

1. \_\_\_\_\_ is the process by which individuals organize and interpret their sensory impressions.

A) Perception

B) Intuition

C) Analysis

D) Self-serving bias

2. According to \_\_\_\_\_, when observing the behavior of others, individuals attempt to determine if the behavior is internally or externally caused.

A) Randomness error

B) Utilitarianism

C) Attribution theory

D) Confirmation bias

3. If a person is seen as having been forced into a situation, the cause of his/her behavior is \_\_\_\_\_.

A) internal

B) independent

C) external

D) random

4. \_\_\_\_\_ refers to whether an individual displays different behaviors in different situations.

A) Distinctiveness

B) Consistency

C) Consensus

D) None of the above

5. When we judge someone on the basis of our perception of the group to which he or she belongs, we are using the decision making technique of \_\_\_\_\_.

A) projection

B) escalation of commitment

C) self-fulfilling prophecy

D) stereotyping

6. The decision maker's interests, values, and similar personal preferences are important when engaging in the \_\_\_\_\_ step of the rational decision-making model.

A) defining the problem

- B) analyzing the alternatives
- C) weighing the evidence

D) identifying the decision criteria

7. The rational decision making process assumes \_\_\_\_\_.

- A) the decision maker has complete information
- B) the decision maker is able to identify all of the relevant options in an unbiased manner
- C) the decision maker will choose the option with the highest utility

D) all of the above

8. Through \_\_\_\_\_, decision makers construct simplified models that extract the essential features from problems without capturing all of their complexity.

- A) bounded rationality
- B) intrinsic task motivation
- C) creative thinking skills
- D) expertise

9. \_\_\_\_\_ is a non-conscious process created from distilled experience.

- A) Rational decision making
- B) Information modeling
- C) Satisficing

D) Intuitive decision making

10. \_\_\_\_\_ bias is the tendency to fixate on initial information.

- A) Overconfidence
- B) Anchoring
- C) Confirmation
- D) Representative

11. \_\_\_\_\_, a dimension of conscientiousness, increases the likelihood of escalation of commitment.

Dutifulness

Achievement-striving

Utilitarianism

Self-esteem

12. Which of the following statements about gender differences in decision-making is TRUE?

Men tend to analyze decisions more than women.

Women are less likely to engage in rumination.

Gender differences in decision-making are most clear among young children and older adults.

Women are more likely to carefully consider problems and choices.

13. Which of the following is NOT an organizational constraint?

performance evaluations

reward systems

historical precedents

culture

14. Which is not an ethical decision-making criterion?

justice

rights

utilitarianism

personal benefit

15. Use of \_\_\_\_\_ decision criteria would protect whistle-blowers, individuals who report unethical or illegal practices by their employer to outsiders.

justice

rights

utilitarianism

personal benefit

chapter 6

1. \_\_\_\_\_ is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

Perception

Cooperation

Motivation

Affect

2. Which is NOT a dimension in Maslow's Hierarchy of Needs?

Ego

Physiological

Safety

Esteem

3. \_\_\_\_\_ theory is an extension of Maslow's hierarchy of needs.

Two-factor

Theory Y

Theory X

ERG

4. Which of the following comments was made by a Theory X manager?

Employees dislike work.

Employees will exercise discretion.

The average person will seek responsibility.

Employees can view work as natural as rest or play.

5. Which of the following is a motivational factor, according to Herzberg's two-factor theory?

quality of supervisions

recognition

pay

relations with others

6. According to \_\_\_\_\_ theory, allocating extrinsic rewards for behavior that had been previously intrinsically rewarding tends to decrease the overall level of motivation.

management by objectives

goal-setting

self-efficacy

cognitive evaluation

7. According to Edwin Locke, \_\_\_\_\_ goals produce the greatest degree of achievement.

ambiguous and difficult

specific and difficult

specific and easy

ambiguous and easy

8. \_\_\_\_\_ programs emphasize participative set goals that are tangible, verifiable, and measurable.

Self-efficacy

Management by objectives

Reinforcement

Organizational

9. \_\_\_\_\_ is also known as social cognitive theory or social learning theory.

Self-efficacy

Reinforcement

Goal-setting

Cognitive evaluation

10. The \_\_\_\_\_ effect is a form of self-fulfilling prophecy where believing something to be true can make it true.

Archimedes

Galatia

Icarus

Pygmalion

11. \_\_\_\_\_ theory argues that behavior is a function of its consequences.

Equity

Reinforcement

Goal-setting

Expectancy

12. \_\_\_\_\_ theory makes the assumption that people will compare their job inputs and outcomes with those of others and then respond to eliminate perceived inequities.

Equity

Reinforcement

Goal-setting

Expectancy

13. When an employee compares their inputs and outcomes with another employee within their organization, they are making a(n) \_\_\_\_\_ comparison.

self-outside

self-inside

other-inside

other-outside

14. \_\_\_\_\_ justice is the perceived degree to which an individual is treated with dignity, concern, and respect.

Procedural

Equity

Interactional

Distributive

15. According to expectancy theory, which of the following factors lead to good performance?

The individual must have the requisite ability to perform.

The performance appraisal system must be perceived as fair.

The rewards must be desirable to the employee.

All of the above

## Chapter 7

1. The \_\_\_\_\_ suggests that any job can be described in terms of five core job dimensions.

opportunity to perform score

productivity indicator model

core competency paradigm

job characteristics model

2. \_\_\_\_\_ is the degree to which a job requires completion of a whole and identifiable piece of work.

Autonomy

Task significance

Task identity

Feedback

3. \_\_\_\_\_ is the horizontal expansion of a job.

Job enlargement

Job sharing

Job enrichment

Job congruence

4. Jobs may be enriched by \_\_\_\_\_, grouping tasks so that an employee creates an identifiable and meaningful output.

establishing client relationships

forming natural work units

expanding jobs vertically

opening feedback channels

5. Bill and Jane each work 20 hours per week and share the same job. They benefit from their company's \_\_\_\_\_ program, which allows two employees to share one full-time job.

job sharing

flexi time

job rotation

teleworking

6. Which of the following is one of the three major forms of employee involvement?

Flexi time

gainsharing

employee stock ownership

participative management

7. \_\_\_\_\_ is the distinct characteristic common to all participative management programs.

Unilateral decision making

Group consensus

Continuous feedback

Joint decision making

8. Which of the following is an example of representative participation?

groupthink

board representatives

work sharing

quality circles

9. A \_\_\_\_\_ is a work group of eight to ten employees and supervisors that meet regularly to discuss their quality problems, investigate causes of the problems, recommend solutions, and take corrective actions.

board representative

work council

quality circle

employee share ownership plan

10. An advantage of \_\_\_\_\_ is that they allow employers to differentiate pay based on performance, so that those people thought to be high performers are given bigger raises.

piece-rate pay plans

merit pay plans

gainsharing plans

bonus plans

11. \_\_\_\_\_ allow employees to choose benefits that best meet their needs.

Skill-based pay

Flexible benefits

Gainsharing

Pay for performance

12. \_\_\_\_\_ plans allow employees to set aside up to the dollar amount offered in the plan to pay for particular services.

Core-plus

Profit sharing

Modular

Flexible spending

13. \_\_\_\_\_ range from private letters of thanks to publicized formal programs where specific types of behavior are encouraged and the procedures for attaining recognition are clearly identified.

Flexible benefits



Gainsharing plans

Employee recognition programs

ESOPs

14. Across all countries, \_\_\_\_\_ job characteristics (pay, working conditions) were consistently and positively related to satisfaction with one's job

intrinsic

intuitive

extrinsic

external

15. Richer countries, countries with stronger social security, countries that stressed individualism rather than collectivism, and countries with a smaller power distance showed a stronger relationship between the presence of \_\_\_\_\_ job characteristics (recognition, interesting job) and job satisfaction.

intrinsic

intuitive

extrinsic

external