

## MULTIPLE CHOICE BANK: Chapter Two – Managing Individuals

Below are a number of multiple-choice questions relevant to this chapter. Often, there are 2 to 3 variations on the same questions. Each question has 4 options, the correct answer is written in the final column. Some questions are very simple while others are much more difficult: this should be taken into account when setting quizzes or exams.

### Example of possible instruction to students:

For each of the following questions read each question carefully then choose the answer you believe is *most* correct:

Question and Options	#	Answ.
<p><b>Much of the theorizing in psychology implicitly deals with the question of what makes us who we are. Some argue we are the way we are because of genetics, and others say it is because of our learning and environment. This debate is commonly known as the _____ debate.</b></p> <p>a. Nature versus Nurture b. Biology versus Psychology c. Who versus What d. All of the above</p>	1	a
<p><b>What is the term that reflects the belief that humans naturally behave in hedonistic ways to ensure their <i>genes</i> prevail over their competitors?</b></p> <p>a. Competition b. Cooperation c. The survival of the fittest d. The survival of the fastest</p>	2	c
<p><b>_____ are desirable goals, varying in importance, which serve as guiding principles in people’s lives?</b></p> <p>a. Beliefs b. Attitudes c. Values d. Assumptions</p>	3	c

<p><b>Which of the following is NOT characteristic of values?</b></p> <ul style="list-style-type: none"> <li>a. Values serve as guiding principles in people lives</li> <li>b. Values can create tension between subjective values and societies values</li> <li>c. Values are transituational</li> <li>d. Values are easy to change to suit the situation</li> </ul>	4	d
<p><b>What is the 'tension' relating to values highlighted by Aronson (1960) _____?</b></p> <ul style="list-style-type: none"> <li>a. Human are social animals living in a state of tension between values associated with their individuality and values associates with social conformance</li> <li>b. Human are social animals that control tension because they create values to establish norms of how to get along as individuals and as a society</li> <li>c. Human are social animals that use values as the building blocks of their culture, and so use culture to control tension</li> <li>d. All of the above</li> </ul>	5	a
<p><b>Schwartz uses the term _____ to represent the idea that irrespective of the situation in which one finds themselves, their value priorities do not change.</b></p> <ul style="list-style-type: none"> <li>a. Situational</li> <li>b. Tensions</li> <li>c. Transituational</li> <li>d. Terminal</li> </ul>	6	c
<p><b>According to Schwartz if a person values personal success, ambition, and capability above all else, that person would give highest priority to the values of _____.</b></p> <ul style="list-style-type: none"> <li>a. Benevolence</li> <li>b. Achievement</li> <li>c. Power</li> <li>d. Universalism</li> </ul>	7	b
<p><b>You tell a base jumper that there is a good chance he will die the more times he jumps. He says "That just makes it more exciting" and then he jumps. Schwartz would</b></p>	8	b

<p><b>argue that this person's value priority is _____.</b></p> <ul style="list-style-type: none"> <li>a. Tradition</li> <li>b. Stimulation</li> <li>c. Benevolence</li> <li>d. Hedonism</li> </ul>		
<p><b>What does it mean to say values are 'continuous'?</b></p> <ul style="list-style-type: none"> <li>a. That our values go on forever</li> <li>b. That values overlap</li> <li>c. That values never change</li> <li>d. All of the above</li> </ul>	9	b
<p><b>What is meant by the term 'value priorities'?</b></p> <ul style="list-style-type: none"> <li>a. That we only ever behave in ways consistent with those values important to us</li> <li>b. That we should constantly re-evaluate which values are important to us</li> <li>c. That our values are ordered in terms of their importance to us in guiding us through life</li> <li>d. That we change which values are important to us to suit the situation we find ourselves in</li> </ul>	10	c
<p><b>Which one of the words below defines 'the stable patterns of behavior and internal states of mind that help explain a person's behavioral tendencies'?</b></p> <ul style="list-style-type: none"> <li>a. Values</li> <li>b. Behavior</li> <li>c. Personality</li> <li>d. Cognition</li> </ul>	11	c
<p><b>Your textbook identifies four general approaches to making sense of personality. Which of the following is not one of those?</b></p> <ul style="list-style-type: none"> <li>a. Trait</li> <li>b. Behavioral</li> <li>c. Socio-cognitive</li> <li>d. Postmodern</li> </ul>	12	c

<p><b>The belief that a person's personality is the result of a number of innate characteristics is typical of which approach to personality?</b></p> <ul style="list-style-type: none"> <li>a. Socio-cognitive</li> <li>b. Psychoanalytic</li> <li>c. Trait</li> <li>d. Humanist</li> </ul>	13	c
<p><b>Which of the following is one of the most popular and respected <i>trait</i> theories of personality developed by McCrae and Costa (1986)?</b></p> <ul style="list-style-type: none"> <li>a. The Myers Briggs Typology Indicator</li> <li>b. The 16 Personality Factors</li> <li>c. The Big Five Personality Factors</li> <li>d. The Minnesota Multiphasic Personality Inventory</li> </ul>	14	c
<p><b>Which of the following is NOT a 'Big Five' personality factor?</b></p> <ul style="list-style-type: none"> <li>a. Emotional stability</li> <li>b. Openness</li> <li>c. Agreeableness</li> <li>d. Introversion</li> </ul>	15	d
<p><b>According to the 'Big Five' personality factor theory, a person who is characterized as calm, self satisfied, and self-secure would be someone who scores highly on the _____ factor.</b></p> <ul style="list-style-type: none"> <li>a. Extraversion</li> <li>b. Openness</li> <li>c. Agreeableness</li> <li>d. Emotional stability</li> </ul>	16	d
<p><b>The belief that a person's personality is the result of their learning, experience, and social relationships in life, is typical of which approach to personality?</b></p> <ul style="list-style-type: none"> <li>a. Humanist</li> <li>b. Trait</li> <li>c. Socio-cognitive</li> </ul>	17	c

d. Psychoanalytic		
<p><b>What does Alfred Bandura mean by the term <i>reciprocal determinism</i>?</b></p> <p>a. Personality is already determined when we are born, and so it shapes how we view and interact with our environment</p> <p>b. Personality is determined by our behavior, our thoughts and feelings, in interaction with our environment</p> <p>c. Personality is the result of the environment, and only the environment can determine a persons personality</p> <p>d. Both b and c</p>	18	b
<p><b>Which personality theory was Rotter (1966) integral in developing?</b></p> <p>a. The Big Five Personality Factor</p> <p>b. Locus of control</p> <p>c. Type A, Type B behavior</p> <p>d. Psychoanalytic theory</p>	19	b
<p><b>The belief that events which happen in life are the result of outside forces, even chance, is typical of individuals with _____.</b></p> <p>a. Internal locus of control</p> <p>b. External locus of control</p> <p>c. Aggression</p> <p>d. Hopes</p>	20	b
<p><b>What does research on locus of control show about individual who are internals compared to externals?</b></p> <p>a. They are higher achievers</p> <p>b. They are more independent</p> <p>c. They enjoy higher levels of psychological well-being and cope better with stress</p> <p>d. All of the above</p>	21	d
<p><b>The belief that a person's personality is the result of unconscious motives and desires, and defense mechanisms aimed at controlling sexual anxieties and the fear of death, is typical of which approach to</b></p>	22	d

<p><b>personality?</b></p> <ul style="list-style-type: none"> <li>a. Humanist</li> <li>b. Trait</li> <li>c. Socio-cognitive</li> <li>d. Psychoanalytic</li> </ul>		
<p><b>_____ is considered the 'father' of the psychoanalytic approach to personality theory.</b></p> <ul style="list-style-type: none"> <li>a. Alfred Bandura</li> <li>b. Gordon Allport</li> <li>c. Sigmund Freud</li> <li>d. Dr Phil McGraw</li> </ul>	23	c
<p><b>Freud identified three levels in which our mind is structured. The Id, Ego, and Superego. What role does the Id play?</b></p> <ul style="list-style-type: none"> <li>a. The id represents the unconscious and operates on the 'pleasure principle', it is driven by things like hunger, sex, and aggression, it battles with the ego for control</li> <li>b. The Id represents the control room of our personality, it operates on the 'reality principle' and controls or limits the unconscious, it battles with the ego for control</li> <li>c. The Id acts as a social and personal mentor as it forces us to judge our feelings, thoughts, ideas and emotions, it reconciles the ego and superego which are in constant battle</li> <li>d. All of the above</li> </ul>	24	a
<p><b>Which of the following is NOT one of Freud's psychosexual stages of development?</b></p> <ul style="list-style-type: none"> <li>a. Genital</li> <li>b. Anal</li> <li>c. Nasal</li> <li>d. Oral</li> </ul>	25	c
<p><b>Which one of the following describes an anally fixated person?</b></p> <ul style="list-style-type: none"> <li>a. Control oriented and stringent</li> </ul>	26	a

<ul style="list-style-type: none"> <li>b. Overeaters, and highly compulsive</li> <li>c. Repressed, anxious and guilt ridden</li> <li>d. All of the above</li> </ul>		
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<p><b>Which of the following describes a phallically fixated person?</b></p> <ul style="list-style-type: none"> <li>a. Control oriented and stringent</li> <li>b. Overeaters, and highly compulsive</li> <li>c. Repressed, anxious and guilt ridden</li> <li>d. All of the above</li> </ul>	28	c
<p><b>You meet a man who built missiles designed to pierce the enemy and destroy them. You just read the section on Freud and tell the man the missile represents the penis and the destruction it causes is a result of the man's sexual aggression and propensity to violence due to feelings of sexual inadequacies. What defense mechanism would you say the man is employing?</b></p> <ul style="list-style-type: none"> <li>a. Reaction formation</li> <li>b. Projection</li> <li>c. Repression</li> <li>d. Depression</li> </ul>	29	c
<p><b>You meet a young man who engages in violence against men he thinks are homosexuals. You just read the section on Freud and tell the man that he is resorting to violence due to his confusion about his own sexuality. Just before he hits you, what defense mechanism would you say the young man is employing?</b></p> <ul style="list-style-type: none"> <li>a. Reaction formation</li> <li>b. Projection</li> <li>c. Repression</li> </ul>	30	a

d. Depression		
<p><b>You meet an office manager who treats you with deep levels of distrust, and constantly questions your competence and professionalism at work. You just read the section on Freud and tell her she feels this way about you because in reality she is incompetent and unprofessional, and that she probably steals stationary. Just before she fires you, what defense mechanism would you say she is employing?</b></p> <p>a. Reaction formation b. Projection c. Repression d. Depression</p>	31	b
<p><b>The belief that all individuals are unique and each person's personality is the result of properties relative to one's self-concept is characteristic of which approach to personality?</b></p> <p>a. Humanist b. Trait c. Socio-cognitive d. Psychoanalytic</p>	32	a
<p><b>Use the statements below to complete the following: We have an 'idealized self' – which represents what we strive to be like - and an 'actual self' – which represents who we feel we are. _____</b></p> <p>a. We are said to have a positive self image if we act in ways consistent with concepts of our ideal self b. We are said to have a negative self image if we act in ways inconsistent with our ideal self c. We are said to have positive self image if we act in ways consistent with our actual self d. Both a and b</p>	33	d
<p><b>According to Carl Rogers (1967) our environment should provide three basic conditions to enable self growth. Which of the following is NOT one of those?</b></p> <p>a. People must be authentic about their feelings b. People must be accepting of oneself and other – even of</p>	34	d

<p>failures and shortcomings</p> <p>c. People must practice empathy</p> <p>d. People must believe in and practice their religion</p>		
<p><b>The field of research and theory that seeks to understand and foster civic virtues, social responsibility, altruism, tolerance, happiness, authenticity and psychological well being is know as _____.</b></p> <p>a. Positive power</p> <p>b. Abnormal psychology</p> <p>c. Positive Organizational Behavior</p> <p>d. Organizational behavior</p>	35	c
<p><b>Which two psychologists are credited with the development of <i>positive psychology</i>?</b></p> <p>a. Katz and Khan</p> <p>b. Frost and Dutton</p> <p>c. Seligman and Csikszentmihalyi</p> <p>d. Siegfried and Roy</p>	36	c
<p><b>Which one of the following people is credited with the development of <i>emotional intelligence</i>?</b></p> <p>a. <i>George Bush</i></p> <p>b. <i>Stewart Clegg</i></p> <p>c. <i>Daniel Goleman</i></p> <p>d. <i>Sigmund Freud</i></p>	37	c
<p><b>The term _____ refers to feelings in response to, or expectation of, an event or object</b></p> <p>a. Projection</p> <p>b. Emotion</p> <p>c. Moodiness</p> <p>d. Hope</p>	38	B
<p><b>According to your text book, which of the following is considered part of the definition of <i>happiness</i>?</b></p> <p>a. Calmness</p>	39	d

<ul style="list-style-type: none"> <li>b. Joy</li> <li>c. Contentment</li> <li>d. All of the above</li> </ul>		
<p><b>According to your text book, the difference between emotions and moods is _____.</b></p> <ul style="list-style-type: none"> <li>a. Intensity of feeling</li> <li>b. Duration of feeling</li> <li>c. There is no difference</li> <li>d. Joy</li> </ul>	40	b
<p><b>Which one of the following is NOT a 'schema' as identified in your text book?</b></p> <ul style="list-style-type: none"> <li>a. Person Schema</li> <li>b. Script Schema</li> <li>c. Social Schema</li> <li>d. Rational Schema</li> </ul>	41	d
<p><b>The tendency to project emotions into the future and to over generalize the intensity of the emotion to be felt is known as _____</b></p> <ul style="list-style-type: none"> <li>a. Impact Bias</li> <li>b. Anxiety Bias</li> <li>c. Affective Bias</li> <li>d. Social Bias</li> </ul>	42	a
<p><b>Which of the following is the definition of <i>affective forecasting</i> offered in your text book</b></p> <ul style="list-style-type: none"> <li>a. Basing your decision on future behavior on past emotional experiences</li> <li>b. Basing your decision on current behavior on expected emotional experiences</li> <li>c. Basing your past behaviors based on expected emotional experiences</li> <li>d. All of the above</li> </ul>	43	b
<p><b>Which of the following is NOT an example of focal error?</b></p> <ul style="list-style-type: none"> <li>a. A man who has been reluctant to make an appointment to see his doctor because he fears that the result will be bad,</li> </ul>	44	A

<p>finds out that he actually is gravely ill</p> <p>b. A woman is disappointed by her wedding day, especially after she had spent so much effort to organize an elaborate wedding because she was determined to make it the most special day of her life</p> <p>c. A student feels relieved that the exam he was so worried about actually was not that bad</p> <p>d. The highly positive expectations that a manager had set around completion of a project where not experienced, even though the project was a success</p>		
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### SHORT ANSWER QUESTIONS

The section lists five (5) short answer questions with an outline of what might be expected in a model answer. Students often will ask "how long should the answer be?" Typically, answers should be around a page in length.

<b>Question 1:</b>	<b>List and describe Schwartz's ten universal values. How might our values priorities influence our behavior?</b>
<b>Answer Q1:</b>	An acceptable answer will define values, and list and describe the 10 values. The better student will show how different value priorities might influence people to behave in different ways. A superior answer will also discuss the 'transituational' and 'continuous' properties of values.
<b>Question 2:</b>	<b>What are the big five personality factors, and what are the characteristics of each of the factors?</b>
<b>Answer Q2:</b>	This is a fairly simple question and so no student who has attended classes and completed the prescribed reading should have a problem writing a pass answer. Such an answer will correctly identify and describe the big five (agreeableness, openness, extraversion, emotional stability and conscientiousness). The better student will describe the characteristics of high and low scores on each dimension. Some students may also discuss the big five within the context of trait-based theories. An exceptional answer will go beyond the readings and will demonstrate wider reading and research.
<b>Question 3:</b>	<b>Compare and contrast the 'psychoanalytic' and 'humanist</b>

	<b>self psychology’ approaches to personality. What are some strengths and weaknesses to both approaches? Why should a manager have knowledge about such approaches to personality?</b>
<b>Answer Q3:</b>	A good answer will show a good understanding about the origins and major assumptions of the psychoanalytic approach (i.e. Freud’s notion of id, ego, superego and the psychosexual stages of development); and of the humanist approach (essentially that the humanist approach seeks to develop positive self-concepts, rather than delving into the unconscious desires and lusts they are about bridging the gap between the ideal self and the actual self). A better student might notice that both are about suppressing negative feelings associated with who they want to be, and who they really are. An excellent answer will creatively and reflectively describe and justify why personality theory – even Freud’s – can help people manage people better (extra marks should be awarded for students that answer this part of the question beyond what is already stated in the textbook).
<b>Question 5:</b>	<b>What are emotions and can they be managed</b>
<b>Answer Q5:</b>	A good answer will define emotions, and then discuss emotional intelligence as a form of emotional management. The better answers will provide clear examples of emotions at work, and managerial attempts to control them will be discussed from a critical perspective.
<b>Question 6</b>	<b>Describe the main features of Affective Forecasting and provide some concrete examples of focal errors.</b>
<b>Answer Q6</b>	An ideal answer will list all common elements of affective forecasting, such as the positive/negative feelings attached to the prospect of the completion or realization of a future event, but which end up counter to those emotions upon actual completion or realization of that event. A good answer will also mention some of the cultural differences in affective forecasting. Examples can include the hype surrounding completion of tasks, the marketing of products and the actual user experience, and so on.

### ESSAY QUESTION

The section is comprised of three (3) essay questions. The answers should reflect the students' knowledge of the topic area learned in class, their readings, and through other sources. The good student will demonstrate their ability to reflect upon, and analyze, key ideas or issues. These questions can be incorporated into a mid term or end of semester exam. Conversely, the questions can be assigned as a take-home essay assignment. The length of the expected answer will vary accordingly, but typically expect two to three pages in an exam setting, and request 2,000 words or more in a take home essay assignment.

**What influence has the field of positive psychology had upon organizational behavior? How does it differ to current applications of psychology to management and organization theory and research?**

**Read the following statement:**

*"Without happiness, no person would be able to function adequately within organization"*

**Do you agree or disagree with this statement? Be sure to justify your answer with clear examples and arguments, backed by adequate research on the topic.**

**Why is an understanding of perception critical to good management?**

### **INTEGRATED ESSAY QUESTION**

This section is comprised of one (1) integrated question which requires the student to demonstrate their reading and understanding of this chapter and an ability to incorporate elements from other sections of this textbook. Ideally, this question is best administered as a major take home assignment. The minimum length would be 3,000 words.

**How might total institutions foster and institutionalize negative emotions at work through structure, communication, and strategy? Drawing upon principles from positive psychology and positive power, what tools or strategies do you recommend leaders use to detoxify total institutions both in the way they communicate and strategize?**