Student name:\_\_\_\_\_\_\_\_\_\_

1. Extraversion is one of the personality factors in the five-factor model.
* true
* false

1. People who are creative and curious tend to have higher scores on the openness to experience personality factor.
* true
* false

1. Agreeableness characterizes people who are organized, dependable, goal-focused, and industrious.
* true
* false

1. Neuroticism is a personality trait of people who believe that deceit is a natural and acceptable way to achieve their goals.
* true
* false

1. Narcissists have an obsessive belief in their superiority and are intensely envious of others.
* true
* false

1. The Dark Triad is a cluster of five personality traits that are rarely, if ever, found among employees or executives.
* true
* false

1. The most successful organizations ensure that employees' personal values are identical to the company's values.
* true
* false

1. Personality traits are more evident in situations where social norms and reward systems constrain behaviour.
* true
* false

1. An individual's personality is formed almost completely by their childhood socialization.
* true
* false

1. Employees are more likely to unknowingly make an unethical decision when the issue has high moral intensity.
* true
* false

1. People with a high degree of mindfulness tend to have higher moral sensitivity.
* true
* false

1. Employees who empathize with those affected by a decision tend to have higher moral sensitivity in that situation.
* true
* false

1. Individualism, Machiavellianism, and Hedonism are three of the ''Big Five'' personality factors.
* true
* false

1. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
* true
* false

1. The Myers-Briggs Type Indicator measures the individual's preferences for perceiving information and making decisions (judging).
* true
* false

1. Ethical conduct is rarely influenced by the context of the workplace.
* true
* false

1. People who have previously experienced a moral dilemma in a particular context tend to have stronger moral sensitivity in similar contexts.
* true
* false

1. Higher moral sensitivity always translates into higher ethical behaviour.
* true
* false

1. The moral intensity of an issue increases with the number of people who will likely be affected by a decision.
* true
* false

1. Agreeableness is a personality factor that describes people who are outgoing, talkative, sociable, and assertive.
* true
* false

1. The Myers-Briggs Type Indicator is a personality test that measures the ''Big Five'' personality dimensions.
* true
* false

1. A company gives a personality test for career development purposes, and almost half of the employees are identified as ESTJs (extraversion, sensing, thinking, judging). These employees completed the Myers-Briggs Type Indicator.
* true
* false

1. The Myers-Briggs Type Indicator is based on the personality traits described by Swiss psychiatrist Carl Jung.
* true
* false

1. In the Myers-Briggs Type Indicator, ''judging'' types have a strong desire for order and want to resolve problems quickly.
* true
* false

1. Employees with dark triad personality traits are more likely to engage in organizational politics.
* true
* false

1. The Dark Triad is better than any of the Big Five personality factors at predicting an employee's tendency to engage in counterproductive work behaviours.
* true
* false

1. Values are stable, long-lasting beliefs about what is important in a variety of situations.
* true
* false

1. Each person's values system consists of approximately ten values of equal importance.
* true
* false

1. The values categories of conformity, tradition, and security are located near each other (same quadrant) in Schwartz's Values Circumplex.
* true
* false

1. In Schwartz's Values Circumplex, the self-enhancement quadrant of values is opposite to the openness to change quadrant.
* true
* false

1. Our personal values influence a decision by generating positive or negative feelings toward the alternatives considered in that decision.
* true
* false

1. Personal values strongly predict our decisions and behaviour, even when we don't think about our values.
* true
* false

1. Personal values motivate us to engage in specific behaviour, but situational factors can prevent us from actually engaging in that values-consistent behaviour.
* true
* false

1. Personal values influence our awareness of something as well as how we interpret it.
* true
* false

1. Personal values are clear and precise concepts, which makes it easy for employees to make decisions that are consistent with those values.
* true
* false

1. Employees are more likely to make decisions that are compatible with organizational expectations when their personal values are congruent with the organization's shared values.
* true
* false

1. Employees with the highest scores on all Big Five personality factors tend to be the best at job performance, creativity, and teamwork.
* true
* false

1. Although our personality stabilizes by around age 30, some Big Five factors tend to increase or decrease as we age.
* true
* false

1. A Big Five personality factor almost always predicts behaviour and performance better than do any individual personality traits within that Big Five factor.
* true
* false

1. Distributive justice is an ethical principle.
* true
* false

1. Power distance is the extent to which people value their duty to groups to which they belong and to group harmony.
* true
* false

1. Contrary to popular belief, individualism is not the opposite of collectivism.
* true
* false

1. As an ethical principle, utilitarianism can be difficult to apply because many outcomes have subjective value or can't be measured at all.
* true
* false

1. When making decisions with ethical implications, the distributive justice principle should always be considered more than the other three principles.
* true
* false

1. 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.
* true
* false

1. It is sometimes difficult to apply the individual rights principle of ethical decision making because one person's rights may conflict with another person's rights.
* true
* false

1. The utilitarianism principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
* true
* false

1. Moral sensitivity is the degree to which an issue demands the application of ethical principles.
* true
* false

1. The moral intensity of an issue varies with how seriously people will be affected by the decision.
* true
* false

1. The higher the moral intensity of an issue, the more the decision should be avoided altogether.
* true
* false

1. Moral sensitivity increases with the decision maker's mindfulness of the situation and empathy with those affected by the decision.
* true
* false

1. People tend to have more moral sensitivity when they have expertise or knowledge of prescriptive norms about the situation.
* true
* false

1. Research indicates that people make ethical decisions, even when under pressure to make unethical decisions.
* true
* false

1. The dark triad traits are strongly associated with serious white-collar crime.
* true
* false

1. Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.
* true
* false

1. Financial decision makers with high psychopathy and other dark triad traits tend to take excessive risks, resulting in poorer investment returns.
* true
* false

1. The most effective way organizations can support ethical conduct is to publish an ethical code of conduct.
* true
* false

1. The Myers-Briggs Type Indicator is good at predicting job performance and leadership effectiveness.
* true
* false

1. The Myers-Briggs Type Indicator takes a neutral or balanced approach by recognizing both the strengths and limitations of each personality type in different situations.
* true
* false

1. The five-factor (Big Five) model represents all of our current knowledge about personality, including different perspectives of this concept.
* true
* false

1. Although variations exist within the country, Canadians on average have relatively high individualism and a medium degree of power distance.
* true
* false

1. Cultures with high collectivism necessarily have have low individualism.
* true
* false

1. Employees with high uncertainty avoidance value structured workplaces in which rules of conduct and decision making are clearly documented.
* true
* false

1. One concern about cross-cultural research is that some studies assume that the culture within each country studied is homogeneous.
* true
* false

1. Uncertainty avoidance is the degree to which people either tolerate ambiguity or feel threatened by it.
* true
* false

1. People with a high collectivism value assertiveness, competitiveness, and materialism.
* true
* false

1. People in cultures with low achievement orientation (i.e., high nurturing orientation) emphasize relationships and the well-being of others.
* true
* false

1. Anglophone and francophone Canadians seem to be converging in recent years on several values associated with the workplace, secularism, and environmentalism.
* true
* false

1. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.
* true
* false

1. Although values differ to some extent across Indigenous communities in Canada, most Indigenous Canadians have high collectivism and low power distance.
* true
* false

1. Most Indigenous cultures in Canada encourage strong emotional debate and disagreement with others, both within the community and with people outside the community.
* true
* false

1. Most Indigenous cultures in Canada have a "natural time orientation," meaning that people wait patiently for the right conditions rather than forcing things to happen according to a fixed schedule.
* true
* false

1. Research indicates that Canadian francophones today tend to be more religious, traditional, and deferential to authority, compared with Canadian anglophones.
* true
* false

1. Studies have found that, compared to Canadians, Americans have significantly higher tolerance or moral permissiveness, such as acceptance of nontraditional families.
* true
* false

1. All of the following are among the personality factors in the Five Factor model,**EXCEPT**?

Openness to experience

Collectivism

Neuroticism

Agreeableness

Conscientiousness

1. Which of the following is a personality factor in the Five Factor model?

Assertiveness

Positive emotionality

Emotional intelligence

Motivation

Agreeableness

1. Which personality trait is one of the three in the dark triad?

Agreeableness

Moral intensity

Introversion

Uncertainty avoidance

Psychopathy

1. A recent meta-analysis reported that individuals who produce a high number of tweets and Facebook updates are significantly more likely to have a \_\_\_ personality.

distrustful

passive

narcissism

self-conscious

psychopathic

1. Whom of the following might be described as having a grandiose narcissism personality?

Mother Theresa

Bill Gates

Elon Musk

Lionel Messi

Volodymyr Zelenskyy

1. Which of these values categories is found in the self-enhancement quadrant of Schwartz's Values Circumplex?

Security

Self-direction

Universalism

Power

Stimulation

1. Schwartz's Values Circumplex identifies four quadrants, each of which has an opposing quadrant (opposite values). Which of these is the quadrant opposite to the "Conservation" quadrant?

Uncertainty avoidance

Self-transcendence

Achievement-nurturing orientation

Openness to change

Self-enhancement

1. Which of these statements about personality is**FALSE**?

The "perfect employee" has the highest scores on all of the Big Five personality factors.

Personality mainly affects behaviour and performance through motivation.

An important reason why personality becomes more stable by adulthood is because people form a clearer and more rigid self-concept by that time in life.

Personality is shaped by both nature and nurture.

Openness to experience is one of the best personality predictors of adaptive and proactive performance.

1. \_\_\_\_\_\_\_\_\_ refers to how similar a person's values hierarchy is to the values hierarchy of the organization.

Values triad

Values mindfulness

Values sensitivity

Values congruence

Ethical values

1. Which of the following statements about personality traits is**FALSE**?

An individual's personality is relatively stable from one year to the next.

Personality traits cause people to behave in almost exactly the same way in all situations.

An individual's personality is shaped by both heredity and environment.

An individual's personality is identified by what they say and do.

A personality trait implies that there is something within the person, rather than environmental influences alone, that predicts their behavioural tendency.

1. The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to:

personality.

moral intensity.

motivation.

mindfulness.

values.

1. An individual's personality:

changes several times throughout the year.

is determined completely by heredity.

is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

does not change after early adulthood.

is formed from childhood socialization and personal life experiences.

1. Which of the following statements about personality is**TRUE**?

An individual's personality becomes hidden as one ages.

Openness to experience is one of the best personality predictors of proficient task performance.

Specific personality traits are sometimes better than the broader Big Five factor at predicting behaviour and performance.

There is a strong positive linear relationship between all forms of job performance and the Big Five personality factors.

People with the highest scores on personality assessments are most likely to be the best performing workers.

1. The ''Big Five'' personality factors represent:

all of the personality traits found in an ideal job applicant.

the aggregated clusters representing most known personality traits.

the personality traits caused by the environment rather than heredity.

the entire spectrum of negative and positive personality dimensions.

the individual's preferences regarding perceiving and judging information.

1. The ''Big Five'' personality factors are identified by the acronym:

MBTIA

CANOE

VALUE

MARSE

HAPPY

1. Which of the following is a ''Big Five'' personality factor that describes someone as trusting, helpful, and good-natured

Extraversion

Openness to experience

Conscientiousness

Neuroticism

Agreeableness

1. Which of the following is a ''Big Five'' personality factor that describes someone as methodical, disciplined, and dependable?

Extraversion

Openness to experience

Conscientiousness

Neuroticism

Agreeableness

1. Which Dark Triad personality trait represents people who have an intense envy of others and aggressively engage in attention-seeking behaviours.

Neuroticism

Narcissism

Machiavellianism

Self-transcendence

Extraversion

1. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?

Openness to experience

Agreeableness

Machiavellianism

Emotional stability

Extraversion

1. \_\_\_\_\_\_\_\_\_ is the degree to which an issue demands the application of ethical principles.

Moral intensity

Moral personality

Moral empathy

Moral strength

Moral sensitivity

1. People tend to have higher moral sensitivity about a particular decision when:

they have expertise or knowledge of norms and rules about that decision.

they have previous experience with that type of moral dilemma.

they have high empathy for those affected by the decision.

they have a strong self-concept as a moral person.

they have any or all of the conditions listed here.

1. \_\_\_\_\_\_\_\_\_\_\_ stands out as the best overall personality predictor of proficient task performance for most jobs.

Machiavellianism

Conscientiousness

Introversion

Agreeableness

Extraversion

1. \_\_\_\_\_\_\_\_ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.

Extraversion

Openness to experience

Conscientiousness

Neuroticism

Agreeableness

1. Which of the following is one of the "Big Five" personality factors?

Openness to experience

Self-transcendence

Psychopathy

Self-enhancement

Narcissism

1. \_\_\_\_\_\_\_\_ characterizes people who are quiet, shy, and cautious.

Introversion

Openness to experience

Conscientiousness

Neuroticism

Intellectualism

1. Which of the following is often considered the most sinister of the Dark Triad?

Machiavellianism

Narcissism

Psychopathy

Stalinism

Fascism

1. Which of the following is true of a narcissist?

The are considerate of others’ feelings.

They are intensely envious of others.

They do not like attention on themselves.

They lack charm and have a hard time starting conversations.

They have surprisingly high levels of empathy.

1. Jungian personality theory lays the foundation for:

Five factor model of personality

Schwartz's values circumplex

Dark Triad

Myers-Briggs Type Indicator

Machiavellianism

1. Myers-Briggs Type Indicator (MBTI) includes all the following dimensions,**EXCEPT:**

sensing/intuition

judging/perceiving

thinking/feeling

extraversion/introversion

emotional stability/neuroticism

1. Sensing, thinking, and judging represent three dimensions of:

Schwartz's values circumplex.

the MARS model.

the Myers-Briggs Type Indicator.

the five-factor model of personality.

the Dark Triad.

1. The textbook identifies which of the following as the most powerful foundation for ethical conduct in the workplace?

Ethics training

An anonymous hotline

Employee of the month awards

Shared values that reinforce ethical conduct

A written code of ethical conduct

1. Which of the following statements about values is FALSE?

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

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

Values are evaluative (they tell us what we ought to do).

Values guide our decisions and actions.

Values are arranged into a hierarchy of preferences.

1. Which of the following is NOT directly associated with the topic of values?

organizational culture.

ethics.

collectivism.

self-transcendence.

neuroticism.

1. Which of these statements about personality is**TRUE**?

Moving to a different culture can cause the individual's personality to change over time.

The five-factor model measures all aspects of personality.

Each overall Big Five factor consistently predicts behaviour and performance better than does any specific personality trait within that factor.

Employees with the highest scores on all Big Five personality factors are the best team members.

The most researched and respected cluster of personality traits are those described by the Myers-Briggs Type Indicator.

1. Schwartz's values model includes all the following,**EXCEPT**?

Universalism

Hedonism

Security

Utilitarianism

Self-direction

1. Self-direction, hedonism, and conformity are:

three personality traits within the Big Five factor called neuroticism/emotional stability.

three widely-studied cross-cultural values.

three of the 10 broad categories in Schwartz's values circumplex.

three characteristics defining people with high psychopathy.

the three most important factors that influence the moral intensity of a decision.

1. All the following are among the 10 categories in Schwartz's values model,**EXCEPT**?

Tradition

Power

Conscientiousness

Conformity

Stimulation

1. The main reason why a person's values do not always influence his or her behaviour is that:

values are too specific.

values never affect behaviour under any circumstances.

values affect a person's ability but not his or her motivation to act.

most people don't have values to guide their decision making.

values tend to be too abstract to see the connection to specific situations.

1. Employees are more likely to apply their personal values to their behaviour when:

someone reminds them of those values.

those values conflict with the organization's values.

the values are abstract.

those values are not dominant.

no one else agrees with those values.

1. Incongruence between a company's dominant values and an employee's values is known to have all of the following effects, EXCEPT?

Increase employee stress.

Increase the employee's probability of quitting.

Increase the chance that the employee's decisions will differ from the organization's preferences.

Affect the employee's job satisfaction.

Decrease employee stress.

1. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is**FALSE**?

MBTI recognizes both the strengths and limitations of each personality type in different situations.

Experts highly recommend the MBTI as a test for selecting applicants in most types of jobs.

MBTI extends Jung's list of personality traits by also measuring Jung's broader categories of perceiving and judging.

MBTI is a highly popular personality test for career counselling and executive coaching.

The MBTI fails to pass several important quality standards resulting in some limitations for its use in organizations.

1. One problem with the utilitarian principle of ethics is that:

not all utilitarian rights are protected by law.

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

it is difficult to predict the ''trickle down'' benefits to the least well off in society.

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

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

1. When assessing the ethics of a decision, you should:

rely mainly on the utilitarianism principle.

consider its implications against all four principles described in the textbook.

rely mainly on your level of collectivism.

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

apply only one of the four ethics principles to evaluate the decision.

1. The ethical principle of individual rights:

states that everyone has a moral obligation to help others within their relational sphere to grow and self-actualize.

should be applied only when the decision has very low moral intensity.

can be difficult to apply because the rights of one person may conflict with the rights of other people.

states that inequalities are acceptable when they benefit the least well off in society.

states that since all people fundamentally behave ethically, the principle applies to everyone.

1. The main limitation of the individual rights principle is that:

it really isn't an ethical principle at all.

some individual rights conflict with other individual rights.

it pays attention to whether consequences are ethical, but not to whether the means to those consequences are ethical.

it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are affected.

it tends to degenerate into unfair favouritism.

1. Indigenous communities in Canada are known to have the following values,**EXCEPT**?

High collectivism

Low power distance

Non-interference

Natural time orientation

High individualism

1. Compared to Canadian Anglophones, Canadian Francophones tend to:

have much lower deference to authority.

be less tolerant of contemporary trends in marriage and nonmarried parenthood.

have a natural time orientation; they view time as less structured and instead wait for the right conditions to act.

practise non-interference; they avoid the temptation to influence others in a particular direction.

support traditional family and work practices.

1. Recent studies have found that the cultural values of personal responsibility and market liberalism (free market capitalism) are strongest in which part of Canada?

British Columbia

Atlantic provinces

All three prairie provinces

Ontario

Quebec

1. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:

neuroticism.

moral intensity.

moral sensitivity.

utilitarianism.

uncertainty avoidance.

1. Your textbook identifies which of the following as the most effective way for organizations to improve ethical conduct?

Providing ethics training

Writing codes of ethics

Communicating ethical codes of conduct to employees

Punishing wrongdoers

Establishing a set of shared values that reinforce ethical conduct

1. People who value their independence and personal uniqueness have:

high individualism.

low collectivism.

high power distance.

low uncertainty avoidance.

low power distance.

1. Which of the following statements about cross-cultural values is TRUE?

People with a high achievement-orientation emphasize relationships and the well-being of others.

A person's level of individualism can be unrelated to their level of collectivism.

A person with high power distance values independence and personal uniqueness.

A person with low uncertainty avoidance necessarily has high power distance.

People in almost all cultures have high uncertainty avoidance.

1. People with high collectivism:

accept unequal distribution of power.

also have low individualism.

value harmonious relationships in the groups to which they belong.

value thrift, savings, and persistence.

also have low individualism and value harmonious relationships in the groups to which they belong.

1. Employees from high power distance cultures are more likely to:

use their existing power to gain more power.

encourage consensus-oriented decision making.

avoid people in positions of power.

readily accept the high status of other people in the organization.

give their power to others as a sign of friendship.

1. The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called \_\_\_\_\_\_\_\_\_.

Collectivism

Individualism

Power distance

Achievement-nurturing orientation

This statement describes none of these concepts.

1. People who value assertiveness, competitiveness, and materialism have high:

individualism

collectivism

power distance

uncertainty avoidance

achievement orientation

1. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values cooperative rather than competitive relations with other people. Motowa's culture would have:

high power distance and high nurturing orientation.

high collectivism and low power distance.

low uncertainty avoidance and high individualism.

low power distance and high nurturing orientation.

high power distance and low collectivism.

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

High individualism

High uncertainty avoidance

Low uncertainty avoidance

High nurturing orientation

High collectivism

1. Canadians tend to have:

high collectivism.

high nurturing orientation.

low individualism.

high individualism.

high nurturing orientation and low individualism.

1. Employees with high uncertainty avoidance are likely to:

value workplaces that clearly document rules of conduct and decision making.

value personal freedom, self-sufficiency, control over their own lives.

thrive in cooperative environments.

value assertiveness, competitiveness, and materialism.

expect managers to share power and consult with them before decisions affecting them are made.

1. People with Dark Triad personality traits:

are rarely selected for employment in organizations.

are mostly found in cultures with high power distance.

are more likely to engage in organizational politics.

also have high agreeableness and high conscientiousness personalities.

are rarely able to complete the Myers-Briggs Type Indicator.

1. Employees have a higher tendency to engage in organizational citizenship behaviours when they have:

high emotional stability (low neuroticism) and high openness to experience.

high extraversion and high agreeableness.

high conscientiousness and high extraversion.

high neuroticism (low emotional stability) and low conscientiousness.

high agreeableness and high conscientiousness.

1. One caution regarding the five-factor (Big Five) personality model is that:

employees with the highest job performance have the lowest scores on the Big Five personality factors.

the five-factor model doesn’t measure all aspects of personality.

the five-factor model has very little empirical support.

an individual's personality changes dramatically every year or two throughout their life.

Jungian personality theory is the foundation for all Big Five personality factors.

1. Is personality shaped by nature, nurture, or both? Explain.

1. Did the COVID-19 pandemic change our personality? What do studies show?

1. List each of the personality factors in the five-factor model and provide two characteristics of each.

1. What personality factors are most closely associated with organizational citizenship?

1. What personality factors are most closely associated with counterproductive workplace behaviour?

1. Describe different ways in which employees who have dark triad (i.e., Machiavellianism, narcissism, psychopathy) traits may negatively impact the workplace.

1. While dark triad traits are predominantly viewed from a negative perspective, there is also a silver lining to employees with dark triad traits. Describe some of the benefits of possessing dark triad traits.

1. Briefly describe Machiavellianism.

1. Is Elon Musk a narcissist? Explain your answer using terminology discussed in this chapter.

1. Explain the three factors that, alongside ethical principles and their underlying values, also influence ethical conduct in the workplace.

1. You are a manager at a successful startup. While the startup is growing rapidly, there have also been a growing number of complaints related to unethical behaviour. Describe a strategy you would take to reduce unethical behaviour.

1. Describe some of the limitations of Jungian theory and the MBTI that should be considered when using in the workplace.

1. 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 values."

1. Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table 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.

1. 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.

1. Describe the diversity of Canada’s Indigenous communities in terms of cross-cultural values.

1. Compare the cultural values of Canadians to that of our American neighbours.

**Answer Key**Test name: Chapter 02 Test Bank

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