

Lesson 2

6. Early studies of organizational citizenship behavior (OCB) assumed that it was closely linked with satisfaction. More recent evidence suggests that satisfaction influences OCB, but through perceptions of:
- _____ a. fairness.
 - _____ b. consistency.
 - _____ c. productivity.
 - _____ d. leadership ability.
7. Why should managers be interested in their employees' attitudes?
- _____ a. They result from behavior.
 - _____ b. They cause problems.
 - _____ c. They give warnings of potential problems.
 - _____ d. They are generally low.
8. The emotional or feeling component of a person's attitude is called:
- _____ a. complex understanding.
 - _____ b. the cognitive component.
 - _____ c. the affective component.
 - _____ d. a complex attitude.

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9. Leon Festinger argued that _____ follow(s) _____.
- _____ a. behavior; job satisfaction
 - _____ b. behavior; attitude
 - _____ c. attitudes; behavior
 - _____ d. attitudes; job satisfaction
10. You wish to hire a person who is innovative, individualistic, versatile, and entrepreneurial. Candidates for this position would ideally be classified as an _____ on the Myers-Briggs Type Indicator.
- _____ a. INTJ
 - _____ b. ESTJ
 - _____ c. ENTP
 - _____ d. ISFP
11. Why are agreeable people usually less successful in their careers?
- _____ a. They aren't happy in their lives.
 - _____ b. They aren't liked by superiors.
 - _____ c. They don't make many friends.
 - _____ d. They don't negotiate well.

12. Individuals high in self-monitoring:
- _____ a. show considerable adaptability in adjusting their behavior to external situational factors.
 - _____ b. are pragmatic, maintain emotional distance, and believe ends can justify means.
 - _____ c. have a grandiose sense of self-importance, require excessive admiration, and are arrogant.
 - _____ d. are easily distracted, disorganized, and unreliable.
13. Which of the following terms describes basic convictions that "a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode of conduct"?
- _____ a. Values
 - _____ b. Attitudes
 - _____ c. Affects
 - _____ d. Customs
14. Milton Rokeach created the Rokeach Value Survey (RVS). It consists of two sets of values, _____ values and _____ values.
- _____ a. instrumental; terminal
 - _____ b. critical; judgmental
 - _____ c. flexible; essential
 - _____ d. essential; unconscious

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15. _____ is as important for managers as for frontline employees, and among the Big Five traits, is most consistently related to job performance.
- _____ a. Extraversion
 - _____ b. Agreeableness
 - _____ c. Conscientiousness
 - _____ d. Emotional stability
16. Two people see the same thing at the same time yet interpret it differently. In this situation, factors that operate to shape their dissimilar perceptions reside in the:
- _____ a. perceivers.
 - _____ b. target.
 - _____ c. timing.
 - _____ d. context.
17. Attribution theory suggests that when we observe an individual's behavior, we attempt to determine whether it was internally or externally caused. That determination, however, depends largely on three factors. Which of the following is one of those three factors?
- _____ a. stereotyping
 - _____ b. consistency
 - _____ c. anchoring
 - _____ d. rationality

18. Your boss never gives you the benefit of the doubt. When you arrived late from lunch, he assumed that you had simply taken too much time. He never considered that the elevators were not working that day, forcing you to walk up ten flights of stairs. Your boss is guilty of:

- ☐ a. a self-serving bias.
- ☐ b. selective perception.
- ☐ c. the fundamental attribution error.
- ☐ d. inconsistency.

19. Business schools generally train students to follow _____ decision-making models.

- ☐ a. intuitive
- ☐ b. convolutional
- ☐ c. rational
- ☐ d. bounded rationality

20. What is the first step in the rational decision-making model?

- ☐ a. Developing alternatives
- ☐ b. Defining the problem
- ☐ c. Identifying the decision criteria
- ☐ d. Weighing the decision criteria