

Chapter 3

- 1) Which of the following statements most accurately defines "perception"?
- A) Perception is the tendency to generalize about people and ignore variations between individuals.
 - B) Perception is reality.
 - C) Perception is the process by which motives are assigned to explain people's behaviour.
 - D) Perception is the tendency to attribute one's own thoughts and feelings to others.
 - E) Perception is the process of interpreting messages of our senses to provide meaning.

Answer: E

Page Ref: 74

Skill: Recall

- 2) The three main components of perception are
- A) perceiver, target, and attribution.
 - B) primacy, recency, and projection.
 - C) selectivity, constancy, and primacy.
 - D) perceiver, situation, and projection.
 - E) perceiver, situation, and target.

Answer: E

Page Ref: 75

Skill: Recall

- 3) Perceptual defence is
- A) the tendency to attribute one's own thoughts and feelings to others.
 - B) the process of interpreting messages of our senses to provide meaning.
 - C) the tendency to generalize about people and ignore variations between individuals.
 - D) the process by which motives are assigned to explain people's behaviour.
 - E) the tendency for the perceptual system to defend the perceiver against unpleasant emotions.

Answer: E

Page Ref: 76

Skill: Recall

- 4) Which of the following statements may indicate projection by the speaker?
- A) "I didn't land the contract because the competition was just too good."
 - B) "I would never assign a woman to that sales territory."
 - C) "I don't steal from the company but I'm sure that others do."
 - D) "Telling a white lie to clinch a sale is perfectly ethical."
 - E) "Most of my sales staff think like I think."

Answer: E

Page Ref: 80

Skill: Applied

- 5) Which of the following statements is indicative of an implicit personality theory on the part of the speaker?
- A) "Introverts are honest."
 - B) "Roger is aggressive."
 - C) "Teenagers drive more recklessly than seniors."
 - D) "Women make bad managers."
 - E) "Accountants are intelligent."

Answer: A

Page Ref: 80

Skill: Applied

- 6) My perceptions of people are strongly influenced by how kind they are to others. Which concept explains my reaction?
- A) Central tendency
 - B) Projection
 - C) Similar-to-me effect
 - D) Primacy effect
 - E) Central trait**

Answer: E

Page Ref: 80

Skill: Applied

- 7) "You're just like me. I despise you." Which perceptual tendency might the speaker be revealing?
- A) Actor-observer effect
 - B) Central Trait
 - C) Self-serving bias
 - D) Projection**
 - E) Similar-to-me effect

Answer: D

Page Ref: 80

Skill: Applied

- 8) According to Bruner's model of the perceptual process, when an unfamiliar target is encountered, we are likely to be _____ to target cues. Once the target has been categorized, however, we become _____ selective in our cue search.
- A) open; less
 - B) selective; consistent
 - C) closed; less
 - D) closed; more
 - E) open; more

Answer: E

Page Ref: 78

Skill: Applied

- 9) The chairperson opened the meeting by saying "I'm sure you all agree with me that . . ." What perceptual phenomenon might the speaker be exhibiting?
- A) Similar-to-me effect
 - B) Projection**
 - C) Implicit personality theory
 - D) Stereotyping
 - E) Fundamental attribution error

Answer: B

Page Ref: 80

Skill: Applied

- 10) Knowing that a person falls into some social category, we might assume that he or she possesses certain traits, and that everyone in this category possesses these traits. This is an example of
- A) a situational attribution.
 - B) a stereotype.**
 - C) projection.
 - D) reliance on central traits.
 - E) consensus cues.

Answer: B

Page Ref: 81

Skill: Applied

- 11) Driving home from an auto repair shop, you find that the repair you just paid for wasn't done properly. Which of the following would increase your tendency to blame the mechanic's error on dispositional factors?

- A) This mechanic has done poor repairs on your car twice before.**
- B) Several friends told you that this mechanic was excellent.
- C) When you picked up the car, the shop manager said that the mechanic had gone home early because he was injured on the job.
- D) You had authorized the mechanic to use reconditioned parts instead of new ones.
- E) You have never had a car repair done right the first time by any mechanic.

Answer: A

Page Ref: 83

Skill: Applied

- 12) "Geraldo acts differently from everyone else." The speaker in the statement is invoking a _____ cue.

- A) consensus
- B) consistency
- C) distinctiveness
- D) situational
- E) recency

Answer: A

Page Ref: 83

Skill: Applied

- 13) Which is a potential example of the fundamental attribution error?

- A) Rodney defended his boss's embezzlement by pointing out that he was under severe marital stress at the time of the incident.
- B) Tom realized that most of his crew failed to get to work because of the big snowstorm.
- C) Nancy explained her department's success by describing her boss as brilliant.
- D) John explained his failure to land the big account by saying that the competing firm had a better product.
- E) Susan acknowledged that her company's sales growth was largely due to the booming economy.

Answer: C

Page Ref: 85

Skill: Applied

- 14) For many months, Sam performed his job excellently. However, just before his performance evaluation, Sam's boss saw him insult a client. In the performance evaluation, the boss gave Sam a very low rating. What happened?
- A) Harshness
 - B) Primacy effect
 - C) Self-serving bias
 - D) Recency effect
 - E) Contrast effect

Answer: D

Page Ref: 79

Skill: Applied

- 15) If primacy is operating within a selection interview, the job candidate would be well advised to
- A) ask for a different interviewer.
 - B) get an early appointment to see the interviewer.
 - C) see the interviewer early in the morning.
 - D) engage the interviewer in small talk before getting down to business.
 - E) be sure her good qualities come out early in the interview.

Answer: E

Page Ref: 79

Skill: Applied

- 16) If recency is operating within a selection interview, the job candidate would be well advised to
- A) list one's most recent jobs first on one's resume.
 - B) hold off revealing some good qualities until the end of the interview.
 - C) ask for a different interviewer.
 - D) see the interviewer late in the day.
 - E) try to be the last applicant interviewed.

Answer: B

Page Ref: 79

Skill: Applied

- 17) "Kevin acts the same as everyone else." The speaker here is invoking a _____ cue.
- A) distinctiveness
 - B) stereotype
 - C) consensus
 - D) consistency
 - E) recency

Answer: C

Page Ref: 83

Skill: Applied

- 18) We may rely on dispositional explanations when making judgments about the behaviour of other people because
- A) we have a tendency to give others the benefit of doubt when they offend us.
 - B) we don't appreciate how their behaviour can vary in other situations.
 - C) we are making excuses for our own behaviour.
 - D) we have a tendency to project our own thoughts and feelings on others.
 - E) we realize that circumstances beyond their control can cause them to act the way they do.

Answer: B

Page Ref: 85

Skill: Applied

- 19) When we explain a behaviour by referring to some internal personality characteristic we are not offering
- A) an attribution.
 - B) a rational explanation.
 - C) a dispositional explanation.
 - D) an inference about the cause of the behaviour.
 - E) a situational explanation.

Answer: E

Page Ref: 83

Skill: Applied

- 20) Bob resigns from a job that most of his friends consider to be a very good job. Which of the following is a dispositional attribution of the reason for Bob's resignation?
- A) Bob found a super job somewhere else.
 - B) Bob is irresponsible and doesn't know a good thing when he sees it.
 - C) The job that he resigned from was scheduled to be eliminated in an upcoming restructuring.
 - D) The job that he resigned from was actually very bad.
 - E) Bob was forced to move to another city where medical care for his ill daughter is available.

Answer: B

Page Ref: 83

Skill: Applied

- 21) The actor-observer effect suggests that
- A) actors and observers tend to view the actor's behaviour in a different way.
 - B) observers tend to make situational attributions about the actor's behaviour.
 - C) actors tend to make dispositional attributions about their own behaviour.
 - D) actors tend to take credit for successful outcomes and blame failures on observers.
 - E) actors and observers tend to view the actor's behaviour in an identical way.

Answer: A

Page Ref: 85

Skill: Recall

- 22) On a construction site, Ray drops a wrench and it almost hits Cecil on the head. If Cecil develops a situational (as opposed to dispositional) explanation of Ray's behaviour he might assume that
- A) Ray has a poor aim.
 - B) the wrench was oily and it slipped.
 - C) he was the target of a murder attempt.
 - D) Ray is stupid.
 - E) Ray is a careless person.

Answer: B

Page Ref: 83

Skill: Applied

- 23) A reporter covering a price fixing trial felt that the alleged price fixer was a crook. The alleged price fixer testified that his boss pressured him to engage in illegal activities. The alleged price fixer felt that the reporter's stories about the trial were the product of a vindictive and nasty mind. The price fixer explained his own behaviour _____ and that of the reporter _____.
- A) dispositionally, dispositionally
 - B) situationally; situationally
 - C) situationally; dispositionally
 - D) desperately, consistently
 - E) dispositionally; situationally

Answer: C

Page Ref: 83

Skill: Applied

- 24) Common workplace stereotypes include stereotypes based on
- A) gender.
 - B) age.
 - C) ethnicity.
 - D) race.
 - E) All of the above.

Answer: E

Page Ref: 87

Skill: Recall

- 25) Workforce diversity can be defined in terms of which characteristics?
- A) Religion
 - B) Age
 - C) Gender
 - D) Ethnicity
 - E) All of the above

Answer: E

Page Ref: 86

Skill: Recall

- 26) Gender stereotypes are least likely to have a negative impact on women
- A) when they are applying for a job.
 - B) when they are seeking a promotion.
 - C) when they ask to attend a professional development conference.
 - D) when their performance is being evaluated by their boss.
 - E) when a rater or evaluator has little information about their qualifications.

Answer: D

Page Ref: 91

Skill: Recall

- 27) Encouraging teamwork between minority and majority members should
- A) increase workplace stereotypes by requiring different individuals to work with people different than themselves.
 - B) maintain workplace stereotypes by requiring different individuals to work with people different than themselves.
 - C) have no effect on workplace stereotypes.
 - D) reduce workplace stereotypes by requiring different individuals to work with people different than themselves.
 - E) result in increased employee turnover.

Answer: D

Page Ref: 94

Skill: Recall

- 28) Paul met a salesperson for the first time. His first impression was that she was pushy, as were most people in sales that Paul had encountered in the past. According to Bruner's model of the perceptual process, Paul is most likely to
- A) select cues that confirm his first impression.
 - B) form a stereotype about the salesperson.
 - C) recategorize the target.
 - D) change his perception as soon as new cues become evident.
 - E) seek out cues that contradict his first impression.

Answer: A

Page Ref: 78

Skill: Applied

- 29) The self-serving attributional bias
- A) suggests that we will provide dispositional reasons for our failures.
 - B) suggests that we will provide situational reasons for our successes.
 - C) may lead one to attribute their own thoughts and feelings to others.
 - D) may lead one to provide phony compliments when things go well for others.
 - E) may involve providing excuses for one's own behaviour.

Answer: E

Page Ref: 86

Skill: Applied

- 30) "I don't really like you very much, and this causes me to overlook a number of your good qualities." This is an example of
- A) central tendency.
 - B) implicit personality theory.
 - C) stereotyping.
 - D) the halo effect.
 - E) harshness.

Answer: D

Page Ref: 103

Skill: Applied

- 31) According to Bruner's model of perception, we are most open to cues about a target
- A) once the categorization has been strengthened.
 - B) when the target is very familiar to us.
 - C) when we already have a lot of information about the target.
 - D) when the target has been categorized.
 - E) when the target is first encountered.

Answer: E

Page Ref: 78

Skill: Recall

- 32) Samantha engages in a low consensus behaviour. What other combination of cues will ensure that an observer makes a dispositional attribution about the behaviour?
- A) The behaviour is also low in distinctiveness and low in consistency.
 - B) The behaviour is also high in distinctiveness and high in consistency.
 - C) The behaviour is also low in distinctiveness and high in consistency.
 - D) The behaviour is also low in distinctiveness and high in contrast.
 - E) The behaviour is also high in distinctiveness and low in consistency.

Answer: C

Page Ref: 83

Skill: Applied

- 33) Heloise was happy that the systems manager was fired. She incorrectly assumed that everyone else in the company was also happy. What perceptual tendency is at work here?
- A) Consensus cues
 - B) Fundamental attribution error
 - C) Similar-to-me effect
 - D) Projection
 - E) Occupational stereotyping

Answer: D

Page Ref: 80

Skill: Applied

- 34) "Karen acts differently from everyone else, but Byron acts the same as everyone else." The speaker here is invoking a _____ cue to describe Karen's behaviour and a _____ cue to describe Byron's behaviour.
- A) consensus; consensus
 - B) consensus; consistency
 - C) distinctiveness; consistency
 - D) consistency; consistency
 - E) distinctiveness; consensus

Answer: A

Page Ref: 83

Skill: Applied

- 35) The contrast effect means that the perceiver
- A) compares target people with her own qualities.
 - B) favours target people who are different from herself.
 - C) will generalize about people in a given social category and ignore variations among them.
 - D) rejects target people who are different from herself.
 - E) exaggerates differences among target people.

Answer: E

Page Ref: 101

Skill: Recall

- 36) The professor who gives all C's to his class is committing
- A) harshness.
 - B) central tendency.
 - C) central trait bias.
 - D) halo.
 - E) self-serving bias.

Answer: B

Page Ref: 103

Skill: Applied

- 37) Research shows that the employment interview
- A) is a totally invalid selection technique.
 - B) is most effective when the interviewer does not ask personal questions.
 - C) overweights positive information.
 - D) is free of perceptual biases.
 - E) is most valid when the interviewer conducts it in an unstructured format.

Answer: B

Page Ref: 101

Skill: Recall

- 38) Which is a potential example of the fundamental attribution error?
- A) Shawn thought that her secretary was the kindest person she had ever met.
 - B) Pam explained that late report by noting that she wasn't familiar with the new software.
 - C) Rich figured that the team was late because of congested air traffic over Atlanta.
 - D) Joe attributed the car accident to slippery pavement.
 - E) Cleo mistook the female vice-president for a secretary.

Answer: A

Page Ref: 85

Skill: Applied

39) "He does it everywhere, he does it all the time, and no one else does it." Which cue combination is the speaker invoking?

- A) Low consensus, low consistency, low distinctiveness
- B) High consensus, high consistency, high distinctiveness
- C) Low consensus, low consistency, high distinctiveness
- D) High consensus, low consistency, low distinctiveness
- E) Low consensus, high consistency, low distinctiveness

Answer: E

Page Ref: 83

Skill: Applied

40) "He does it everywhere, he does it all the time, and no one else does it." Which attribution is the speaker likely to make?

- A) Dispositional
- B) Situational
- C) Self-serving
- D) Actor-observer effect
- E) Temporary situation

Answer: A

Page Ref: 83

Skill: Applied

41) When we invoke _____ we tend not to perceive differences between people.

- A) the halo effect
- B) a stereotype
- C) the recency effect
- D) consistency cues
- E) projection

Answer: B

Page Ref: 81

Skill: Recall

42) When we invoke _____ we tend not to perceive different qualities within people.

- A) the halo effect
- B) consensus cues
- C) projection
- D) the recency effect
- E) the primacy effect

Answer: A

Page Ref: 103

Skill: Recall

43) Employment interviewers tend to

- A) avoid making comparisons between the current candidate and those previously interviewed.
- B) underweight positive information about the applicant.
- C) predict applicant success better with an unstructured interview than with a guided interview.
- D) underweight negative information about the applicant.
- E) have an easy perceptual task.

Answer: B

Page Ref: 101

Skill: Recall

- 44) Subjective performance measures are called "subjective" because
- A) they are a product of the perceptions of an observer.
 - B) they focus attention directly on the interview subject.
 - C) all performance measures are subjective.
 - D) bosses and employees frequently disagree on the ratings.
 - E) it is impossible to measure performance objectively.

Answer: A

Page Ref: 102

Skill: Recall

- 45) The Devious Employment Agency uses a trick to get companies to hire its candidates. If it only has a marginal candidate, it sends over two real duds before sending over this marginal person. Which perceptual reaction is the Devious manager relying on to get the marginal candidate hired?
- A) Actor-observer effect
 - B) Contrast effect
 - C) Halo effect
 - D) Leniency
 - E) Central trait

Answer: B

Page Ref: 101

Skill: Applied

- 46) Ellen is an employment interviewer. One day she interviews three job applicants and rates the third applicant very negatively. If the contrast effect is responsible for this negative rating, we can be sure that the first two applicants were
- A) seen by Ellen to be very different from herself.
 - B) seen by Ellen to be very similar to herself.
 - C) perceived as totally unqualified for the job.
 - D) given unstructured interviews.
 - E) perceived as well qualified for the job.

Answer: E

Page Ref: 101

Skill: Applied

- 47) A manager is completing performance evaluations of his employees. Unwittingly, he allows his perceptions of their attendance to colour his ratings of many specific characteristics, including their quality and quantity of work. Thus, those with poor attendance invariably get poor ratings. What's happened?
- A) Contrast effects
 - B) Knowledge-of-predictor bias
 - C) Similar-to-me effect
 - D) Harshness
 - E) Halo effect

Answer: E

Page Ref: 103

Skill: Applied

48) Trust perceptions toward management are based on perceptions of

- A) ability, honesty, and support
- B) ability, fairness, and support
- C) ability, benevolence, and support
- D) benevolence, integrity, and support
- E) ability, benevolence, and integrity

Answer: E

Page Ref: 98

Skill: Recall

49) If a manager wants to improve employees' trust perceptions toward management, one thing he or she might do is

- A) make sure that organizational procedures are fair.
- B) adhere to and behave according to a set of values that employees find acceptable.
- C) avoid making rater errors when evaluating performance.
- D) improve rewards and job conditions.
- E) all of the above.

Answer: B

Page Ref: 98

Skill: Applied

50) Which of the following factors contribute to perceived organizational support?

- A) supervisor support, fairness, rewards, opportunities for advancement
- B) fairness, rewards, pay, job security
- C) supervisor support, job security, recognition, job conditions
- D) fairness, rewards, pay, job conditions
- E) supervisor support, fairness, rewards, job conditions

Answer: E

Page Ref: 99

Skill: Recall

51) According to social identity theory, our sense of self is composed of a

- A) self identity and social identity
- B) personal identity and social identity
- C) personal identity and relational identity
- D) social identity and relational identity
- E) social identity and normative identity

Answer: B

Page Ref: 77

Skill: Recall

52) Prototypes refer to

- A) the most typical attributes embodied by members that belong to a social category
- B) our unique personal characteristics, such as our interests, abilities, and traits
- C) members of a social category who best represent the attributes of that category
- D) social categories that we use to categorize people such as gender, religion, and so on.
- E) our perception that we belong to various social groups, such as our gender, nationality, and so on

Answer: A

Page Ref: 77

Skill: Recall

- 53) Joan was poorly treated in an employment interview and perceived the organizations as lacking respect for its employees. What is this an example of?
- A) contrast effects
 - B) halo effect
 - C) social identity theory
 - D) fundamental attribution error
 - E) signalling theory

Answer: E

Page Ref: 102

Skill: Applied

- 54) Among various selection procedures, which ones are perceived most favourably?
- A) employment interviews and work samples
 - B) work samples and honesty tests
 - C) employment interviews and personality tests
 - D) personality tests and honesty tests
 - E) personality tests and work samples

Answer: A

Page Ref: 102

Skill: Recall

- 55) Women have made the most significant progress moving into senior management and executive positions in the
- A) motor vehicles industry
 - B) financial services industry
 - C) paper and forest products industry
 - D) steel production industry
 - E) general manufacturing

Answer: B

Page Ref: 91

Skill: Recall

- 56) Trust results in positive employee attitudes and behaviours because it
- A) improves employee motivation
 - B) improves employees' perceived organizational support
 - C) lowers employee stress
 - D) improves employees' perceived supervisor support
 - E) improves employees' ability to focus

Answer: E

Page Ref: 99

Skill: Recall

- 57) Interviews are more likely to be structured when
- A) the interviewer focuses on selection rather than recruitment
 - B) the interviewer has worked for the same company for many years
 - C) the interviewer focuses on recruitment and selection
 - D) the interviewer has a great deal of experience interviewing
 - E) the interviewer focuses on recruitment rather than selection

Answer: A

Page Ref: 101

Skill: Recall

- 58) What do the following companies have in common (Royal Bank, Merck Forsst, Home Depot, Avis Rent A Car)?
- A) They won awards for how they treat visible minorities
 - B) They won awards for their diversity programs
 - C) They won awards for how they treat older workers
 - D) They won awards for how they treat aboriginal people
 - E) They won awards for how they treat women

Answer: C

Page Ref: 94

Skill: Recall

- 59) ACME Insurance Company wants to improve employee perceptions of organizational support. They hired a new director of human resources to implement supportive human resource practices. What practices are likely to be most effective for developing more positive perceptions of organizational support?
- A) participation in decision making and opportunities for advancement
 - B) a fair reward and recognition system and better compensation
 - C) a fair reward and recognition system and opportunities for advancement
 - D) participation in decision making and opportunities for growth and development
 - E) participation in decision making and opportunities for training

Answer: D

Page Ref: 99

Skill: Applied

- 60) Which of the following best represents the notion that social identities are relational and comparative?
- A) medical students are perceived as doctors by patients in the hospital but as students by themselves
 - B) medical students are perceived as doctors by patients in the hospital but as children by their parents
 - C) medical students are perceived as students by patients in the hospital before they graduate but as doctors by the same patients after they have graduated
 - D) medical students are perceived as doctors by patients in the hospital but as students by their professors in the classroom
 - E) medical students are perceived as students by patients in the hospital and as students by their professors in the classroom

Answer: D

Page Ref: 77

Skill: Applied

- 61) Projection is the tendency to act differently from the way we feel; to put on a false face, so to speak.

Answer: True False

Page Ref: 80

Skill: Recall

- 62) The contrast effect is the tendency for interviewers to select candidates who are very different from themselves.

Answer: True False

Page Ref: 101

Skill: Recall

- 63) Employment interviews that focus on selection are more valid than those that focus on recruitment.

Answer: True False

Page Ref: 101

Skill: Recall

- 64) Other things equal, high consensus behaviour on the part of an employee will lead a manager to make a dispositional attribution about the behaviour.
Answer: True False
Page Ref: 83
Skill: Applied
- 65) Rita inaccurately attributed Tommy's failure to show up at work to car problems. This is a potential example of the fundamental attribution error.
Answer: True False
Page Ref: 85
Skill: Applied
- 66) Wes inaccurately attributed Nina's failure to show up at work to her poor work ethic. This is a potential example of the fundamental attribution error.
Answer: True False
Page Ref: 85
Skill: Applied
- 67) One implication of the halo effect is that we fail to appreciate that a target person could have both strengths and weaknesses.
Answer: True False
Page Ref: 103
Skill: Applied
- 68) Workplace stereotypes are not harmful in any way.
Answer: True False
Page Ref: 87
Skill: Recall
- 69) A recency effect means that the most recently acquired information we have about a target person has the least effect on our impression of the target.
Answer: True False
Page Ref: 79
Skill: Recall
- 70) According to the text, a performance rater who is unfair and vindictive with regard to employees is engaging in harshness.
Answer: True False
Page Ref: 103
Skill: Recall
- 71) A stereotype suggests that we fail to perceive important distinctions within a class or category of people.
Answer: True False
Page Ref: 81
Skill: Recall

- 72) "Laurie acts just like her coworker." In attribution theory terms, this statement invokes a "low distinctiveness" cue.
Answer: True False
Page Ref: 84
Skill: Applied
- 73) When doing her performance evaluations, Rick's boss engaged in central tendency. This means that Rick probably received an average performance rating.
Answer: True False
Page Ref: 103
Skill: Applied
- 74) If I make a situational attribution about your behaviour, I am more likely to reward you or punish you than if I make a dispositional attribution.
Answer: True False
Page Ref: 83
Skill: Applied
- 75) The actor-observer effect refers to the remarkable similarity in the attributions that the actor and an observer make about the actor's behaviour.
Answer: True False
Page Ref: 85
Skill: Recall
- 76) Company attendance records are an example of a subjective performance measure.
Answer: True False
Page Ref: 102
Skill: Applied
- 77) If I make a dispositional attribution about your behaviour, I am more likely to reward you or punish you than if I make a situational attribution.
Answer: True False
Page Ref: 83
Skill: Applied
- 78) In attributional terms, highly consistent behaviours are those that most people engage in.
Answer: True False
Page Ref: 83
Skill: Recall
- 79) The more information you have about Bob, the more likely a stereotype will influence your perceptions of him.
Answer: True False
Page Ref: 82
Skill: Applied
- 80) Employment interviewers tend to underweight positive information about job applicants.
Answer: True False
Page Ref: 101
Skill: Recall

81) The fundamental attribution error occurs when we blame others for our failures and take credit for our successes.

Answer: True False

Page Ref: 85

Skill: Recall

82) People tend to overemphasize the role that disposition plays in causing the behaviour of others.

Answer: True False

Page Ref: 85

Skill: Recall

83) Central tendency is our propensity to organize perceptions of others around certain key traits.

Answer: True False

Page Ref: 103

Skill: Recall

84) The similar-to-me effect means that we often attribute our own feelings, attitudes, and ideas to others.

Answer: True False

Page Ref: 104

Skill: Recall

85) The actor-observer effect suggests that actors and observers will view an actor's behaviour differently.

Answer: True False

Page Ref: 85

Skill: Recall

86) Gender stereotypes have less negative effects when an observer has accurate knowledge about the woman in question.

Answer: True False

Page Ref: 91

Skill: Recall

87) I say you are angry when, truly, I am angry. This is an example of projection.

Answer: True False

Page Ref: 80

Skill: Applied

88) According to the text, a performance rater who overlooks gross errors on the part of employees is engaging in leniency.

Answer: True False

Page Ref: 103

Skill: Recall

89) Tom attributes Lou's behaviour to immorality. This is a situational attribution.

Answer: True False

Page Ref: 83

Skill: Recall

- 90) Male managers today hold the same dysfunctional stereotypes about women and management that they held in the early 1970s.
Answer: True False
Page Ref: 90
Skill: Recall
- 91) Recent research indicates that both men and women of varying age, education, and work experience still describe a good manager as possessing predominantly masculine characteristics.
Answer: True False
Page Ref: 90
Skill: Recall
- 92) Discrimination on the basis of age is experienced by people as young as 40 to 45.
Answer: True False
Page Ref: 93
Skill: Recall
- 93) Halo effect can cause a person to receive a bad performance evaluation.
Answer: True False
Page Ref: 103
Skill: Applied
- 94) Our sense of self is composed of a self-identity and a social identity.
Answer: True False
Page Ref: 77
Skill: Recall
- 95) Personal identity is based on our unique characteristics, such as our interests, abilities, and traits.
Answer: True False
Page Ref: 77
Skill: Recall
- 96) Social identity is based on our perception that we are similar to many other individuals.
Answer: True False
Page Ref: 77
Skill: Recall
- 97) Your interest in music and your musical talents can contribute to your personal identity.
Answer: True False
Page Ref: 77
Skill: Applied
- 98) Your gender, religion, and occupation are important in the formation of your personal identity.
Answer: True False
Page Ref: 77
Skill: Applied

99) A prototype is a member of a social category who is easy to identify and categorize.

Answer: True False

Page Ref: 77

Skill: Recall

100) Women have made the most significant progress moving into senior management and executive positions in the paper and forest products industry.

Answer: True False

Page Ref: 91

Skill: Recall

101) Companies with the highest representation of women in senior management positions have a higher return on equity and a greater return to shareholders than firms with the fewest women in senior positions.

Answer: True False

Page Ref: 92

Skill: Recall

102) Gender stereotypes tend to favour women when they are being considered for "women's" jobs.

Answer: True False

Page Ref: 91

Skill: Recall

103) When women make up a large proportion of an employee group, they tend to suffer a "tokenism" effect that exaggerates the effect of stereotypes.

Answer: True False

Page Ref: 91

Skill: Recall

104) If an organization wants to improve employees' ability to focus, they should first improve perceived organizational support.

Answer: True False

Page Ref: 99

Skill: Applied

105) If an organization wants to improve perceptions of organizational support, they should make sure that employee compensation is above the industry average.

Answer: True False

Page Ref: 99

Skill: Applied

106) If an organization wants to improve perceptions of organizational support, they should make sure that employees have opportunities for growth and development.

Answer: True False

Page Ref: 99

Skill: Applied

- 107) If an interviewer wants to improve the validity of the employment interview, he/she should focus on selection rather than recruitment.
Answer: True False
Page Ref: 101
Skill: Applied
- 108) If an interviewer wants to improve the validity of the employment interview, he/she should focus on recruitment and selection.
Answer: True False
Page Ref: 101
Skill: Applied
- 109) Among various selection procedures, employment interviews and cognitive ability tests are perceived most favourably.
Answer: True False
Page Ref: 102
Skill: Recall
- 110) According to signalling theory, job applicants interpret selection tests as signals of how employees are treated in the organization.
Answer: True False
Page Ref: 102
Skill: Recall
- 111) If you are treated poorly during the recruitment process, you will probably not let it affect your perceptions toward the organization.
Answer: True False
Page Ref: 102
Skill: Applied
- 112) If you are asked to take a selection test that you perceive to be unfair, you will probably form a negative perception of the organization.
Answer: True False
Page Ref: 102
Skill: Applied
- 113) If an organization wants job applicants to form positive perceptions of selection fairness, they should have them take an honesty test.
Answer: True False
Page Ref: 102
Skill: Applied
- 114) When women are successful in traditional male jobs, they are more liked.
Answer: True False
Page Ref: 91
Skill: Recall

- 115) Male managers today hold the same dysfunctional stereotypes about women and management that they held in the early 1970s.
Answer: True False
Page Ref: 90
Skill: Recall
- 116) The tendency for observers to exaggerate the role of dispositional factors in explaining behaviour is called the _____.
Answer: fundamental attribution error
Page Ref: 85
Skill: Recall
- 117) "Roberto acts differently from everyone else at work." In attribution theory terms, the speaker has invoked a(n) _____ cue.
Answer: consensus or low consensus
Page Ref: 83
Skill: Applied
- 118) Although there were considerable performance differences among his employees, Chester rated them all about average. Chester committed the _____ rater error.
Answer: central tendency
Page Ref: 103
Skill: Applied
- 119) After interviewing three superstars, the perfectly adequate candidate looked weak to Margo. The _____ biased her impression of the adequate candidate.
Answer: contrast effect
Page Ref: 101
Skill: Applied
- 120) "Heathcliffe only acts pretentious at work. Everywhere else he's down to earth." In attribution theory terms, the speaker has invoked a(n) _____ cue.
Answer: distinctiveness or high distinctiveness
Page Ref: 84
Skill: Applied
- 121) _____ is the process of assigning causes to behaviour.
Answer: Attribution
Page Ref: 82
Skill: Recall
- 122) The tendency to take credit for successes and deny responsibility for failures is called the _____.
Answer: self-serving bias
Page Ref: 86
Skill: Recall

- 123) The person who fails to perceive differences among the members of a class or category of people has fallen prey to a(n) _____.
Answer: stereotype
Page Ref: 81
Skill: Recall
- 124) A performance rater who can't perceive differences within ratees is most likely a victim of _____.
Answer: halo effect
Page Ref: 103
Skill: Applied
- 125) A(n) _____ attribution is most likely to be made when consistency is high and consensus and distinctiveness are low.
Answer: dispositional
Page Ref: 85
Skill: Applied
- 126) A(n) _____ attribution is most likely to occur when distinctiveness, consistency, and consensus are all high.
Answer: situational
Page Ref: 85
Skill: Applied
- 127) Exaggerating the weight of cues obtained early in an interaction with someone is the hallmark of the _____.
Answer: primacy effect
Page Ref: 79
Skill: Recall
- 128) Attributing our own thoughts, feelings, or attitudes to someone else is characteristic of _____.
Answer: projection
Page Ref: 80
Skill: Recall
- 129) Having a mental model that certain traits tend to "fit together" is indicative of a(n) _____.
Answer: implicit personality theory
Page Ref: 80
Skill: Recall
- 130) Because the employee was not creative, Jan tended to rate her unfairly low on all performance categories. Jan has fallen prey to _____.
Answer: halo effect
Page Ref: 103
Skill: Applied
- 131) _____ is defined as the failure to perceive unpleasant emotions.
Answer: Perceptual defence
Page Ref: 76
Skill: Recall

- 132) The tendency for a rater to give more favourable evaluations to those who are similar to the rater in background or attitudes is called the _____.
Answer: similar-to-me effect
Page Ref: 104
Skill: Recall
- 133) _____ is characterized by individual differences such as race, age, physical ability, and sexual orientation.
Answer: Workforce diversity
Page Ref: 86
Skill: Recall
- 134) Daniel rates all his employees as superstars. Either they are very good or Daniel has committed _____.
Answer: leniency
Page Ref: 103
Skill: Applied
- 135) Perceptually exaggerating the weight of some newly obtained information about an old friend is an example of the _____.
Answer: recency effect
Page Ref: 79
Skill: Applied
- 136) Trust perceptions toward management are based on perceptions of ability, benevolence, and _____.
Answer: integrity
Page Ref: 98
Skill: Recall
- 137) _____ refers to employees' general belief that their organization values their contribution and cares about their well-being.
Answer: Perceived organizational support
Page Ref: 99
Skill: Recall
- 138) According to _____, people form perceptions of themselves based on their characteristics and memberships in social categories.
Answer: social identity theory
Page Ref: 77
Skill: Recall
- 139) Our _____ is based on our unique personal characteristics, such as our interests, abilities, and traits.
Answer: personal identity
Page Ref: 77
Skill: Recall
- 140) Our _____ is based on our perception that we belong to various social groups, such as our gender, nationality, religion, occupation, and so on.
Answer: social identity
Page Ref: 77
Skill: Recall

- 141) I am a Canadian male who wants to become a doctor. Knowing this contributes to my _____.
Answer: social identity
Page Ref: 77
Skill: Applied
- 142) I love sports and I am very good at hockey and baseball. I also really love food and my friends say that I am a great cook. These things all contribute to my _____.
Answer: personal identity
Page Ref: 77
Skill: Applied
- 143) When I see somebody who is Canadian, I begin to perceive them as being friendly, modest, and nice because these are the _____ that I associate with the category of Canadian.
Answer: prototypes
Page Ref: 77
Skill: Applied
- 144) We tend to see members of a category as embodying the most typical attributes of that category, or what are called _____
Answer: prototypes
Page Ref: 77
Skill: Recall
- 145) Social identities are relational and _____.
Answer: comparative
Page Ref: 77
Skill: Recall
- 146) Jack has just failed his midterm and he is blaming the professor for making the exam too long and for being a hard marker. This is a good example of the _____.
Answer: self-serving bias
Page Ref: 86
Skill: Applied
- 147) Men and women of varying age, education, and work experience describe a good manager as possessing predominantly _____ characteristics.
Answer: masculine
Page Ref: 90
Skill: Recall
- 148) Women have made the most significant progress moving into senior management and executive positions in the _____ industry.
Answer: financial services
Page Ref: 91
Skill: Recall

149) A awareness training should be accompanied by _____ that is relevant to the particular needs of the organization.

Answer: skills training

Page Ref: 97

Skill: Recall

150) One of the reasons that trust toward management is related to positive employee attitudes and behaviours is because it is positively related to employees' _____.

Answer: ability to focus

Page Ref: 99

Skill: Recall

151) Interviewers have a tendency to give less importance to _____ information about the applicant.

Answer: positive

Page Ref: 101

Skill: Recall

152) The employment interview tends to be more structured when the interviewer focuses on _____.

Answer: selection

Page Ref: 101

Skill: Recall

153) If your task is to conduct a structured interview, then you should not focus on _____.

Answer: recruitment

Page Ref: 101

Skill: Applied

154) A friend of yours has just had an interview and was so impressed with the way she was treated that she is convinced that the organization must be a great place to work. This is a good example of _____.

Answer: signalling theory

Page Ref: 102

Skill: Applied

155) You have a friend who is very tall and always seems to be getting paid more than you and everyone else that is shorter than him. One reason for this might be _____.

Answer: reliance on central traits

Page Ref: 80

Skill: Applied

156) Define "perception". What are its three main components?

Answer: Perception is the process of interpreting the messages of our senses to provide order and meaning to the environment. Its three main components are the perceiver, a target that is being perceived, and a situational context in which the perception is occurring.

Page Ref: 74

Skill: Recall

157) What is perceptual defence? Give an example.

Answer: Perceptual defence is the tendency for the perceptual system to defend the perceiver against unpleasant emotions. It occurs whenever we "see what we want to see" or "hear what we want to hear".

Page Ref: 76

Skill: Applied

158) Describe four common biases which may influence the impressions that we form of others.

Answer: There are actually six biases in person perception presented in the text: primacy effect, recency effect, central traits, implicit personality theories, projection, and stereotyping.

Page Ref: 79

Skill: Recall

159) Explain the difference between situational and dispositional attributions.

Answer: Situational attributions are explanations for behaviour based on an actor's external situation or environment. Dispositional attributions are explanations for behaviour based on an actor's personality or intellect.

Page Ref: 83

Skill: Recall

160) Name and briefly define the three main cues which lead to attributions. What combination of these cues will likely lead an observer to make a dispositional attribution? To make a situational attribution?

Answer: The cues are consistency, consensus and distinctiveness. A dispositional attribution is likely to occur when consistency is high, consensus is low and distinctiveness is low. A situational attribution is likely when consistency, consensus and distinctiveness are all high.

Page Ref: 83

Skill: Applied

161) Professor Schaan has just returned an exam to her organizational behaviour class. Unfortunately, the class average was much lower than usual, and nearly half the students failed. The students complained that the test was much too difficult and was full of tricky and misleading questions. However, Professor Schaan insists that the test was fair and believes that the students simply did not study hard enough. Use your knowledge of attribution errors and perceptual biases to analyze this scenario.

Answer: Professor Schaan may be making a fundamental attribution error by underestimating the situational explanations (e.g. tricky questions) and overestimating the dispositional explanations (e.g. laziness or poor study habits). The students' complaints indicate a self-serving bias by attributing their poor performance to situational factors (e.g. tricky questions) rather than accepting personal responsibility.

Page Ref: 85

Skill: Applied

162) What are some of the competitive advantages available to organizations which value and manage a diverse workforce?

Answer: Six advantages or "arguments" are presented Exhibit 3.5 in the text: lower integration costs, improved recruitment and marketing capabilities, higher levels of creativity, enhanced problem-solving abilities, and greater system flexibility to react to environmental changes.

Page Ref: 88

Skill: Recall

163) Identify and briefly describe five types of "rater errors" which managers sometimes make in performance appraisals.

Answer: Leniency, harshness, central tendency, halo effect, and similar-to-me effect.

Page Ref: 103

Skill: Recall

164) What is the halo effect? Give examples which illustrate how the halo effect might lead to either a favourable or unfavourable rating.

Answer: The halo effect occurs when the observer allows the rating of an individual on one trait or characteristic to colour the ratings of other traits or characteristics. A manager might rate a worker as punctual, leading her to give a good evaluation on other factors such as productivity and quality of work. The manager may subsequently rate another worker as frequently late, leading to a poor overall evaluation of the employee's productivity and quality of work. In both cases, the issue of punctuality may be irrelevant to the worker's productivity and quality of work; the employee who is frequently late may actually be the more productive employee.

Page Ref: 103

Skill: Applied

165) Define perceived organizational support and describe organizational support theory?

Answer: Perceived organizational support refers to employees' general belief that their organization values their contribution and cares about their well-being. According to organizational support theory, employees who have strong perceptions of organizational support feel an obligation to care about the organization's welfare and to help the organization achieve its objectives.

Page Ref: 99

Skill: Recall

166) What factors contribute to perceived organizational support and what can organizations do to develop strong perceptions of organizational support?

Answer: The factors that contribute to POS are supervisor support, fairness, organizational rewards, and job conditions. Supportive human resource practices such as participation in decision making, opportunities for growth and development, and a fair reward and recognition system contribute to the development of POS.

Page Ref: 99

Skill: Applied

167) Define the meaning of trust and describe what managers can do to improve employees' trust perceptions toward management.

Answer: Trust refers to a psychological state in which one has a willingness to be vulnerable and to take risks with respect to the actions of another party. If managers want to improve employees' trust perceptions, they need to improve employees' perceptions with respect to 1) management's competence and skills (ability perceptions); 2) management's caring and concern for employees' interests and willingness to do good for employees (benevolence); and 3) adhere to and behave according to a set of values and principles that employees' find acceptable (integrity).

Page Ref: 98

Skill: Applied

168) Describe the nature of gender and age stereotypes and the impact they have on human resource decisions.

Answer: The nature of gender stereotypes is such that successful managers are perceived as having traits and qualities that are generally ascribed to men and do not correspond to stereotypes of women. As for age stereotypes, older workers are perceived as having less capacity for performance. They are viewed as less productive, creative, logical, and capable of performing under pressure compared to younger workers. They are also viewed as having less potential for development. Gender and age stereotypes have a detrimental effect on the hiring, promotion, and skills development of women and older workers.

Page Ref: 90

Skill: Applied

169) What factors threaten the validity of the employment interview? What can be done to improve the validity of the employment interview?

Answer: Applicants are motivated to present an especially favourable impression of themselves; interviewers compare applicants to a stereotype of the ideal applicant which is often inaccurate; interviewers have a tendency to exhibit primacy reactions; interviewers have a tendency to give less importance to positive information about the applicant; contrast effects sometimes occur in the interview. The validity of the interview improves when it is structured.

Page Ref: 101

Skill: Recall

170) As a new director of human resources, your first major task is to ensure that all employment interviews are structured. You are to meet with all of the human resource staff to instruct them on how to conduct structured employment interviews. What will you tell them?

Answer: You need to tell them to standardize the evaluation of applicants by using standardized and numeric scoring procedures; to use only job-related behavioural questions and situational questions; to be consistent in questioning applicants by asking the same questions in the same order of every candidate; and not to ask personal questions that are unrelated to the job. You should also tell them to focus on selection rather than recruitment. It is also helpful if interviewers receive formal interview training.

Page Ref: 101

Skill: Applied

171) The competition for talent has become intense and you need to make sure that every job applicant who applies for a job will stay interested in the job and will want to work for your organization. What can you do to make sure that job applicants have positive perceptions of the recruitment and selection process and the organization?

Answer: Applicants interpret recruitment experiences as signals about what it is like to work in an organization. Therefore, it is important that applicants are treated well during recruitment and that recruiters are friendly, professional, and respectful. This will increase the likelihood that applicants will form positive perceptions of their recruitment experience and toward the organization. In addition, the selection procedures should be perceived as fair by applicants who will form more positive perceptions of the selection process and the organization when they have more positive perceptions of selection fairness.

Page Ref: 102

Skill: Applied

172) What is social identity theory and how does it help us understand stereotypes and discrimination?

Answer: According to social identity theory, people form perceptions of themselves and others based on their characteristics and memberships in social categories. Therefore, our sense of self is composed of a personal identity and a social identity. We categorize ourselves and others to make sense of and understand the social environment. Once a category has been chosen, we see members of that category embodying the most typical attributes of that category. As a result, this can lead to stereotyping of individuals as a result of how we categorize them and the associated attributes. Further, because we tend to perceive members of own social categories in more positive and favourable ways than those who belong to other categories, this can lead to discrimination towards those who belong to other social categories.

Page Ref: 77

Skill: Applied

173) Describe three organizations that have been successful in managing diversity. What have they done and what can other organizations learn from them?

Answer: The text actually gives four examples on pages 94-97. The examples include: Ford Australia, IBM, FedEx Canada, and BC Hydro. Each company uses various strategies for managing diversity. Other companies can learn several things from these companies including: how diversity can be a competitive advantage and business imperative; the need for numerous programs that are part of a diversity strategy; programs that are all inclusive for all employees; fostering awareness of the importance of diversity for the organization; celebrating diversity; holding managers accountable for diversity; diversity training programs; and various ways of communicating the importance of diversity.

Page Ref: 97

Skill: Applied

174) Although it is generally believed that diversity can result in positive outcomes for organizations, this is not always the case. What should organizations do to increase the chances that their diversity programs will be successful?

Answer: They should ensure that senior management are involved, accountable, and committed to the program; they should first conduct a thorough needs assessment; develop a well-defined strategy tied to business results; emphasize team building and group process training; and establish metrics and evaluate the effectiveness of diversity initiatives.

Page Ref: 98

Skill: Applied

175) The ACME Insurance Company has tried to achieve a diverse workforce but they have had difficulty changing a workforce that has historically not been all that diverse. If you were hired as the new manager of human resources, what actions would you take to achieve and manage a diverse workforce?

Answer: Select enough minority members to get them beyond token status; encourage teamwork that brings minority and majority members together; ensure those making career decisions about employees have accurate information about them; and train people to be aware of stereotypes. Additional answers can be found in Exhibit 3.8 as well as the list of strategies used by Ford Australia (page 96-97) to manage diversity.

Page Ref: 94

Skill: Applied