160) _____ who are attractive, credible, competent, and of high status are the people who are most likely to be imitated.
Answer: Models
Page Ref: 58
Skill: Applied
- 161) Continuous reinforcement with short delay causes behaviours to be learned _____.
Answer: quickly
Page Ref: 54
Skill: Applied

- 162) Behaviour learned under delayed partial reinforcement will be learned slowly but it will also be _____.
Answer: persistent or resistant to extinction
Page Ref: 54
Skill: Applied
- 163) _____ reinforcement occurs in the modelling process.
Answer: self
Page Ref: 58
Skill: Recall
- 164) Learning by virtue of direct experience with the consequences of one's behaviour is called _____ learning.
Answer: operant
Page Ref: 50
Skill: Recall
- 165) To increase the probability of some behaviour, _____ that behaviour.
Answer: reinforce
Page Ref: 51
Skill: Applied
- 166) To obtain the fast acquisition of some response, reinforce that response _____.
Answer: continuously and immediately
Page Ref: 54
Skill: Applied
- 167) High _____ are likely to experience more role stress and show less commitment to their organization.
Answer: self-monitors
Page Ref: 45
Skill: Recall
- 168) There is some evidence that _____ is a key factor that links happiness to success in life and at work.
Answer: positive affect
Page Ref: 47
Skill: Recall
- 169) Employees who have higher _____ have been found to be more creative at work.
Answer: positive affect
Page Ref: 47
Skill: Recall
- 170) According to social cognitive theory, human behaviour can best be explained through a system of _____ reciprocal causation.
Answer: triadic
Page Ref: 58
Skill: Recall
- 171) Social cognitive theory emphasizes the role of _____ processes in regulating people's behaviour.
Answer: cognitive
Page Ref: 58
Skill: Recall

172) When individuals attain their goals, they are likely to set even higher and more challenging goals, a process known as _____.

Answer: discrepancy production

Page Ref: 60

Skill: Recall

173) When there exists a discrepancy between one's goals and performance, individuals are motivated to modify their behaviour in the pursuit of goal attainment, a process known as _____.

Answer: discrepancy reduction

Page Ref: 60

Skill: Recall

174) Sasha wants to change his behaviour through self-regulation. The first thing he needs to do is collect _____ data.

Answer: self-observation

Page Ref: 60

Skill: Applied

175) Research on organizational behaviour modification has found that _____ has stronger effects on performance than other forms of positive reinforcement.

Answer: money

Page Ref: 62

Skill: Recall

176) One of the most widely used and effective methods of training is _____ training.

Answer: behaviour modelling

Page Ref: 63

Skill: Recall

177) Behaviour modelling training is based on the _____ component of social cognitive theory.

Answer: modelling

Page Ref: 63

Skill: Recall

178) What is personality? Is it possible for an individual to have "no personality"? Explain.

Answer: Personality is the relatively stable set of psychological characteristics that influences the way an individual interacts with his or her environment. As a result, everyone must have a personality. The expression "no personality" is often directed towards individuals who are low on some personality dimensions such as extraversion and agreeableness.

Page Ref: 41

Skill: Applied

179) What should a formal employee recognition program specify in order to be effective? Give an example for improving work attendance.

Answer: a) how a person will be recognized, b) the type of behaviour being encouraged, c) the manner of public acknowledgement, and d) a token or icon of the event for the recipient. The example for work attendance can be found in the text on page 59. Employees with perfect attendance for an entire month had their names posted with a gold star for that month. At the end of each quarter, employees with no more than two absences received a personal card notifying and congratulating them. At the end of the year there was a plant-wide meeting to recognize good attendance and small, engraved mementos were awarded to employees who had perfect attendance during the entire year.

Page Ref: 62

Skill: Applied

180) Define career development and its components and describe the career development programs of two organizations.

Answer: Career development is an ongoing process in which individuals progress through a series of stages that consist of a unique set of issues, themes, and tasks. It usually involves a career planning and a career management component. Career planning involves the assessment of an individual's interests, skills, and abilities in order to develop goals and career plans. Career management involves taking the necessary steps that are required to achieve an individual's goals and career plans. examples of the career development programs of several organizations can be found on page 61 of the text.

Page Ref: 65

Skill: Applied

181) What are the "Big Five" dimensions of personality? Give two examples of research from our text which link these dimensions to workplace behaviours.

Answer: Extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience. There are several examples of research on pages 43-44 in the text which link these dimensions to workplace behaviours. One study suggests that extraversion was important for managers and salespeople, while another one found that extraversion was positively correlated with absenteeism.

Page Ref: 43

Skill: Recall

182) Describe three personality characteristics which you would expect to be associated with success as a manager. Defend your answer.

Answer: High internal locus of control, high self-monitor, and high self-esteem would all be considered desirable personality characteristics for managerial success. Students may also cite some of the "Big Five" personality dimensions such as extraversion and conscientiousness.

Page Ref: 43

Skill: Applied

183) Distinguish between self-esteem and self-efficacy. Is it possible for an individual to have high self-esteem but low self-efficacy? Explain your answer.

Answer: Self-esteem is the degree to which a person has an overall positive self-evaluation; self-efficacy refers to the beliefs which people have about their ability to successfully perform a specific task. It is clearly possible for an individual to have high self-esteem and also have low self-efficacy with respect to a specific task. For example, someone who has a favourable self-image may also acknowledge that they are not very good at playing golf.

Page Ref: 59

Skill: Applied

184) Describe three common errors made by managers involving reinforcement.

Answer: Confusing rewards with reinforcers, neglecting diversity in preferences for reinforcers, and neglecting important sources of reinforcement.

Page Ref: 52

Skill: Recall

185) Explain the difference between negative reinforcement and punishment. Give an example of each.

Answer: In negative reinforcement, an unpleasant stimulus is removed following some desired behaviour, increasing the probability of that behaviour. In punishment, an unpleasant stimulus is applied after some undesired behaviour, decreasing the probability of that behaviour. Examples include cleaning up a desk to avoid a supervisor's nagging, and docking a worker one hour's pay for being late.

Page Ref: 56

Skill: Applied

186) What advice would you give to a manager about the effective use of punishment in the workplace?

Answer: Punishment can be an effective means for stopping undesirable behaviour but it must be applied very carefully. When using punishment, managers should provide correct alternative responses, limit the emotions involved, ensure that the punishment is truly aversive, punish immediately when possible, avoid the rewarding of unwanted behaviours, and try not to inadvertently punish undesirable behaviours.

Page Ref: 57

Skill: Applied

187) What is social cognitive theory?

Answer: A theory that emphasizes the role of cognitive processes in regulating people's behaviour. According to social cognitive theory, human behaviour can best be explained through a system of triadic reciprocal causation in which personal factors and environmental factors work together and interact to influence people's behaviour. In addition, people's behaviour also influences personal factors and the environment. Social cognitive theory involves modelling, self-efficacy, and self-regulation.

Page Ref: 58

Skill: Recall

188) Name and briefly define the main components of social cognitive theory.

Answer: Modeling, self-efficacy, and self-regulation.

Page Ref: 58

Skill: Recall

189) What is organizational behaviour modification? Give an example of a reinforcement strategy which may be applied to improve worker safety.

Answer: The systematic use of learning principles to influence organizational behaviour. The slide show, feedback chart, and supervisor praise of safe performance program discussed in the text is one strategy that has been successfully used to improve safe working practices.

Page Ref: 61

Skill: Applied

190) Is it unethical for managers to use reinforcement strategies to control the behaviour of workers? Defend your answer.

Answer: This is an opinion question which forces students to consider the positive and negative aspects of organization behaviour modification. Most would agree that managers control the behaviour of workers anyway, so it may be beneficial for them to learn about the effective use of reinforcement strategies. For example, a manager who learns to use positive reinforcement techniques instead of punishment, may also be helping his workers achieve higher levels of job satisfaction.

Page Ref: 58

Skill: Applied

191) What is behaviour modelling training and what are the steps involved?

Answer: BMT is a training method based on the modelling component of social cognitive theory. It involves the following steps: describe to trainees a set of well-defined behaviours to be learned; provide a model or models displaying the effective use of those behaviours; provide opportunities for trainees to prepare using those behaviours; provide feedback and social reinforcement to trainees following practise; and take steps to maximize the transfer of those behaviours to the job.

Page Ref: 64

Skill: Recall

192) If a manager wants to reinforce organizational behaviour but is unable to use formal means such as pay and promotions, describe what he/she might use instead?

Answer: Performance feedback and social recognition. Performance feedback involves providing quantitative or qualitative information on past performance for the purpose of changing or maintaining performance in specific ways. Social recognition involves informal acknowledgement, attention, praise, approval, or genuine appreciation for work well done from one individual or group to another.

Page Ref: 53

Skill: Applied