Student name:_____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Our personality is determined mostly by our socialization (upbringing) rather than by our genetic origins.

⊙ true
⊙ false

2) Personality traits are more evident in situations where an individual's behavior is subject to social norms and reward systems.

⊙ true
⊙ false

3) Employees who score higher on the big five factors, except neuroticism where they score lower, are the " best" employees.

⊙ true
⊙ false

4) Phyllis, a manager at a firm, is conventional, resistant to change, and unimaginative. This implies that Phyllis has a high openness to experience personality.

⊙ true
⊙ false

5) Neuroticism is one of the three dark triad personality traits.

⊙ true
⊙ false

6) High-Mach individuals believe that deceitis a natural and acceptable way to achieve their goals.

⊙ true
⊙ false

7) According to Jung, the judging function—how people prefer making decisions based on what they have perceived—consists of two competing processes: thinking (T) and feeling (F).

    ◉   true
    ◉   false

8) The Myers-Briggs Type Indicator (MBTI) extends Jung's list of personality traits by also measuring Jung's broader categories of perceiving and judging.

    ◉   true
    ◉   false

9) Values are stable, evaluative beliefs about what is important in a variety of situations.

    ◉   true
    ◉   false

10) People arrange values into a hierarchy of preferences called a value system.

    ◉   true
    ◉   false

11) Values tell us what we tend to do, while personality traits tell us what we ought to do.

    ◉   true
    ◉   false

12) Values directly motivate our actions by affecting the valence of different choices.

    ◉   true
    ◉   false

13) Utilitarianism suggests that we should choose the option that provides the highest degree of satisfaction to those affected.

○ true
○ false

14) Distributive justice suggests that all people, both similar and dissimilar, should receive the same benefits and burdens.

○ true
○ false

15) The individual rights principle of ethical decision making states that individual rights cannot conflict with another.

○ true
○ false

16) Moral intensity is a person's ability to detect a moral dilemma and estimate its relative importance.

○ true
○ false

17) Individualism and collectivism are opposites and the concepts are correlated.

○ true
○ false

18) People with high power distance are more likely to resolve problems through informal discussions.

○ true
○ false

19) Employees who value structured situations in which rules of conduct and decision making are clearly documented score high on uncertainty avoidance.

⊙   true
⊙   false

20) Highly collectivist people define themselves by their group memberships.

⊙   true
⊙   false

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

21) _____ is the relatively enduring pattern of thoughts and behaviors that characterize a person.

A) Personality
B) Values
C) Motivation
D) Locus of control
E) Job satisfaction

22) An individual's personality

A) changes several times throughout the year.
B) is formed only from childhood socialization and the environment.
C) is less evident in situations where social norms, reward systems, and other conditions constrain behavior.
D) does not provide an enduring pattern of processes.
E) is more prominent when rewards for behavior are substantial.

23) Personality is shaped by two general "forces," namely

A) nature and nurture.
B) nature and heredity.
C) heredity and genes.
D) socialization and nurture.
E) tendencies and traits.

24) The "Big Five" personality factors represent

A) all of the personality traits found in an ideal job applicant.
B) the clusters representing most personality traits.
C) the personality traits caused by the environment rather than heredity.
D) the necessary conditions for a person to have extraversion.
E) the characteristics of employees with low levels of motivation.

25) Which of the following acronyms refer to the personality dimensions in the five-factor model?

A) MBTIA
B) CANOE
C) VALUE
D) MARSE
E) SMART

26) Being good-natured, trusting, helpful, and tolerant are characteristics of people with which personality factor?

A) openness to experience
B) agreeableness
C) locus of control
D) emotional stability
E) extraversion

27) Conscientiousness is a dimension of

    A)   individualism.
    B)   Schwartz's values model.
    C)   Myers-Briggs Type Indicator.
    D)   Jungian personality theory.
    E)   the five-factor model of personality.

28) Which of the following explicitly identifies neuroticism?

    A)   power distance
    B)   Schwartz's Values Circumflex model
    C)   the five-factor model of personality
    D)   Holland's theory of vocational choice
    E)   Myers-Briggs Type Indicator

29) What is the best definition of personality?

    A)   the relatively enduring pattern of thoughts, emotions, and behaviors that characterize
a person
    B)   broad concepts that allow us to label and understand individual differences
    C)   genetic or hereditary origins
    D)   socialization, life experiences, and other forms of interaction with the environment
    E)   clarity of "who we are"

30) Personality is shaped by

A) ethical conflicts.
B) workplace policies.
C) personality testing.
D) nature and nurture.
E) personality traits.

31) Most employees in the social services section of a government department have frequent interaction with people who are unemployed or face personal problems. Which of the following personality factors is best suited to employees working in these jobs?

A) high neuroticism
B) external locus of control
C) high introversion
D) high agreeableness
E) low motivation

32) Rosa is the advertising head of a firm. She is extremely imaginative, creative, and curious. Rosa most likely has which of the following?

A) high uncertainty avoidance value
B) high openness to experience personality
C) high security personal value
D) low neuroticism personality
E) high conformity personal value

33) _____ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

A) Extraversion
B) Openness to experience
C) Conscientiousness
D) Neuroticism
E) Agreeableness

34) People with high agreeableness are motivated to be

A) dependable and open.
B) empathic and dependable.
C) cooperative and sensitive.
D) upbeat and flexible.
E) extroverted and emotional.

35) Which "Big Five" personality dimension is most valuable for predicting proficient task performance (how well people perform their job)?

A) extraversion
B) openness to experience
C) conscientiousness
D) neuroticism
E) agreeableness

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

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

37) Yuki, a manager, is very conventional, resistant to change, habitual, and does not accept new ideas very easily. This implies that Yuki has

    A) low neuroticism.
    B) low customary thinking.
    C) high extraversion.
    D) high agreeableness.
    E) low openness to experience.

38) Which of the following statements is correct regarding the Big Five personality factors?

    A) Each factor clusters several specific personality traits.
    B) The best employees score high on all five traits except neuroticism, for which they score low.
    C) The big five covers all domains of personality.
    D) Specific traits are less accurate predictors of behavior than the big five factors.
    E) Personality is static.

39) What does the statement "The five-factor model doesn't cover all personality" mean?

    A) It means there are many people who do not possess any of the big five factors.
    B) It means higher scores on the big five result in better performance.
    C) It means there are probably one or two traits omitted by the big five.
    D) It means personality studies differences between people, not similarities.
    E) It means the Big Five is one of several perspectives on personality.

40) The dark triad is composed of

A) narcissism, Machiavellianism, and psychopathy.
B) neuroticism, Machiavellianism, and psychopathy.
C) narcissism, neuroticism, and psychopathy.
D) narcissism, Machiavellianism, and sociopathy.
E) narcissism, neuroticism, and sociopathy.

41) _____ is the core characteristic of individuals who exhibit the dark triad of personality traits.

A) Low power distance
B) High introversion
C) Low humility
D) High empathy
E) Strong ethic of care

42) Which personality trait in the dark triad is considered the most sinister?

A) psychopathy
B) Machiavellianism
C) narcissism
D) neuroticism
E) agreeableness

43) Jung's psychological types are measured through the

A) five factor personality model.
B) locus of control scale.
C) individualism-collectivism measurement scale.
D) Myers-Briggs Type Indicator.
E) self-monitoring personality test.

44) Which pair of traits in the Myers-Briggs Type Indicator impacts how people make decisions?

A) sensing and intuition
B) extraversion and introversion
C) judging and perceiving
D) thinking and feeling
E) sensing and feeling

45) People with perceiving orientation are

A) quiet.
B) curious.
C) caring.
D) realistic.
E) domineering.

46) Which of the following statements about the Myers-Briggs Type Indicator (MBTI) is true?

A) It advocates the view that thinking and feeling are not important in decision making.
B) It is no longer used in organizations.
C) The MBTI is a strong predictor of an individual's performance in most jobs.
D) The MBTI is most popular for career counseling and executive coaching.
E) The MBTI combines 16 pairs of traits into four distinct types.

47) People who have obsessive beliefs about their own superiority have which of the following traits?

A) Machiavellianism
B) narcissism
C) humility
D) psychopathy
E) neuroticism

48) Which personality trait is often considered the most sinister of the dark triad?

A) Machiavellianism
B) narcissism
C) psychopathy
D) sociopathy
E) neuroticism

49) The dark triad is associated with all of the following *except*

A) white-collar crime.
B) bullying.
C) workplace aggression.
D) excessive risk taking.
E) lack of political skills.

50) According to Jung, people who are sensing would also be

A) logical.
B) caring.
C) quiet.
D) adaptable.
E) practical.

51) Jung's thinking and feeling types relate to how a person

A) gets energy.
B) makes decisions.
C) perceives information.
D) orients to the external world.
E) expresses the dark triad.

52) Which of the following is correct regarding the MBTI?

A) It is generally a poor predictor of job performance.
B) It should be one of the primary tools used in employment selection.
C) It is a good predictor of team development.
D) It is a well-established measurement tool with no real limitations.
E) It accurately predicts leader effectiveness.

53) Which of the following statements about values is true?

A) Values do not conflict with each other.
B) Values describe what we naturally tend to do, not what we want to do.
C) Values are influenced by heredity, not socialization.
D) Values guide our decisions and actions.
E) A person's hierarchy of values typically changes a few times each year.

54) Perceptions about what is good or bad, right or wrong, are referred to as

A) organizational citizenship.
B) values.
C) collectivism.
D) moral intensity.
E) extraversion.

55) Schwartz's model organizes several dozen values into

A) six dimensions.
B) five factors.
C) three statistical formulas.
D) ten broad categories in four quadrants.
E) a timeline.

56) Schwartz's model explicitly identifies which of the following as a values category?

A) extraversion
B) power distance
C) conscientiousness
D) neuroticism
E) stimulation

57) _____ in Schwartz's Values Circumplex, is the quadrant that includes hedonism, stimulation, and self-direction.

A) Openness to change
B) Self-enhancement
C) Conservation
D) Self-transcendence
E) Self-awareness

58) Under Schwartz's Values Circumplex, hedonism is a part of two different quadrants, _____ and _____.

A) self-transcendence; self-enhancement
B) self-transcendence; conservation
C) self-enhancement; conservation
D) openness to change; conservation
E) openness to change; self-enhancement

59) Values directly motivate actions by

    A) framing perceptions of reality.
    B) our constantly thinking of them.
    C) being the same across cultures.
    D) being inconsistent with those actions.
    E) ignoring the valence of choices.

60) _____ refers to how similar a person's values hierarchy is to the values hierarchy of another entity.

    A) Valence
    B) Values congruence
    C) Perception
    D) Personality
    E) Awareness

61) Ethics are most closely related to

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

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

A) conscientiousness
B) sensing
C) moral intensity
D) self-monitoring
E) ethics

63)   Which of the following is identified as an ethical principle?

A) utilitarianism
B) power distance
C) conservation
D) self-enhancement
E) conscientiousness

64)   A problem with the utilitarian principle of ethical decision making is that

A) it usually leads to immoral decisions.
B) different stakeholders have different rights.
C) it is difficult to predict the "trickle down" benefits to those people who are least well off in society.
D) it is almost impossible to evaluate the benefits or costs of many decisions.
E) it chooses the option that provides the minimum acceptable degree of satisfaction to those affected.

65)   _____ is the idea that everyone is granted a moral norm of society.

A) Utilitarianism
B) Individual rights
C) Moral intensity
D) Distributive justice
E) Ethic of care

66) One of the limitations of the individual rights principle is that

    A) it really is not an ethical principle at all.
    B) some individual rights conflict with other individual rights.
    C) it does not protect the right to physical security and freedom of speech of the employees.
    D) it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.
    E) it can degenerate into unjust favoritism.

67) Senior executives at CyberForm must make a decision that will affect many people, and the decision may produce good or bad consequences for those affected. This decision

    A) has a high degree of moral sensitivity.
    B) is one in which decision makers should rely only on the utilitarianism rule of ethics.
    C) has a low degree of moral sensitivity.
    D) has a high degree of moral intensity.
    E) has a low degree of moral intensity.

68) _____ is the ability to recognize the presence and determine the relative importance of an ethical issue.

    A) Neuroticism
    B) Moral intensity
    C) Moral sensitivity
    D) Utilitarianism
    E) Uncertainty avoidance

69) People who have high moral sensitivity

A) can more quickly and accurately estimate the moral intensity of the issue.
B) tend to have lower levels of empathy.
C) are always more ethical than people with a moderate or low level of moral sensitivity.
D) are individualistic and achievement oriented.
E) cannot estimate the moral intensity of an issue.

70)   Employees who strongly believe they have _____ are more sensitive to moral dilemmas because they put more energy into maintaining ethical conduct.

A) moral sensitivity
B) moral character
C) value judgment
D) moral intensity
E) utilitarianism

71)   Which of the following does the *most* to improve ethical conduct?

A) a code of ethics
B) training, which can include quizzes and games/role playing
C) hotlines for anonymous tips
D) an ombudsperson who can investigate wrongdoing
E) a set of shared values that reinforces ethical conduct

72)   A study of 1,000 CEOs identified _____ as the most frequently mentioned characteristic of effective leaders.

A) charisma
B) intelligence
C) extraversion
D) integrity
E) narcissism

73) People who value their personal uniqueness have

    A)   high individualism.
    B)   high collectivism.
    C)   high power distance.
    D)   low uncertainty avoidance.
    E)   low openness to experience.

74) _____ is the extent to which we value our duty to groups to which we belong and group harmony.

    A)   Individualism
    B)   Collectivism
    C)   Power distance
    D)   Uncertainty avoidance
    E)   Achievement orientation

75) Which of the following statements about cross-cultural values is true?

    A)   People with a high achievement orientation emphasize relationships and the well-being of others.
    B)   People with high individualism can have any level (high or low) of collectivism.
    C)   People with high power distance value independence and personal uniqueness.
    D)   People with low uncertainty avoidance must also have high power distance.
    E)   People in almost all cultures have high uncertainty avoidance.

76) People with high collectivism

A) accept unequal distribution of power.
B) also have low individualism.
C) value harmonious relationships in the groups to which they belong.
D) value thrift, savings, and persistence.
E) appreciate the unique qualities that distinguish themselves from others.

77) Americans tend to have high

A) power distance.
B) nurturing orientation.
C) long-term orientation.
D) individualism.
E) uncertainty avoidance.

78) Which of the following countries generally has the strongest collectivist value orientation?

A) United States
B) Japan
C) Taiwan
D) Egypt
E) France

79) Employees from cultures with a high power distance are more likely to

A) use their existing power to gain more power.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in the organization.
E) give their power to others as a sign of friendship.

80) _____ is the extent to which people either tolerate ambiguity or feel threatened by ambiguity.

    A)   Individualism
    B)   Collectivism
    C)   Power distance
    D)   Uncertainty avoidance
    E)   Achievement orientation

81) Li 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. Li's culture has

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

82) People in cultures with high _____ value assertiveness, competitiveness, and materialism.

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

83) Although cross-cultural studies have provided excellent knowledge, this area of research has also suffered from the problem of

A)   relying on small, convenient samples that don't represent the culture.

B)   presenting conclusions rather than just presenting data and facts.

C)   making the assumption that all countries have diverse cultures.

D)   relying on a major study of Google employees conducted almost four decades ago.

E)   focusing on deep-level diversity rather than surface-level diversity within the country studied.

84)   Why do Americans vary in their values and personalities across regions?

A)   The physical environment has a massive effect on individual traits and values.

B)   National institutions have a greater influence on personal values.

C)   Regional institutions have a greater influence on socialization practices and resulting personal values.

D)   The number of rules and social controls (cultural tightness) within each state explains similarities in personality and values across the country.

E)   Americans do not vary in their values across regions.

85)   **Scenario A**Kokal International is a fast-growing small company specializing in consumer electronics. Managers at Kokal International are exploring the idea of using the Five Factor personality model in hiring and improving work-related behaviors and job performance.Kokal International managers want to hire people who are dependable, goal-focused, thorough, and disciplined. Which of the following personality factors best predicts job applicants for these job requirements?

A)   openness to experience

B)   agreeableness

C)   conscientiousness

D)   locus of control

E)   extraversion

86) **Scenario A**Kokal International is a fast-growing small company specializing in consumer electronics. Managers at Kokal International are exploring the idea of using the Five Factor personality model in hiring and improving work-related behaviors and job performance.Kokal International managers should be aware that being good-natured, empathetic, caring, and courteous are characteristics of people with

    A)   openness to experience.
    B)   agreeableness.
    C)   locus of control.
    D)   emotional stability.
    E)   extraversion.

87) **Scenario A**Kokal International is a fast-growing small company specializing in consumer electronics. Managers at Kokal International are exploring the idea of using the Five Factor personality model in hiring and improving work-related behaviors and job performance.Kokal International managers must pay attention to _____ when hiring new employees because it characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

    A)   extraversion
    B)   openness to experience
    C)   conscientiousness
    D)   neuroticism
    E)   locus of control

88) **Scenario A**Kokal International is a fast-growing small company specializing in consumer electronics. Managers at Kokal International are exploring the idea of using the Five Factor personality model in hiring and improving work-related behaviors and job performance.When hiring new employees, e-commerce managers should look for people who have a high level of _____, which is the best "Big Five" personality factor for predicting job performance.

A) extraversion
B) openness to experience
C) conscientiousness
D) neuroticism
E) locus of control

89) **Scenario B**Global Manufacturing & Trading (GMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided to open a manufacturing plant in Japan, Taiwan, and Malaysia. GMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. GMT managers realize that there will be some cultural differences but are unsure of what and how much.GMT managers should make themselves aware that people in Japan tend to have

A) high individualism.
B) high collectivism.
C) medium power distance.
D) low achievement orientation.
E) medium uncertainty distance.

90) **Scenario B**Global Manufacturing & Trading (GMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided to open a manufacturing plant in Japan, Taiwan, and Malaysia. GMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. GMT managers realize that there will be some cultural differences but are unsure of what and how much.GMT managers should know that employees from cultures with a high power distance are more likely to

A) use their power to obtain undue favors.
B) encourage consensus-oriented decision making.
C) avoid people in positions of power.
D) readily accept the high status of other people in the organization.
E) give their power to others as a sign of friendship.

91) **Scenario B** Global Manufacturing & Trading (GMT) is a medium-sized U.S. company rapidly expanding in the Asian and Far East markets. The company has decided to open a manufacturing plant in Japan, Taiwan, and Malaysia. GMT will send key top managers from the U.S. office and will hire the lower-level managers and employees from the local markets. GMT managers realize that there will be some cultural differences but are unsure of what and how much. U.S. managers tend to have

    A) high individualism.
    B) high nurturing orientation.
    C) high collectivism.
    D) low achievement orientation.
    E) high uncertainty avoidance.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

92) An ongoing debate in organizational behavior 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.

93) Describe (and/or draw) and explain Schwartz's Values Circumplex model.

94) The textbook states, "...there is often a 'disconnect' between personal values and individual behavior." What does this mean? What influences this disconnect?

95) Explain the four distinct types of ethical principles.

96) 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.

97) What have we learned from research about differences in values across cultures? What warning flags do we need to pay attention to?

98) Describe the three traits that comprise the dark triad or personality.

99) Discuss how the dark triad negatively impact workplace behavior.

Answer Key

Test name: Chap2

1) FALSE
2) FALSE
3) FALSE
4) FALSE
5) FALSE
6) TRUE
7) TRUE
8) TRUE
9) TRUE
10) TRUE
11) FALSE
12) TRUE
13) TRUE
14) FALSE
15) FALSE
16) FALSE
17) FALSE
18) FALSE
19) TRUE
20) TRUE
21) A
22) C
23) A
24) B
25) B
26) B

27) E

28) C

29) A

30) D

31) D

32) B

33) D

34) C

35) C

36) A

37) E

38) A

39) E

40) A

41) C

42) A

43) D

44) D

45) B

46) D

47) B

48) C

49) E

50) E

51) B

52) A

53) D

54) B

55) D

56) E

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

87) D

88) C

89) C

90) D

91) A

92) Students should be evaluated in this question not only on factual knowledge from the text, but also their logic and persuasive argument skills. Factually, the text presents two arguments in favor 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 affect the types of jobs in which people are interested. In fact, vocational counselors 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 behaviors.Student answers will vary, though they should address these points in their answer.

93) This model clusters 57 specific values into 10 broad values categories: universalism, benevolence, tradition, conformity, security, power, achievement, hedonism, stimulation, and self-direction. These 10 categories are further clustered into four quadrants. The first, openness to change, refers to the extent to which a person is motivated to pursue innovative ways. This quadrant includes the value categories of self-direction and hedonism. The opposing quadrant is conservation, which is the extent to which a person is motivated to preserve the status quo. The third quadrant is self-enhancement, which refers to how much a person is motivated by self-interest. The last quadrant, which is the opposite of self-enhancement, is self-transcendence, which refers to the motivation to promote the welfare of others and nature. The model is shown in Exhibit 2.4.

94) This means that people may think that they act consistently with their hierarchy of values, but they don't always do so. One influence on the values-behavior link is the situation. Work environments influence our behavior, at least in the short term, so they necessarily encourage or discourage values-consistent behavior. This sometimes occurs without our awareness, but more often we blame the situation for preventing us from applying our values. Another factor is that we are more likely to apply values when we actively think about them and understand their relevance to the situation. Some situations easily trigger awareness of our values. However, values are abstract concepts, so their relevance to specific situations is not obvious much of the time. We literally need to be reminded of our dominant personal values in these situations to ensure that we apply those values.

95) 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."*Ethic of Care:* The ethic of care principle states that everyone has a moral obligation to help others within their relational sphere to grow and self-actualize.** It recognizes that caring for others is a fundamental characteristic of humanity. Whereas the other three principles emphasize impartial rules, the ethic of care principle emphasizes partiality—favoring those with whom we have relationships. As such, the ethic of care is a practice, not a set of

principles. It involves caring about others by being attentive to their needs, taking care of others through responsibility, giving care to others through one's skills and abilities, and by being responsive to (having empathy for) the person receiving care.

96) First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve 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 foreign salespeople might face in the future. The conclusions of this committee should be communicated clearly to all employees. Training, hotlines, audits, and related activities improve ethical conduct to some extent, but the most powerful foundation is a set of shared values that reinforces ethical conduct.

97) While our knowledge of cross-cultural dynamics has blossomed due to research in the past two decades, there are three issues we need to be aware of. One is that many research studies have relied on small, convenient samples, and these studies may 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 reality many countries are culturally diverse. 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.

98) *Machiavellianism.* People with high Machiavellianism (*high-Machs*) demonstrate a strong motivation to get what they want at the expense of others. They believe that deceit is a natural and acceptable way to achieve their goals; indeed, they take pleasure in misleading, outwitting, and otherwise controlling others. High-Machs routinely use lies, manipulation, exploitation, and other undesirable influence them. They have a cynical disregard for moral principles, believe that getting more than one deserves is acceptable, and seldom empathize with or trust coworkers.*Narcissism.* This trait is evident in people who have an obsessive belief in their superiority and entitlement. Along with their grandiose, inflated self-view, narcissists have an excessive need for attention, so they aggressively engage in self-promotion, exhibitionism, and other attention-seeking behaviors. Although known to be initially charming, narcissists are intensely envious of others, which is eventually apparent in their arrogance, schadenfreude (deriving pleasure from another person's misfortune), callous disregard for others' feelings (i.e., low empathy), and exploitation of others for personal aggrandizement.*Psychopathy.* This personality trait is often considered the most sinister of the triad. It refers to social predators who ruthlessly dominate and manipulate others, yet without empathy or any feelings of remorse or anxiety. They are selfish self-promoters who use superficial charm (called the "mask" of psychopathy), yet engage in antisocial, impulsive, and often fraudulent thrill-seeking behavior. These people callously do as they please and take what they want.

99) These three traits produce numerous dysfunctional outcomes in organizational settings. Dishonesty is a core characteristic of the dark triad, so people with these traits are more likely to lie and deceive others at work. Similarly, they malevolently undermine others to maximize their own gains. This is the essence of organizational politics, which is about using influence tactics for personal gain at the expense of others and the interests of the entire organization. Political tactics produce a host of dysfunctional outcomes, ranging from employee stress and dissatisfaction to unproductive use of organizational resources.Counterproductive work behaviors, such as taking company property from work without permission or deliberately working slowly to get overtime, are predicted by the dark triad to some extent, but they are more closely associated with specific Big Five factors (low agreeableness and conscientiousness) that were identified earlier in. Instead, dark triad traits are more strongly associated with serious white-collar crimes.The dark triad is also associated with bullying and other forms of workplace aggression. In particular, employees in organizations with psychopathic managers observe significantly more incidents of bullying than employees in other organizations. People with dark triad personality traits tend to make decisions that produce poorer absolute and risk-adjusted investment returns. In particular, those with high psychopathy take excessive risks, due to their overconfidence and disregard for consequences.Aside from making unethical and poor risk-oriented decisions, the dark triad has a complex relationship with other forms of task performance and career success. People with these traits are dysfunctional team members in the long term because, by definition, they don't trust coworkers and focus on their own goals at the expense of team goals. At the same time, dark triad employees are known to help others in the short run when it serves their self-interest.