Exam

Name_____

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

Answer: True   ● False

1) _____

2) Persistence is an element of motivation.

Answer: ● True   False

2) _____

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

Answer: ● True   False

3) _____

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

Answer: ● True   False

4) _____

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

Answer: True   ● False

5) _____

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

Answer: True   ● False

6) _____

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

Answer: True   ● False

7) _____

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

Answer: True   ● False

8) _____

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

Answer: ● True   False

9) _____

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

Answer: True   ● False

10) _____

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

Answer: ● True   False

11) _____

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

Answer: ● True   False

12) _____

13) A recent global study suggests that most employees do not lack role clarity.

Answer: True   ● False

13) _____

14) Employee role perception affects how one performs his or her job.

Answer: ● True   False

14) _____

15) Role clarity is essential for coordination with co-workers and other stakeholders.

Answer: ● True   False

15) _____

16) Companies can improve employee role perceptions by describing the employee's assigned tasks clearly and providing meaningful performance feedback.

Answer: ● True   False

16) _____

17) Situational factors are working conditions within the employee's control.

Answer: True   ● False

17) _____

18) While there may be many varieties of individual behaviours, most can be organized into five categories: task performance, organizational citizenship behaviours, counterproductive work behaviours, joining and staying with the organization, and maintaining work attendance.

Answer: ● True   False

18) _____

19) Task performance refers to goal-directed behaviours under the individual's control that support organizational objectives.

Answer: ● True   False

19) _____

20) Proficient task performance refers to how well employees modify their thoughts and behaviour to align with and support a new or changing environment.

Answer: True   ● False

20) _____

21) Organizational citizenship behaviours are usually described clearly in job descriptions.

Answer: True   ● False

21) _____

22) Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their formal job duties.

Answer: True   ● False

22) _____

23) Organizational citizenship is less likely to occur in a work environment where high cooperation already exists.

Answer: True   ● False

23) _____

24) Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours (CWBs).

Answer: True   ● False

24) _____

25) Those who engage in counterproductive work behaviours do so voluntarily.

Answer: ● True   False

25) _____

26) Recent studies have found that counterproductive work behaviours have a very small negative effect on organizational performance.

Answer: True   ● False

26) _____

27) Joining the organization is a type of work-related behaviour.

Answer: ● True   False

27) _____

28) Research has found that absenteeism is rarely, if ever, caused by situational factors.

Answer: True   ● False

28) _____

29) Sick leave policies affect the employee's motivation to attend work.

Answer: ● True   False

29) _____

30) Presenteeism occurs when people attend work even though their capacity to work is significantly diminished by illness, fatigue, personal problems, or other factors.

Answer: ● True   False

30) _____

31) Personality is a relatively stable pattern of behaviours and internal states that help explain a person's behavioural tendencies.

Answer: ● True   False

31) _____

32) Personality traits are more evident in situations where social norms and reward systems constrain behaviour.

Answer: True   ● False

32) _____

33) There is almost complete agreement among psychologists that personality is mostly formed by a person's childhood socialization.

Answer: True   ● False

33) _____

34) The five-factor model "Big Five" personality dimensions represent five clusters that represent most personality traits.

Answer: ● True   False

34) _____

35) Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality dimensions.

Answer: ● True   False

35) _____

36) People with a low score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.

36) _____

Answer: ● True   False

37) Neuroticism, sensing, and locus of control are three of the "Big Five" personality dimensions.

37) _____

Answer: True   ● False

38) Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.

38) _____

Answer: True   ● False

39) Sensing, feeling, and judging are three of the "Big Five" personality traits.

39) _____

Answer: True   ● False

40) Conscientiousness is one of the best personality traits for predicting job performance in most job groups.

40) _____

Answer: ● True   False

41) The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.

41) _____

Answer: True   ● False

42) Employees who are conscientious tend to have higher levels of organizational citizenship.

42) _____

Answer: ● True   False

43) Our personalities influence how well we cope with stress.

43) _____

Answer: ● True   False

44) Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.

44) _____

Answer: True   ● False

45) The Myers-Briggs Type Indicator is a personality test that measures the "Big Five" personality dimensions.

45) _____

Answer: True   ● False

46) According to the Myers-Briggs Type Indicator, some people are "sensing-thinking" types whereas others may be "intuitive-feeling" types.

46) _____

Answer: ● True   False

47) The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.

47) _____

Answer: ● True   False

48) In the Myers-Briggs Type Indicator, "judging" types have a strong desire for order and want to resolve problems quickly.

Answer: True   ● False

48) _____

49) Today, personality testing has become so popular that some experts warn we may have gone too far in organizational settings.

Answer: ● True   False

49) _____

50) Some organizations now use applicants' writings on blogs and other social media to estimate their personalities.

Answer: ● True   False

50) _____

51) Values are stable, long-lasting beliefs about what is important in a variety of situations.

Answer: ● True   False

51) _____

52) People arrange values into a needs hierarchy.

Answer: True   ● False

52) _____

53) One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.

Answer: ● True   False

53) _____

54) In Schwartz's circumplex model, self-enhancement refers to how much a person is motivated by self-interest.

Answer: ● True   False

54) _____

55) In Schwartz's circumplex model, the opposing quadrant to openness to change is self-enhancement.

Answer: True   ● False

55) _____

56) One influence on the values-behaviour link is situation.

Answer: ● True   False

56) _____

57) Values indirectly motivate behaviour by framing our perceptions of reality.

Answer: ● True   False

57) _____

58) Reminding ourselves of our dominant personal values ensures that we apply those values.

Answer: ● True   False

58) _____

59) Research indicates that values incongruence–differences between an employee's personal values and the organization's values–is fairly common.

Answer: ● True   False

59) _____

60) The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.

Answer: True   ● False

60) _____

61) Organizations that don't align corporate values with the dominant values of the society in which they operate may experience increased employee turnover.

Answer: ● True   False

61) _____

62) Too much value congruence between an employee and an organization can create a "corporate cult" that potentially undermines creativity.

Answer: ● True   False

62) _____

63) Employees typically choose honesty/ethics as the most important characteristic of effective leaders.

Answer: ● True   False

63) _____

64) Egalitarianism is one of three types of ethical principles.

Answer: True   ● False

64) _____

65) Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.

Answer: ● True   False

65) _____

66) Utilitarianism and egalitarianism are personality dimensions of ethics.

Answer: True   ● False

66) _____

67) The utilitarian principle advises us to seek the greatest good for the greatest number of people.

Answer: ● True   False

67) _____

68) The utilitarian principle is sometimes known as a consequential principle.

Answer: ● True   False

68) _____

69) When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.

Answer: True   ● False

69) _____

70) One problem with the distributive justice principle is that it is difficult to agree on who is similar and what factors are relevant in making that determination.

Answer: ● True   False

70) _____

71) It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual's rights may conflict with another.

Answer: ● True   False

71) _____

72) The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.

Answer: True   ● False

72) _____

73) Moral sensitivity is the degree to which an issue demands the application of ethical principles.

Answer: True   ● False

73) _____

74) Proximity is considered a moral intensity factor.

Answer: ● True   False

74) _____

75) Moral intensity refers to the difficulty associated with making certain decisions.

Answer: True   ● False

75) _____

76) Some managerial issues involve no moral intensity.

Answer: ● True   False

76) _____

77) Morally sensitive people tend to have more empathy and knowledge about the situation.

Answer: ● True   False

77) _____

78) Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.

Answer: True   ● False

78) _____

79) Mindfulness increases moral sensitivity.

Answer: ● True   False

79) _____

80) Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.

Answer: True   ● False

80) _____

81) Corporate leaders have a strong influence on the moral conduct of employees in that organization.

Answer: ● True   False

81) _____

82) The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.

Answer: ● True   False

82) _____

83) When leaders role-model ethical standards, employees are more likely to follow.

Answer: ● True   False

83) _____

84) Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.

Answer: True   ● False

84) _____

85) Research shows that having ethical codes of conduct prevents wrongdoing in the workplace.

Answer:　　True　　　● False

85) _____

86) In terms of cross-cultural values, Canadians tend to have relatively high individualism with an achievement orientation and low power distance.

Answer: ● True　　　False

86) _____

87) Cultures with high collectivism must also have low individualism.

Answer:　　True　　　● False

87) _____

88) Two countries with low collectivism are Japan and Canada.

Answer: ● True　　　False

88) _____

89) Power distance refers to the physical proximity that is comfortably tolerated between subordinates and their supervisors.

Answer:　　True　　　● False

89) _____

90) Uncertainty avoidance is the degree to which people tolerate ambiguity, or feel threatened by ambiguity and uncertainty.

Answer: ● True　　　False

90) _____

91) People with a high achievement orientation value assertiveness, competitiveness, and materialism.

Answer: ● True　　　False

91) _____

92) One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.

Answer: ● True　　　False

92) _____

93) There is evidence to show that English and French Canadian values are converging.

Answer: ● True　　　False

93) _____

94) Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.

Answer:　　True　　　● False

94) _____

95) Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.

Answer: ● True　　　False

95) _____

96) According to the MARS model, _____ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.

96) _____

   A) ability
   B) personality
   C) motivation
   D) values
   E) ethics

Answer: C

97) Motivation affects a person's _____ of voluntary behaviour.

97) _____

   A) size, shape, and weight
   B) agreeableness, locus of control, and ethical sensitivity
   C) direction, intensity, and persistence
   D) antecedents, consequences, and reinforcers
   E) aptitudes, abilities, and competencies

Answer: C

98) In the MARS model, all of the following factors directly influence an employee's voluntary behaviour and performance, EXCEPT:

98) _____

   A) ability.
   B) motivation.
   C) moral intensity.
   D) role perceptions.
   E) situational factors.

Answer: C

99) Which of the following identifies the four factors that directly influence individual behaviour and performance?

99) _____

   A) MARS model
   B) Holland's model
   C) Myers-Briggs Type Indicator
   D) Schwartz's model
   E) Utilitarianism

Answer: A

100) Which of these factors directly influences an employee's voluntary behaviour and performance?

100) _____

   A) Motivation
   B) Uncertainty avoidance and power distance
   C) Role perceptions
   D) Motivation and role perceptions
   E) Uncertainty avoidance

Answer: D

101) Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?

    A) Motivate employees to have appropriate aptitudes.
    B) Train employees so they develop appropriate aptitudes.
    C) Provide resources that allow employees to perform their jobs.
    D) Hire applicants with appropriate aptitudes.
    E) Provide employees with inexpensive human capital.

Answer: D

102) Ability includes which of the following?

    A) Direction and intensity
    B) Persistence and direction
    C) Intensity and learned capabilities
    D) Aptitudes and learned skills
    E) Natural aptitude and intensity

Answer: D

103) Aptitudes, skills, and competencies all fall under which of the following concepts?

    A) Motivation
    B) Ethics
    C) Ability
    D) Personality
    E) Values

Answer: C

104) Which of the following refers to the fact that motivation is goal-directed, not random?

    A) Intensity
    B) Competency
    C) Direction
    D) Persistence
    E) Aptitude

Answer: C

105) _____ is the amount of effort allocated to the goal.

    A) Aptitude
    B) Direction
    C) Competency
    D) Intensity
    E) Persistence

Answer: D

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

    Answer: D

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

    Answer: D

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

    Answer: D

109) Customer orientation, social skills, and need for achievement are examples of:
    A) situational factors
    B) role perceptions
    C) competencies
    D) aptitudes
    E) internal dilemmas

    Answer: C

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

    Answer: E

111) The MARS model explicitly identifies which of the following factors?   111) _____
    A) Situational factors
    B) Power distance
    C) Rewards
    D) Neuroticism
    E) Recreational activities
    Answer: A

112) According to the MARS model of individual behaviour, which of the following is NOT a   112) _____
role perception problem?
    A) The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
    B) The employee lacks the proper tools to perform the job.
    C) The employee doesn't realize that a particular task is part of his or her job.
    D) The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
    E) The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.
    Answer: B

113) Competencies relate most closely to which element in the MARS model of behaviour   113) _____
and performance?
    A) Competencies are not related at all to any element of the MARS model
    B) Situational factors
    C) Motivation
    D) Role perceptions
    E) Ability
    Answer: E

114) You have just hired several new employees who are motivated, able to perform their   114) _____
jobs, and have adequate resources. However, they aren't sure what tasks are included in
their job. According to the MARS model, these new employees will likely:
    A) have lower job performance due to poor role perceptions.
    B) emphasize the utilitarianism principle in their decision making.
    C) have a high degree of differentiation according to Holland's classification of occupations.
    D) have above average organizational citizenship.
    E) have high job performance because they are motivated and able to perform the work.
    Answer: A

115) To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:

    A) increasing employee motivation to be less wasteful.
    B) altering situational factors so that employees have more difficulty practising wasteful behaviour.
    C) helping employees to learn how to be less wasteful.
    D) increasing aptitudes that make employees less wasteful.
    E) increasing organizational citizenship so that employees will be less wasteful.

Answer: B

116) Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?

    A) Role perceptions
    B) Competencies
    C) Situational factors
    D) Natural aptitudes
    E) Locus of control

Answer: A

117) Companies can improve employee performance through situational factors by:

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

Answer: D

118) Which of the following is NOT a work-related behaviour?

    A) Absenteeism
    B) Joining the organization
    C) Competencies
    D) Showing up for work at scheduled times
    E) Performing required tasks

Answer: C

119) Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?

    A) Motivation
    B) Direction
    C) Task performance
    D) Competencies
    E) Aptitudes

Answer: C

120) Which of the following would be considered a work-related behaviour? 120) _____
    A) Accepting the organization's offer of employment.
    B) Completing required job duties above the minimum performance standard.
    C) Showing up for work at scheduled times.
    D) Helping a coworker even though it isn't part of your job.
    E) All of the answers are correct.
    Answer: E

121) Which of the following statements about task performance is FALSE? 121) _____
    A) Employees are almost always evaluated on just one performance dimension.
    B) Employees are evaluated against a performance standard.
    C) Each performance dimension requires specific skills and knowledge.
    D) Task performance refers to goal-directed activities under the individual's control.
    E) Employees are expected to perform their work above a minimum acceptable level.
    Answer: A

122) Organizational citizenship refers to: 122) _____
    A) the organization's attachment to a particular country rather than being a global entity.
    B) the organization's obligations to society.
    C) the employee's right to vote for the company president.
    D) the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity.
    E) employee behaviours that extend beyond normal job duties.
    Answer: E

123) Employee behaviours that extend beyond normal job duties: 123) _____
    A) should be discouraged by organizational leaders.
    B) are common in small businesses but never occur in large firms.
    C) are usually performed by people with low conscientiousness.
    D) are called organizational citizenship.
    E) are the most important characteristics of people with an external locus of control.
    Answer: D

124) Sabotage, threatening harm, and insulting others represent: 124) _____
    A) three forms of counterproductive work behaviours.
    B) behaviours that are no longer found in organizations.
    C) the most common forms of organizational citizenship.
    D) three dimensions of Schwartz's values model.
    E) evidence of people with an introverted personality.
    Answer: A

125) Which of the following is considered counterproductive work behaviour?   125) _____
    A) Theft.
    B) Theft and deliberating performing work incorrectly so the organization suffers a loss.
    C) Insulting others.
    D) Deliberately withholding one's approval to inconvenience another person and cause them stress.
    E) All of the answers are correct.
    Answer: E

126) Which of the following is NOT one of the five categories of individual behaviour in   126) _____
organizations that is discussed in your text?
    A) Joining and staying with the organization.
    B) Task performance.
    C) Obeying orders.
    D) Counterproductive work behaviours.
    E) Organizational citizenship.
    Answer: C

127) Generous sick leave policies are known to: 127) _____
    A) increase voluntary turnover
    B) increase employee lateness
    C) improve organizational citizenship
    D) increase absenteeism and voluntary turnover
    E) increase absenteeism
    Answer: E

128) Showing up at work when one's capacity to perform is significantly diminished by   128) _____
sickness, fatigue, personal problems, or other factors is an example of:
    A) organizational citizenship behaviour
    B) presenteeism
    C) employee loyalty
    D) workaholic behaviour
    E) counterproductive work behaviour
    Answer: B

129) Which of the following statements about personality traits is FALSE?   129) _____
    A) The most common view is that personality is shaped by both heredity and environment.
    B) An individual's personality cannot be observed.
    C) Personality traits cause people to behave in almost exactly the same way in all situations.
    D) An individual's personality is identified by his or her behaviours.
    E) An individual's personality is relatively stable from one year to the next.
    Answer: C

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

Answer: C

131) An individual's personality:
    A) is formed only from childhood socialization and the environment.
    B) is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
    C) is stable throughout their lifetime.
    D) is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
    E) changes several times throughout the year.

Answer: B

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

Answer: C

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

Answer: D

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

Answer: A

135) The "Big Five" personality dimensions represent: 135) _____
    A) all of the personality traits found in an ideal job applicant.
    B) the personality traits caused by the environment rather than heredity.
    C) the aggregated clusters representing most known personality traits.
    D) the entire spectrum of negative and positive personality dimensions.
    E) the aggregated clusters representing most known personality traits and the
       personality traits caused by the environment rather than heredity.

Answer: C

136) The "Big Five" personality dimensions are identified by the acronym: 136) _____
    A) MARSE   B) CANOE   C) HAPPY   D) VALUE   E) MBTIA

Answer: B

137) Which of the following is a "Big Five" personality dimension? 137) _____
    A) Openness to experience
    B) Locus of control
    C) Extraversion
    D) Grumpiness
    E) Extraversion and openness to experience

Answer: E

138) All of these are "Big Five" personality dimensions EXCEPT: 138) _____
    A) emotional stability.
    B) openness to experience.
    C) extraversion.
    D) agreeableness.
    E) locus of control.

Answer: E

139) Being good-natured, empathetic, caring, and courteous are characteristic of people with 139) _____
which personality trait?
    A) Agreeableness
    B) Locus of control
    C) Extraversion
    D) Openness to experience
    E) Emotional stability

Answer: A

140) Conscientiousness is one dimension of: 140) _____
    A) the MARS model.
    B) Myers-Briggs Type Indicator.
    C) Schwartz's values model.
    D) All of the answers are correct.
    E) None of the answers apply.

Answer: E

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

Answer: E

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

Answer: E

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

Answer: A

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

Answer: D

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

Answer: B

146) Extraversion is one dimension of:

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

Answer: C

147) _____ characterizes people who are quiet, shy, and cautious.

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

Answer: B

148) Jung's psychological types are measured in:

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

Answer: D

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

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

Answer: B

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

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

Answer: A

146) _____

147) _____

148) _____

149) _____

150) _____

151) Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE? 151) _____
    A) The MBTI combines four pairs of traits.
    B) The MBTI measures the personality traits in Jung's psychological types.
    C) Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
    D) Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
    E) The MBTI is one of the most widely used personality tests in organizations.
Answer: C

152) The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed 152) _____
by _____.
    A) Victor Vroom
    B) Carl Jung
    C) Milton Rokeach
    D) The "Big Five" personality trait model
    E) Sigmund Freud
Answer: B

153) Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE? 153) _____
    A) Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
    B) Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
    C) The MBTI is no longer used in organizations.
    D) The MBTI measures a person's self-esteem and self-efficacy.
    E) The MBTI combines 16 pairs of traits into four distinct types.
Answer: A

154) It has been reported in various studies that specific Big Five personality dimensions can 154) _____
predict which of the following?
    A) team performance.
    B) leadership.
    C) organizational citizenship.
    D) training performance.
    E) All of the answers are correct.
Answer: E

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

A) Depending on how the results are used, the tests could unfairly discriminate against a specific group of people.

B) Personality testing might convey an unfavourable image of the company.

C) Such tests have the potential to violate one's right to privacy.

D) Some experts maintain there are better predictors of job performance than tests.

E) Most personality tests are self-reported scales.

Answer: C

155) _____

156) Which of the following statements about values is FALSE?

A) The values that dominate a person's preferences differ across cultures.

B) Values are arranged into a hierarchy of preferences.

C) A person's hierarchy of values typically changes a few times each year.

D) Values help define what is right or wrong and good or bad in the world.

E) Values guide our decisions and actions.

Answer: C

156) _____

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

A) ethical sensitivity.

B) moral intensity.

C) neuroticism.

D) organizational culture.

E) collectivism.

Answer: C

157) _____

158) Values are defined in your text as:

A) personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

B) a person's beliefs about the amount of control they have over their actions.

C) beliefs about what is moral.

D) stable, evaluative beliefs that guide our preferences for outcome in a variety of situations.

E) an accounting concept imported into the field of organizational behaviour.

Answer: D

158) _____

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

A) Universalism.

B) Self-direction.

C) Hedonism.

D) Security.

E) Utilitarianism.

Answer: E

159) _____

160) Schwartz's model organizes _____ into _____.
   A) personality traits; six dimensions
   B) emotions; a time line
   C) values; a hierarchy
   D) needs; three statistical formulas
   E) values; ten dimensions

   Answer: E

161) All of the following are domains in Schwartz's values model EXCEPT:
   A) Conformity.
   B) Tradition.
   C) Power.
   D) Stimulation.
   E) Conscientiousness.

   Answer: E

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

   Answer: A

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

   Answer: B

164) The dominant model of personal values that is used today was developed and tested by:
   A) Milton Rokeach
   B) Milton Friedman
   C) Karl Jung
   D) B.F. Skinner
   E) Shalom Schwartz

   Answer: E

165) Incongruence between a company's dominant values and an employee's values is known to:

    A) increase the employee's probability of quitting.
    B) affect the employee's job satisfaction.
    C) increase the chance that the employee's decisions will differ from the organization's preferences.
    D) increase employee stress.
    E) All of the answers are correct.

165) _____

Answer: E

166) Whom of the following is a social psychologist who developed two lists of values, distinguishing instrumental values from terminal values?

    A) Milton Friedman
    B) Abraham Maslow
    C) Milton Rokeach
    D) Carl Jung
    E) Shalom Schwartz

166) _____

Answer: C

167) Ethics is most closely related to:

    A) personality.
    B) the Myers-Briggs type Indicator.
    C) locus of control.
    D) ability.
    E) values.

167) _____

Answer: E

168) Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?

    A) Self-monitoring
    B) Ethics
    C) Conscientiousness
    D) Sensing
    E) Moral intensity

168) _____

Answer: B

169) Which of the following is identified in the textbook as an ethical principle?

    A) Moralism.
    B) Environmentalism.
    C) Utilitarianism.
    D) Egalitarianism.
    E) Humanitarianism.

169) _____

Answer: C

170) One problem with the utilitarian principle of ethics is that:

    A) not all utilitarian rights are protected by law.

    B) it is impossible to determine what factors should be relevant when distributing rewards.

    C) it is difficult to predict the "trickle down" benefits to the least well off in society.

    D) the utilitarian principle has never been accepted by ethics experts as an ethical principle.

    E) it judges morality by the results but not by the means to attaining those results.

170) _____

Answer: E

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

    A) Proximity.

    B) Economic impact.

    C) Concentration of effect.

    D) Magnitude of consequences.

    E) Temporal immediacy.

171) _____

Answer: B

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

    A) rely mainly on the utilitarianism principle.

    B) avoid considering the decision's moral intensity until after the decision has been made.

    C) apply any one–but NEVER more than one–of the four ethics principles to evaluate the decision.

    D) rely mainly on your level of collectivism.

    E) consider its implications against all three principles described in the textbook.

172) _____

Answer: E

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

    A) Distributive justice.

    B) Ethical sensitivity.

    C) Individual rights.

    D) Utilitarianism.

    E) Moral intensity.

173) _____

Answer: C

174) The main limitation of the individual rights principle is that: 174) _____
  A) some individual rights conflict with other individual rights.
  B) it can degenerate into unjust favouritism.
  C) it pays attention to whether consequences are ethical, but not to whether the means
     to those consequences are ethical.
  D) it is almost impossible to evaluate the benefits or costs of decisions when many
     stakeholders are affected.
  E) it really isn't an ethical principle at all.

  Answer: A

175) Senior executives at CyberForm must make a decision that will affect many people, and 175) _____
  where the decision may produce good or bad consequences for those affected. This
  decision:
  A) has a high degree of moral intensity.
  B) is one in which decision makers should rely only on the utilitarianism rule of ethics.
  C) has a low degree of ethical sensitivity.
  D) requires a low duty to care.
  E) has a high degree of ethical sensitivity.

  Answer: A

176) Moral intensity is higher when: 176) _____
  A) the decision maker is neutral and far removed from the issue or its consequences.
  B) the decision has little or no effect on other people.
  C) the issue produces good decisions but not bad decisions.
  D) All of the answers are correct.
  E) None of the answers apply.

  Answer: E

177) People who have high moral sensitivity: 177) _____
  A) tend to have more information about the specific situation.
  B) tend to have higher empathy and tend to have more information about the specific
     situation.
  C) always have low moral intensity.
  D) are always more ethical than people with a moderate or low level of ethical
     sensitivity.
  E) tend to have higher empathy.

  Answer: B

178) According to your text, which of the following is considered a moral intensity factor? 178) _____
  A) Economic impact.
  B) Social impact.
  C) Diversity.
  D) Social consensus.
  E) Environmental impact.

  Answer: D

179) The ability to recognize the presence and determine the relative importance of an ethical issue is known as:
   A) moral intensity.
   B) uncertainty avoidance.
   C) utilitarianism.
   D) neuroticism.
   E) moral sensitivity.

Answer: E

179) _____

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

Answer: B

180) _____

181) Moral intensity is higher when:
   A) many people agree the action is ethically good or bad.
   B) moral intensity is absent.
   C) it takes longer to make an ethical decision.
   D) there are no clear legal guidelines to guide decision makers.
   E) the decision is made by a few people who are highly ethical.

Answer: A

181) _____

182) According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by:
   A) communicating ethical codes of conduct to employees.
   B) punishing wrongdoers.
   C) providing ethics training.
   D) writing codes of ethics.
   E) establishing a set of shared values that reinforce ethical conduct.

Answer: E

182) _____

183) Which moral intensity factor best relates to the question, "How many people are affected by this action?"
   A) Probability effect
   B) Immediacy of effect
   C) Butterfly effect
   D) Concentration of effect
   E) Magnitude effect

Answer: D

183) _____

184) People who value their independence and personal uniqueness have: 184) _____
    A) high individualism.
    B) high power distance.
    C) high individualism and low collectivism.
    D) low uncertainty avoidance.
    E) low collectivism.

    Answer: A

185) Which of the following statements about cross-cultural values is TRUE?   185) _____
    A) People with high individualism can have any level (high or low) of collectivism.
    B) People with a high achievement-orientation emphasize relationships and the well-being of others.
    C) People in almost all cultures have high uncertainty avoidance.
    D) People with high power distance value independence and personal uniqueness.
    E) People with low uncertainty avoidance must also have high power distance.

    Answer: A

186) People with high collectivism: 186) _____
    A) also have low individualism and value harmonious relationships in the groups to which they belong.
    B) value thrift, savings, and persistence.
    C) accept unequal distribution of power.
    D) also have low individualism.
    E) value harmonious relationships in the groups to which they belong.

    Answer: E

187) Employees from cultures with a high power distance are more likely to: 187) _____
    A) readily accept the high status of other people in the organization.
    B) avoid people in positions of power.
    C) use their existing power to gain more power.
    D) give their power to others as a sign of friendship.
    E) encourage consensus-oriented decision making.

    Answer: A

188) The cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society refers to _____.   188) _____
    A) inequality tolerance
    B) submissiveness
    C) power imbalance tolerance
    D) power differential
    E) power distance

    Answer: E

189) The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called _____.

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

Answer: C

189) _____

190) People with a high _____ value assertiveness, competitiveness, and materialism.

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

Answer: D

190) _____

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

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

Answer: D

191) _____

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

    A) a high power distance and a weak nurturing orientation.
    B) low power distance and strong nurturing orientation.
    C) low uncertainty avoidance and high individualism.
    D) high collectivism and short-term orientation.
    E) a high power distance and nurturing orientation.

Answer: E

192) _____

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

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

Answer: A

193) _____

194) Canadians tend to have:

    A) a high individualistic value orientation.

    B) a high nurturing-orientation value and a low individualistic value orientation.

    C) a low individualistic value orientation.

    D) a high collectivism value orientation.

    E) a high nurturing-orientation value.

Answer: A

<div align="right">194) _____</div>

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

    A) Canadians are slowly losing their value system as the country becomes increasingly diverse.

    B) the cross-cultural data presented are based on a very small sample (less than 10 people in each country studied).

    C) the definitions of most values have changed over the past decade, so most cross-cultural information has little meaning anymore.

    D) multicultural societies such as Canada have a wide range of values even though the information presented assumes that everyone in the country has similar values.

    E) several cultures don't have any values.

Answer: D

<div align="right">195) _____</div>

196) In Canada, Anglophone and Francophone values:

    A) are almost completely opposite to each other.

    B) have converged (become more similar) in recent years.

    C) do not really exist.

    D) have become increasingly different from each other in recent years.

    E) are identical to each other.

Answer: B

<div align="right">196) _____</div>

197) Which of these cultures within Canada has a high collectivist value orientation?

    A) First Nations people in Canada

    B) Francophone Canadians

    C) Anglophone Canadians

    D) Allophone Canadians

    E) None of these cultures has a high collectivist orientation.

Answer: A

<div align="right">197) _____</div>

198) Which of the following cultures has/have the strongest preference for patriarchal authority?

    A) Francophone Canadians

    B) Anglophone and Francophone Canadians

    C) Americans

    D) Japanese

    E) Anglophone Canadians

Answer: C

<div align="right">198) _____</div>

199) Compared with Americans, Canadians are more likely to: 199) _____
    A) blindly accept the direction of their leaders.
    B) be associated with a religious institution.
    C) be materialistic.
    D) question authority.
    E) value patriarchal authority.
    Answer: D

200) Studies comparing American and Canadian values indicate that: 200) _____
    A) Canadians have lower tolerance for moral permissiveness than do Americans.
    B) American values are closer to Francophone than Anglophone values.
    C) American and Canadian values have become more similar in recent years.
    D) All of the answers are correct.
    E) None of the answers apply.
    Answer: E

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

204) Contrast organizational citizenship behaviour with task performance.

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

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

205) What are the main causes of absenteeism and lateness?

Answer: Employees often point to situational factors, such as bad weather, transit strike, personal
illness, and family demands (e.g., sick children). These are usually valid explanations, but
some people still show up for work because of their strong motivation to attend, whereas
others take sick leave at the slightest sign of bad weather or illness. Some absenteeism occurs
because employees need to get away from workplace bullying, difficult customers, boring work
other stressful conditions.

Absenteeism is also higher in organizations with generous sick leave because this benefit minir
the financial loss of taking time away from work. Another factor in absenteeism is the person's
and personality. Finally, studies report that absenteeism is higher in teams with strong absence
norms, meaning that team members tolerate and even expect co-workers to take time off.

206) Presenteeism is common among which type of employees?

Answer: Presenteeism is more common among employees with low job security (such as new and
temporary staff), employees who lack sick leave pay or similar financial buffers, and those
whose absence would immediately affect many people. Personality also plays a role; some
people possess traits that motivate them to show up for work when others would gladly
recover at home.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Answer: Here are the three areas of concerns:

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

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

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