Contemporary Management 9th Edition Test Bank Jones George

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Test Bank Chapter 03 Values, Attitudes, Emotions, and Culture: The Manager as a Person Answer Key

Comp: Ignore bold and underline in answers.

True / False Questions
1. The effectiveness of managers is determined by a complex interaction between their personality traits and the nature of the job and organization in which they work.

   A. True
   B. False
   Answer: **TRUE**

   **Feedback:** Effectiveness is determined by a complex interaction between the characteristics of managers (including personality traits) and the nature of the job and organization in which they are working. Moreover, personality traits that enhance managerial effectiveness in one situation may impair it in another.

   **AACSB:** Analytic  
   **Blooms:** Remember  
   **Difficulty:** 1 Easy  
   **Learning Objective:** 03-01  
   **Topic:** Big Five Personality Dimensions, Leadership Traits

2. Introverts tend to be sociable, outgoing, and friendly.

   A. True
   B. False
   Answer: **FALSE**

   **Feedback:** Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

   **AACSB:** Analytic  
   **Blooms:** Remember  
   **Difficulty:** 1 Easy  
   **Learning Objective:** 03-01  
   **Topic:** Big Five Personality Dimensions, Leadership Traits
3. Introversion precludes the possibility of effectiveness and efficiency.

A. True
B. False

Answer: FALSE

Feedback: Managers who are low on extraversion may be highly effective and efficient, especially when their jobs do not require much social interaction.

4. Managers who are low on negative affectivity tend to be highly critical of themselves and other people.

A. True
B. False

Answer: FALSE

Feedback: Managers who are low on negative affectivity do not tend to experience many negative emotions and moods and are less pessimistic and critical of themselves and others.
5. Managers who are high on the agreeableness continuum are likable and care about other people.

A. True
B. False

Answer: TRUE

Feedback: Managers who are high on the agreeableness continuum are likable, tend to be affectionate, and care about other people.
6. The employees of Burger Point enjoy their work very much. This is largely due to their manager, Elise, who is always sympathetic to the needs of her employees and is seldom uncooperative. Elise can be said to be low on the agreeableness continuum.

A. True
B. False

Answer: FALSE

Feedback: Managers who are high on the agreeableness continuum are likable, tend to be affectionate, and care about other people. Managers who are low on agreeableness may be somewhat distrustful of others, unsympathetic, uncooperative, and even at times antagonistic.
7. Craig, a manager at Carzone Ltd., is a very positive individual. He rarely exhibits negative emotions and moods and is always optimistic about himself and others. It can be said that Craig is high on negative affectivity.

A. True
B. False
Answer: FALSE

Feedback: Managers who are low on negative affectivity do not tend to experience many negative emotions and moods and are less pessimistic and critical of themselves and others.

AACS: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-01
Topic: Emotional StabilityLeadership Traits

8. Managers who are low on the conscientiousness continuum are organized and self-disciplined.

A. True
B. False
Answer: FALSE

Feedback: Managers who are high on the conscientiousness continuum are organized and self-disciplined.

AACS: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-01
Topic: Big Five Personality DimensionsLeadership Traits
9. Successful entrepreneurs are likely to be low on openness to experience.

  A. True
  B. False

  Answer: **FALSE**

  Feedback: Managers who are high on openness to experience may be especially likely to take risks and be innovative in their planning and decision-making. Entrepreneurs who start their own businesses are, in all likelihood, high on openness to experience, which has contributed to their success as entrepreneurs and managers.
10. People with an external locus of control believe that outside forces are responsible for what happens to and around them.

A. True  
B. False  
Answer: TRUE

Feedback: People with an external locus of control believe that outside forces are responsible for what happens to and around them; they do not think their own actions make much of a difference.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-01  
Topic: External locus of control Leadership Traits

11. Effective managers need to have a high external locus of control.

A. True  
B. False  
Answer: FALSE

Feedback: Managers need an internal locus of control because they are responsible for what happens in organizations; they need to believe they can and do make a difference.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-01  
Topic: External locus of control Leadership Traits
12. Managers with a high need for power allow their subordinates to make their own decisions in all aspects of their work.

A. True  
B. False  
Answer: FALSE

Feedback: The need for power is the extent to which an individual desires to control or influence others. High need for power indicates a manager would allow very few decisions to be taken by his subordinates.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-01  
Topic: Need for power Leadership Traits

13. The need for affiliation is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence.

A. True  
B. False  
Answer: FALSE

Feedback: The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-01  
Topic: Need for affiliation Leadership Traits
14. A personal conviction about lifelong goals or objectives is called a terminal value.

A. True
B. False
Answer: TRUE

Feedback: A terminal value is a personal conviction about lifelong goals or objectives.

15. Terminal values often lead to the formation of norms.

A. True
B. False
Answer: TRUE

Feedback: A terminal value is a personal conviction about lifelong goals or objectives. Terminal values often lead to the formation of norms.
16. The terminal and instrumental values that are guiding principles in an individual's life are referred to as attitudes.

A. True
B. False
Answer: FALSE

Feedback: The terminal and instrumental values that are guiding principles in an individual's life are referred to as a value system.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-02
Topic: Values The Manager as a Person

17. Satisfied managers are more likely to perform organizational citizenship behaviors than dissatisfied managers.

A. True
B. False
Answer: TRUE

Feedback: Satisfied managers may be more likely to go the extra mile for their organization or perform organizational citizenship behaviors.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-02
Topic: Affective Attitude The Manager as a Person
18. Organizational citizenship behaviors (OCBs) are behaviors that are not required of organization members but that contribute to organizational efficiency and effectiveness.

A. True
B. False

Answer: TRUE

Feedback: Organizational citizenship behaviors (OCBs) are behaviors that are not required of organization members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage.
19. Turnover can hurt an organization because it results in the loss of the experience and knowledge that managers have gained about the company, industry, and business environment.

A. True
B. False

Answer: TRUE

Feedback: Turnover can hurt an organization because it results in the loss of the experience and knowledge that managers have gained about the company, industry, and business environment.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-02
Topic: Attraction-selection-attrition framework
The Manager as a Person
20. When companies lay off managers, the satisfaction levels of managers who remain tends to rise.

A. True
B. False
Answer: FALSE

Feedback: Downsizing hurts the managers who are laid off, and it also can reduce the job satisfaction levels of managers who remain.

21. Organizational socialization is the collection of feelings and beliefs that managers have about their organization as a whole.

A. True
B. False
Answer: FALSE

Feedback: Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole.
22. A strong organizational culture is the product of managers and employees being committed to organizational values.

A. True
B. False
Answer: TRUE

Feedback: Organizational commitment can be especially strong when employees and managers truly believe in organizational values; it also leads to a strong organizational culture.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-02
Topic: Organizational culture The Manager as a Person

23. People who are low on extraversion are not likely to experience positive moods.

A. True
B. False
Answer: FALSE

Feedback: People who are high on extraversion are likely to experience positive moods.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Big Five Personality Dimensions The Manager as a Person
24. People who are high on negative affectivity are capable of experiencing positive moods.

A. True  
B. False  
Answer: TRUE

Feedback: People who are high on negative affectivity are not always in a bad mood, and people who are low on extraversion still experience positive moods.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-03  
Topic: Emotional Stability The Manager as a Person

25. Emotions are less intense feelings than moods and are long-lasting.

A. True  
B. False  
Answer: FALSE

Feedback: Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-03  
Topic: Affective Attitude The Manager as a Person
26. When people are in negative moods, they tend to be less detail oriented and less focused on the facts at hand.

A. True
B. False
Answer: FALSE

Feedback: Negative emotions and moods signal that there are problems in need of attention and areas for improvement. So when people are in negative moods, they tend to be more detail oriented and focused on the facts at hand.

AACS: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Affective Attitude The Manager as a Person

27. Emotional intelligence concerns understanding and managing the moods and emotions of oneself and of other people.

A. True
B. False
Answer: TRUE

Feedback: Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.

AACS: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-04
Topic: Emotional Intelligence
28. Emotional intelligence helps managers energize subordinates to aid the organization in attaining its goals.

A. True
B. False
Answer: TRUE

Feedback: Emotional intelligence helps managers maintain their enthusiasm and confidence and energize subordinates to help the organization attain its goals.

29. Managers with a low level of emotional intelligence are more likely to understand how they are feeling and why, and they are more able to effectively manage their feelings.

A. True
B. False
Answer: FALSE

Feedback: Managers with a high level of emotional intelligence are more likely to understand how they are feeling and why, and they are more able to effectively manage their feelings.
30. Organizational culture reflects the distinctive ways in which organization members perform their jobs and relate to others inside and outside the organization.

A. True
B. False
Answer: TRUE

Feedback: Organizational culture reflects the distinctive ways in which organization members perform their jobs and relate to others inside and outside the organization.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture

31. The personal characteristics of the founders of organizations can have a strong influence on the culture that is created.

A. True
B. False
Answer: TRUE

Feedback: The founders’ personal characteristics play an important role in the creation of organizational culture.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-05
Topic: Organizational Culture
32. The attraction-selection-attrition framework suggests that the founders of organizations tend to attract and select employees whose personalities vary widely.

A. True
B. False
Answer: FALSE

Feedback: The attraction-selection-attrition framework suggests that the founders of organizations tend to attract and select employees whose personalities are similar to theirs.

AACS: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-05
Topic: Organizational Culture

33. The attraction-selection-attrition framework suggests that employees who are dissimilar in personality are more likely to leave the organization over time.

A. True
B. False
Answer: TRUE

Feedback: The attraction-selection-attrition framework suggests that employees who are dissimilar in personality are more likely to leave the organization over time.

AACS: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture
34. A manager’s instrumental values have little or no effect on organizational culture.

A. True
B. False
Answer: FALSE

Feedback: Both terminal and instrumental values of managers play a role in determining organizational culture.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture

35. Managers determine and shape organizational culture through the kinds of values and norms they promote in an organization.

A. True
B. False
Answer: TRUE

Feedback: Managers determine and shape organizational culture through the kinds of values and norms they promote in an organization.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture
36. Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

A. True
B. False

Answer: TRUE

Feedback: Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-05
Topic: Organizational Culture
New employees at the Raintree Amusement Park are required to attend a program where they are taught and then internalize the values and norms of the organization. This process is known as organizational commitment.

A. True
B. False
Answer: FALSE

Feedback: Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture
38. Rites of integration build common norms and values.

A. True  
B. False  
Answer: TRUE  

Feedback: Rites of integration build common norms and values. Author: Later you say that rites of integration build bonds, while rites of passage build common norms and values. Which is it?

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-05  
Topic: Organizational Culture

39. The socialization programs developed by organizations, which determine how individuals enter, advance within, and leave the organization, are examples of rites of integration.

A. True  
B. False  
Answer: FALSE  

Feedback: Rites of passage determine how individuals enter, advance within, and leave organizations. The socialization programs developed by military organizations (such as the U.S. Army) or by large accountancy and law firms are rites of passage.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-05  
Topic: Organizational Culture
40. The formal business attire that exemplifies the culture of an organization is also a part of organizational language.

A. True
B. False

Answer: TRUE

Feedback: The concept of organizational language encompasses not only spoken language but how people dress, the offices they occupy, the cars they drive, and the degree of formality they use when they address one another.
41. Which of the following is true of managers who are low on extraversion?

A. They tend to experience positive moods and emotions frequently.
B. They are friendly, affectionate and highly social.
C. They are highly ineffective and inefficient in jobs that require little social interaction.
D. They view the world and their life with little optimism.
E. They always feel good about themselves and other people.

Answer: D

Feedback: Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-01
Topic: Big Five Personality Dimensions Leadership Traits
42. Which of the following is true of managers who are high on extraversion?

A. They have a less optimistic outlook on life.
B. They tend to feel good about themselves and other people.
C. They are socially inept and avoid interacting with other people.
D. They are ineffective in situations which call for high levels of social interaction.
E. They tend to be less outgoing and friendly than other people.

Answer: B

Feedback: Extraversion is the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world. Managers who are high on extraversion (often called extraverts) tend to be sociable, affectionate, outgoing, and friendly.
43. Mario is the product manager of Lampshades Ltd. Which of the following, if true, supports the statement that he is sociable, affectionate, outgoing, and friendly?

A. Mario is low on conscientiousness.
B. Mario is low on openness to experience.
C. Mario is high on introversion.
D. Mario is high on extraversion.
E. Mario is low on agreeableness.

Answer: D

Feedback: Extraversion is the tendency to experience positive emotions and moods and to feel good about oneself and the rest of the world. Managers who are high on extraversion tend to be sociable, affectionate, outgoing, and friendly.
44. People who tend to be sociable, outgoing, and friendly are low in _____.

A. extraversion

B. introversion

C. openness to experience

D. affiliation

E. agreeableness

Answer: B

**Feedback:** Extraverts tend to be sociable, outgoing, and friendly. People low on extraversion tend to be less inclined toward social interactions and to have a less positive outlook.
45. Glenn is an effective and efficient manager. He, however, tends to be pessimistic and avoids social interactions. This implies that Glenn is low in _____.

**A.** extraversion

**B.** negative affectivity

**C.** organizational commitment

**D.** introversion

**E.** conscientiousness

**Answer: A**

**Feedback:** Managers who are low on extraversion (often called introverts) tend to be less inclined toward social interactions and to have a less positive outlook.

AACSBA: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 03-01

Topic: Big Five Personality Dimensions Leadership Traits
46. ____ is the tendency to be highly critical of oneself and of others.

A. Agreeableness  
B. Extraversion  
C. Negative affectivity  
D. Affiliation  
E. Openness to experience  

Answer: C  

Feedback: The tendency of a person to feel distressed and to be critical of himself or herself and of others is called negative affectivity.
47. Emily is seldom in a bad mood and is always optimistic about herself and others. It can be said that Emily is low on _____.

A. negative affectivity  
B. agreeableness  
C. affiliation  
D. positive affectivity  
E. extraversion  

Answer: A

Feedback: Managers who are low on negative affectivity do not tend to experience many negative emotions and moods and are less pessimistic and critical of themselves and others.
48. A manager who is organized and self-disciplined is _____.

A. high on conscientiousness
B. low on competence
C. low on perseverance
D. high on negligence
E. low on determination

Answer: A

Feedback: Managers who are high on the conscientiousness continuum are organized and self-disciplined; those who are low on this trait might sometimes appear to lack direction and self-discipline.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-01
Topic: Big Five Personality Dimensions Leadership Traits
49. Donna is an efficient manager who is on very good terms with her employees. She is known for taking risks and being innovative in her planning and decision making. Which of the following statements is true about her?

A. She is high on introversion.
B. She is low on agreeableness.
C. She is high on openness to experience.
D. She is low on positive affectivity.
E. She is low on conscientiousness.

Answer: C

Feedback: Managers who are high on openness to experiences may be especially likely to take risks and be innovative in their planning and decision making. Entrepreneurs who start their own businesses are, in all likelihood, high on openness to experience, which has contributed to their success as entrepreneurs and managers.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-01
Topic: Big Five Personality Dimensions Leadership Traits
50. Jim has been employed at Fortis Services for nearly 15 years. Which of the following statements, if true, would imply that Jim is low on openness to experience?

A. Jim is known for being unconventional and daring in his business plans.
B. Jim is never conservative in his decision-making approaches.
C. Jim often comes up with and implements radical ideas.
D. Jim is not open to a wide range of stimuli.
E. Jim does not have narrow, conservative interests.

Answer: D

Feedback: Openness to experience is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Managers who are low on openness to experience may be less prone to take risks and more conservative in their planning and decision making.
51. People with an internal locus of control _____.

A. believe that outside forces are responsible for events in their life
B. do not make attempts to solve problems or change situations
C. tend to be highly unethical and unhelpful
D. believe that they are responsible for their own fate
E. believe that their actions make no difference to the events around them

Answer: D

Feedback: People with an internal locus of control believe they themselves are responsible for their own fate.
52. People with an external locus of control _____.

A. believe that outside forces are responsible for what happens to and around them  
B. believe that their actions always make a difference  
C. believe that they themselves are responsible for the events in their life  
D. tend to solve problems easily  
E. tend to be highly ethical and extremely helpful

Answer: A

Feedback: People with an external locus of control believe that outside forces are responsible for what happens to and around them; they do not think their own actions make much of a difference.
53. Which of the following is true of people with high self-esteem?

A. They are frequently unsure of themselves.
B. They are insecure and often feel incompetent.
C. They believe that they are capable of handling most situations.
D. They are timid and are afraid to take on new tasks.
E. They have low confidence in their abilities and understanding.

Answer: C

Feedback: People with high self-esteem believe they are competent, deserving, and capable of handling most situations.
54. According to McClelland, the extent to which people have strong desires to perform challenging tasks and to meet personal standards of excellence is known as _____.

A. the need for affiliation  
B. the need for achievement  
C. the need for power  
D. the need for acceptance  
E. the need for solidarity

Answer: B

Feedback: According to McClelland, the need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-01  
Topic: Need for achievement Leadership Traits
55. According to McClelland, the extent to which a person is concerned with being liked and having others get along well with one another is called _____.

A. the need for power
B. the need for control
C. the need for independence
D. the need for achievement
E. the need for affiliation

Answer: E

Feedback: According to McClelland, the need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another.
56. According to McClelland, the extent to which a person has a strong desire to control and to influence others is known as _____.

A. the need for affiliation  
B. the need for agreeableness  
C. the need for power  
D. the need for conscientiousness  
E. the need for achievement

Answer: C

Feedback: According to McClelland, the need for power is the extent to which an individual desires to control or influence others.
57. Kenneth, the CEO of Dewberry Inc., is very particular about establishing and maintaining good interpersonal relations with his employees. He also has high standards for personal excellence and works hard to accomplish his goals. According to McClelland, this indicates that Kenneth has a _____.

A. high need for power and low need for affiliation  
B. high need for control and low need for affiliation  
C. high need for power and low need for achievement  
D. high need for affiliation and high need for achievement  
E. low need for power and low need for achievement

Answer: D

Feedback: According to McClelland, the need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. A person with a high need for affiliation is concerned about establishing and maintaining good interpersonal relations and being liked.

AACSB: Analytic  
Blooms: Apply  
Difficulty: 3 Hard  
Learning Objective: 03-01  
Topic: Need for affiliation Leadership Traits
Sandra, an employee of SilverStone Inc., is extremely ambitious and insists on working on important projects by herself. According to McClelland, she has a high need for _____.

A. affiliation  
B. power  
C. agreeableness  
D. socialization  
E. achievement  

Answer: E

Feedback: According to McClelland, a high need for achievement indicates a strong desire to perform challenging tasks well.
59. A(n) _____ value is a personal conviction about lifelong goals or objectives.

A. terminal
B. instrumental
C. extrinsic
D. nominal
E. corporate

Answer: A

Feedback: A terminal value is a personal conviction about lifelong goals or objectives.
60. A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.

A. terminal
B. strategic
C. nominal
D. extrinsic

E. instrumental

Answer: E

Feedback: An instrumental value is a personal conviction about desired modes of conduct or ways of behaving.
61. Which of the following is true of norms?

A. They are standards for personal excellence set by people with a high need for achievement.
B. They are formalized codes of conduct that govern the behavior of employees in corporate organizations.
C. They are ever-changing rules that govern the daily activities of organizations.
D. They are unwritten codes of conduct considered important by most members of a group.
E. They are laws set down by the government that affect the way nongovernmental organizations function.

Answer: D

Feedback: Unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group or organization are called norms.
62. Which of the following is true of value systems?

A. They are the terminal and instrumental values that are guiding principles in an individual’s life.

B. They are reward systems that encourage valued employees to set high standards for themselves.

C. They highlight valuable contributions employees have made toward organizations in the past.

D. They are the rules valued by organizations by which employees are expected to abide.

E. They are the personality traits of employees valued by organizations.

Answer: A

Feedback: A value system is a combination of the terminal and instrumental values that are guiding principles in an individual’s life.
Which of the following is a terminal value?

A. Ambition
B. Honesty
C. Freedom
D. Courage
E. Responsibility

Answer: C

Feedback: A lifelong goal or objective that an individual seeks to achieve is called a terminal value.
64. Which of the following is an instrumental value?

A. Contentedness
B. Salvation
C. Social recognition
D. Responsibility
E. Freedom

Answer: D

Feedback: A mode of conduct that an individual seeks to follow is called an instrumental value.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-02
Topic: Values The Manager as a Person
65. _____ is an example of an instrumental value.

A. Self-discipline
B. Security
C. Prosperity
D. Equality
E. Inner-harmony

Answer: A

Feedback: An instrumental value is a personal conviction about desired modes of conduct or ways of behaving. Self-discipline is an example of an instrumental value.
66. _____ values help explain what managers are striving to achieve in their organizations and what they will focus their efforts on.

A. Terminal  
B. Nominal  
C. Strategic  
D. Instrumental  
E. Extrinsic  

Answer: A  

Feedback: The relative importance that managers place on each terminal value helps explain what they are striving to achieve in their organizations and what they will focus their efforts on. The relative importance a manager places on these and other instrumental values may be a significant determinant of actual behaviors on the job.
67. The collection of feelings and beliefs that managers have about their current jobs is known as job _____.

A. affiliation  
B. satisfaction  
C. agreeability  
D. acceptance  
E. evaluation  

Answer: B

Feedback: Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-02  
Topic: Affective Attitudes The Manager as a Person
68. Which of the following employees exhibits organizational citizenship behavior?

A. Gary: An efficient manager who doesn't work beyond the minimum hours stipulated by his company

B. Morgan: An efficient manager who, as a matter of principle, never consents to work on weekends

C. Kelly: A hardworking employee who is willing to work overtime for her company if a project necessitates it

D. Sam: An astute employee who is always on the lookout for better jobs

E. Vivian: An agreeable manager with a high need for affiliation and a low need for achievement

Answer: C

Feedback: Behaviors that are not required of organization members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage are called organizational citizenship behavior.
Organizational commitment can be defined as _____.

A. the collection of feelings and beliefs that managers have about their organization as a whole
B. the process by which individuals internalize the values and expectations of an organization
C. the training received by newcomers which teaches them the norms of the organization
D. the collection of terminal and instrumental values that are held by an organization
E. the rites of passage that determine how individuals enter, advance within, and leave organizations

Answer: A

Feedback: Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-02
Topic: Affective Attitudes The Manager as a Person
Which of the following is true of organizational commitment?

A. It is the process by which individuals enter, advance within, and leave organizations.

B. It helps managers perform their figurehead and spokesperson roles.

C. It is of the same intensity across all countries and is unaffected by sociocultural factors.

D. It is the process by which newcomers internalize an organization’s values and norms.

E. It contributes little toward the formation of a strong organizational culture.

Answer: B

Feedback: Organizational commitment is likely to help managers perform some of their figurehead and spokesperson roles. It is much easier for a manager to persuade others both inside and outside the organization of the merits of what the organization has done and is seeking to accomplish if the manager truly believes in and is committed to the organization.
71. Which of the following is true of people who are high on negative affectivity?

A. They experience positive moods frequently.
B. They are very optimistic and friendly.
C. They are incapable of feeling happy.
D. They experience negative moods frequently.
E. They are incapable of being pessimistic.

Answer: D

Feedback: People who are high on extraversion are especially likely to experience positive moods; people who are high on negative affectivity are especially likely to experience negative moods.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Emotional Stability The Manager as a Person
72. People who are high on extraversion are especially likely to experience _____.

A. fear
B. hostility
C. distress
D. enthusiasm
E. nervousness

Answer: D

Feedback: People who are high on extraversion are especially likely to experience positive moods. When people are in a positive mood, they feel excited, enthusiastic, active, or elated.
73. People who are high on negative affectivity are especially likely to experience _____.

A. enthusiasm
B. elation
C. distress
D. satisfaction
E. contentment

Answer: C

Feedback: When people are in a positive mood, they feel excited, enthusiastic, active, or elated. When people are in a negative mood, they feel distressed, fearful, scornful, hostile, jittery, or nervous.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-03
Topic: Emotional Stability The Manager as a Person
74. _____ are intense and relatively short-lived feelings.

A. Moods  
B. Emotions  
C. Attitudes  
D. Norms  
E. Values  

Answer: B

Feedback: Emotions are more intense feelings than moods. They are often directly linked to whatever caused the emotion and are more short-lived.
75. Which of the following is true of emotions?

A. Emotions have no effect on moods.
B. Emotions persist over long periods of time.
C. Emotions that have been dealt with never linger.
D. Emotions play important roles in ethical decision making.
E. Emotions do not affect judgment.

Answer: D

Feedback: A change in emotion can bring about a change in mood, which affects the decision making in some cases.
76. In what way do moods differ from emotions?

A. Unlike emotions, moods are extremely intense and are directly linked to a cause.
B. Unlike emotions, moods do not affect ethical decision making.
C. Unlike moods, emotions are relatively short-lived.
D. Unlike moods, emotions never linger after being dealt with.
E. Unlike moods, emotions can result in increased creativity, whether positive or negative.

Answer: C

Feedback: Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Affective Attitude The Manager as a Person
77. Which of the following is true of moods and emotions?

A. Moods last longer than emotions.
B. Emotions last longer than moods.
C. Changes in mood do not affect judgment.
D. Changes in emotion do not affect judgment.
E. Moods and emotions do not influence each other.

Answer: A

Feedback: Emotions are more intense feelings than moods, are often directly linked to whatever caused the emotion, and are more short-lived.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Affective Attitude The Manager as a Person
78. ____ helps managers maintain their enthusiasm and confidence and energize subordinates to help the organization attain its goals.

A. Negative affectivity  
B. Introversion  
C. An external locus of control  
D. A high need for power  
E. Emotional intelligence

Answer: E

Feedback: Emotional intelligence helps managers understand and relate well to other people. It also helps managers maintain their enthusiasm and confidence and energize subordinates to help the organization attain its goals.
79. Tony is a manager with the ability to understand and gauge the moods and feelings of his employees with little difficulty. Tony displays high _____.

A. emotional intelligence  
B. negative affectivity  
C. organizational socialization  
D. introversion  
E. organizational integration

Answer: A

Feedback: Emotional intelligence is the ability to understand and manage one’s own moods and emotions and the moods and emotions of other people.
80. George is an efficient and effective manager who has a hard time managing his own moods and understanding those of his employees. This shows that he is low on _____.

A. introversion
B. conscientiousness
C. negative affectivity
D. emotional intelligence
E. organizational citizenship behavior

Answer: D

Feedback: Emotional intelligence is the ability to understand and manage one’s own moods and emotions and the moods and emotions of other people.
Which of the following statements demonstrates that Amanda, the general manager of Waterworks Ltd., has high emotional intelligence?

A. She has trouble handling her own moods satisfactorily.
B. She is able to interpret the moods of her employees with no difficulty.
C. She cannot identify or manage the moods of her employees.
D. Her emotions often interfere with her decision making.
E. She cannot understand the frustrations and challenges her employees sometimes face.

Answer: B

Feedback: Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.
Which of the following statements demonstrates that Jonathan, the general manager of Dawson and Co., has low emotional intelligence?

A. He has no trouble handling his own moods.
B. He is able to understand the challenges and frustrations faced by his employees.
C. He cannot identify or interpret the moods of his employees.
D. His emotions seldom interfere with his decision making.
E. His ability to empathize with his employees creates strong interpersonal ties.

Answer: C

Feedback: Emotional intelligence is the ability to understand and manage one's own moods and emotions and the moods and emotions of other people.
83. _____ reflects the distinctive ways in which organization members perform their jobs and relate to others inside and outside the organization.

A. Organizational culture  
B. Emotional intelligence  
C. Organizational control  
D. Negative affectivity  
E. Conscientiousness

Answer: A

Feedback: Organizational culture is the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. It reflects the distinctive ways in which organization members perform their jobs and relate to others inside and outside the organization.
When people belong to the same organization, they tend to share certain beliefs and values that lead them to act in similar ways. This is known as _____.

A. organizational socialization
B. organizational culture
C. emotional intelligence
D. conscientiousness
E. emotional integration

Answer: B

Feedback: When people belong to the same organization, they tend to share certain beliefs and values that lead them to act in similar ways. The shared set of beliefs, expectations, values, norms, and work routines that influence how individuals, groups, and teams interact with one another and cooperate to achieve organizational goals collectively is called organizational culture.
85. The attraction-selection-attrition framework suggests that the founders of organizations tend to be attracted to and select employees _____.

A. with similar educational qualifications
B. with diverse interests and skills
C. whose personalities are similar to theirs
D. whose need for power is high
E. whose need for achievement is low

Answer: C

Feedback: The attraction-selection-attrition framework suggests that the founders of organizations tend to be attracted to and select employees whose personalities are similar to theirs.

AACS: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-05
Topic: Organizational Culture
The model developed to explain the role that founders’ personal characteristics play in determining organizational culture is known as the _____ framework.

A. avoidance-selection-attribution

B. attraction-selection-attrition

C. aptitude-strategy-attitude

D. ability-skills-attitude

E. attitude-socialization-assimilation

Answer: B

Feedback: Benjamin Schneider, a well-known management researcher, developed a model that helps to explain the role that founders’ personal characteristics play in determining organizational culture. This model is called the attraction-selection-attrition (ASA) framework.
87. Why can hiring people through the attraction-selection-attrition (ASA) framework be disadvantageous?

A. Like-minded employees have difficulty offering fresh perspective.
B. Like-minded employees prefer working in dynamic ever-changing environments.
C. Like-minded employees do not have an external locus of control.
D. Like-mindedness prevents the emergence of a dominant personality profile.
E. Like-minded employees are the least likely to stay in an organization for a long period of time.

Answer: A

Feedback: While people tend to get along well with others who are similar to themselves, too much similarity in an organization can impair organizational effectiveness. That is, similar people tend to view conditions and events in similar ways and thus can be resistant to change.

AACSB: Analytic
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 03-05
Topic: Organizational Culture
88. _____ values signify what an organization and its employees are trying to accomplish.

A. Instrumental  
B. Terminal  
C. Intrinsic  
D. Nominal  
E. Extrinsic

Answer: B

Feedback: Terminal values signify what an organization and its employees are trying to accomplish, and instrumental values guide how the organization and its members achieve organizational goals.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-05  
Topic: Organizational Culture
89. Organizational _____ is the process by which newcomers internalize an organization’s values and norms and behave in accordance with them.

A. commitment
B. socialization
C. attribution
D. extrication
E. enhancement

Answer: B

Feedback: Organizational socialization is the process by which newcomers learn an organization’s values and norms and acquire the work behaviors necessary to perform jobs effectively. As a result of their socialization experiences, organization members internalize an organization’s values and norms and behave in accordance with them not only because they think they have to but because they think these values and norms describe the right and proper way to behave.
New employees in an organization are sometimes put through a training period where they are familiarized with the organization as a whole. This process is also called _____.

A. organizational facilitation  
B. organizational socialization  
C. organizational attribution  
D. organizational enhancement  
E. organizational commitment

Answer: B

Feedback: Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.
91. Which of the following rites internalizes the norms and values of an organization within an employee?

A. Rites of passage
B. Rites of integration
C. Rites of inclusion
D. Rites of acceptance
E. Rites of enhancement

Answer: A

Feedback: The purpose of the rite of passage is to teach and help internalize the norms and values of an organization within its employee. **Author: Question 38 states:** Rites of integration build common norms and values. **So either that question or this one has the wrong answer.**
92. The U.S. Army develops socialization programs to determine how individuals enter, advance within, and leave the organization. This is a rite of _____.

A. passage  
B. integration  
C. celebration  
D. ceremony  
E. enhancement

Answer: A

Feedback: Rites of passage determine how individuals enter, advance within, and leave the organization. The socialization programs developed by military organizations (such as the U.S. Army) or by large accountancy and law firms are rites of passage.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 1 Easy  
Learning Objective: 03-05  
Topic: Organizational Culture
93. Rites of _____, such as shared announcements of organizational successes, office parties, and company cookouts, build and reinforce common bonds among organization members.

A. passage

B. integration

C. advancement

D. enhancement

E. acceptance

Answer: B

Feedback: Rites of integration, such as shared announcements of organizational successes, office parties, and company cookouts, build and reinforce common bonds among organization members.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 03-05

Topic: Organizational Culture
94. Rites of ____ motivate commitment to the norms and values of the organization by publicly recognizing and rewarding employee contributions.

A. passage
B. integration
C. celebration
D. enhancement
E. ceremony

Answer: D

Feedback: A rite of enhancement publicly recognizes and rewards employees' contributions.

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 03-05
Topic: Organizational Culture
Awards dinners, newspaper releases, and employee promotions that let organizations publicly recognize employees’ contributions are examples of rites of _____.

A. passage  
B. integration  
C. initiation  
D. affiliation  
E. enhancement  

Answer: E

Feedback: Rites of enhancement, such as awards dinners, newspaper releases, and employee promotions, let organizations publicly recognize and reward employees’ contributions and thus strengthen their commitment to organizational values.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-05  
Topic: Organizational Culture
96. An organization which considers and analyzes the ideas and suggestions of all employees regardless of their hierarchical position has a(n) _____ culture.

A. vertical
B. innovative
C. conservative
D. traditional
E. regressive

Answer: B

Feedback: Top managers in an organization with an innovative culture are likely to encourage lower-level managers to participate in the planning process and develop a flexible approach to planning. They are likely to be willing to listen to new ideas and to take risks involving the development of new products.
97. Managers in a(n) _____ culture are likely to establish clear reporting relationships so employees know exactly whom to report to and how to react to any problems that arise.

A. informal  
B. horizontal  
C. innovative  
D. decentralized  
E. conservative

**Answer:** E

Feedback: Managers in a conservative culture are likely to create a well-defined hierarchy of authority and establish clear reporting relationships so employees know exactly whom to report to and how to react to any problems that arise.

AACSB: Analytic  
Blooms: Remember  
Difficulty: 2 Medium  
Learning Objective: 03-05  
Topic: Organizational Culture
98. In a(n) _____ culture, managers are likely to lead by example, encouraging employees to take risks and experiment.

A. formal  
B. vertical  
C. innovative  
D. hierarchical  
E. conservative  

Answer: C

Feedback: In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment.
99. Which of the following is true of managers in innovative cultures?

A. They establish clear reporting relationships with their employees.
B. They constantly monitor the progress of their employees.
C. They encourage their employees to take risks and experiment.
D. They emphasize formal top-down planning.
E. They develop a clear set of rules by which employees are expected to work.

Answer: C

Feedback: In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment.
100. Which of the following is true of managers in conservative cultures?

A. They lead by example, encouraging their employees to take risks.
B. They are likely to try to create a flat, organic structure.
C. They constantly monitor the progress of their employees.
D. They are flexible and encourage creativity.
E. They decentralize authority so that employees can work together easily.

Answer: C

Feedback: Managers in a conservative culture are likely to use management by objectives and to constantly monitor subordinates’ progress toward goals, overseeing their every move.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture

Essay Questions
101. Describe the "Big Five" personality traits briefly.

**Answer:**

Feedback: i) Extroversion: the tendency to experience positive emotions and moods and feel good about oneself and the rest of the world.

ii) Negative affectivity: the tendency to experience negative emotions and moods, feel distressed, and be critical of oneself and others.

iii) Agreeableness: the tendency to get along well with others.

iv) Conscientiousness: the tendency to be careful, scrupulous, and persevering.

v) Openness to experience: the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 03-01

Topic: Big Five Personality Dimensions
102. Discuss the efficiency and effectiveness of a manager with an internal locus of control.

Answer:

Feedback: People differ in their views about how much control they have over what happens to and around them. The locus of control trait captures these beliefs. People with an internal locus of control believe they themselves are responsible for their own fate; they see their own actions and behaviors as being major and decisive determinants of important outcomes such as attaining levels of job performance, being promoted, or being turned down for a choice job assignment. Some managers with an internal locus of control see the success of a whole organization resting on their shoulders. An internal locus of control also helps to ensure ethical behavior and decision making in an organization, because people feel accountable and responsible for their own actions.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-01
Topic: Internal locus of control Leadership Traits
What are the three major needs identified by McClelland? Describe the characteristics associated with each need.

**Answer:**

**Feedback:** Psychologist David McClelland has extensively researched the needs for achievement, affiliation, and power. The need for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him or her get along with one another. The need for power is the extent to which an individual desires to control or influence others. Research suggests that high needs for achievement and for power are assets for first-line and middle managers and that a high need for power is especially important for upper-level managers.
Define job satisfaction and discuss its effect on managers.

Answer:

Feedback: Job satisfaction is the collection of feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction generally like their jobs, feel they are fairly treated, and believe their jobs have many desirable features or characteristics (such as interesting work, good pay and job security, autonomy, or nice coworkers). Levels of job satisfaction tend to increase as one moves up the hierarchy in an organization. Upper managers, in general, tend to be more satisfied with their jobs than entry-level employees. Managers' levels of job satisfaction can range from very low to very high. In general, it is desirable for managers to be satisfied with their jobs, for at least two reasons. First, satisfied managers may be more likely to go the extra mile for their organization or perform organizational citizenship behaviors (OCBs)—behaviors that are not required of organization members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage. A second reason why it is desirable for managers to be satisfied with their jobs is that satisfied managers may be less likely to quit.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-02
Topic: Affective Attitude The Manager as a Person
Discuss organizational commitment and its relationship with organizational culture. What are the factors that affect organizational commitment?

**Answer:**

**Feedback:** Organizational commitment is the collection of feelings and beliefs that managers have about their organization as a whole. Managers who are committed to their organizations believe in what their organizations are doing, are proud of what these organizations stand for, and feel a high degree of loyalty toward their organizations. Committed managers are more likely to go above and beyond the call of duty to help their company and are less likely to quit. Organizational commitment can be especially strong when employees and managers truly believe in organizational values; it also leads to a strong organizational culture. Organizational commitment is likely to help managers perform some of their figurehead and spokesperson roles. It is much easier for a manager to persuade others both inside and outside the organization of the merits of what the organization has done and is seeking to accomplish if the manager truly believes in and is committed to the organization. Differences in the levels of job satisfaction and organizational commitment among managers in different countries are likely because these managers have different kinds of opportunities and rewards and because they face different economic, political, and sociocultural forces in their organizations' general environments. Levels of organizational commitment from one country to another may depend on the extent to which countries have legislation affecting firings and layoffs and the extent to which citizens of a country are geographically mobile.

AACSB: Analytic
Blooms: Understand
Difficulty: 3 Hard
Learning Objective: 03-02
Topic: Affective Attitude The Manager as a Person
106. Distinguish between moods and emotions. How do moods and emotions affect the organization?

Answer:

Feedback: A mood is a feeling or state of mind, whereas an emotion is an intense, relatively short-lived feeling. Research has found that moods and emotions affect the behavior of managers and all members of an organization. For example, research suggests that the subordinates of managers who experience positive moods at work may perform at somewhat higher levels and be less likely to resign and leave the organization than the subordinates of managers who do not tend to be in a positive mood at work. Other research suggests that under certain conditions creativity might be enhanced by positive moods, whereas under other conditions negative moods might push people to work harder to come up with truly creative ideas. Recognizing that both mood states have the potential to contribute to creativity in different ways, recent research suggests that employees may be especially likely to be creative to the extent that they experience both mood states (at different times) on the job and to the extent that the work environment supports creativity. Other research suggests that moods and emotions may play an important role in ethical decision making. Positive emotions and moods signal that things are going well and thus can lead to more expansive, and even playful, thinking. Negative emotions and moods signal that there are problems in need of attention and areas for improvement. So when people are in negative moods, they tend to be more detail-oriented and focused on the facts at hand. Some studies suggest that critical thinking and devil's advocacy may be promoted by a negative mood, and sometimes especially accurate judgments may be made by managers in negative moods.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 03-03
Topic: Affective Attitude The Manager as a Person
107. Define the concept of "emotional intelligence". How does a high level of emotional intelligence help managers?

Answer:

Feedback: Emotional intelligence (EI) is the ability to understand and manage one's own moods and emotions as well as others' moods and emotions. It helps managers manage their own stress and perform their interpersonal roles.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-04
Topic: Emotional Intelligence
What is organizational culture? What are the factors that contribute to organizational culture?

Answer:

Feedback: Organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals. In essence, organizational culture reflects the distinctive ways in which organization members perform their jobs and relate to others inside and outside the organization. Factors that maintain and transmit the organizational culture include the values of the founder, language and stories, ceremonies and rites, and socialization.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 03-05
Topic: Organizational Culture
109. Explain the ASA Model. How does it help explain the formation of organizational cultures?

Answer:

Feedback: ASA stands for attraction-selection-attrition. It proposes that when founders hire employees for their new ventures, they tend to be attracted to and choose employees whose personalities are similar to their own. These similar employees are more likely to stay with the organization. Dissimilar employees, if hired, are more likely to leave. Thus, the overall tendency is for people in the organization to have similar personalities, which shapes organizational culture.
110. What role do terminal and instrumental values play in organizational culture?

Answer:

Feedback: Shared terminal and instrumental values play a particularly important role in organizational culture. Terminal values signify what an organization and its employees are trying to accomplish, and instrumental values guide how the organization and its members achieve organizational goals. In addition to values, shared norms also are a key aspect of organizational culture. Norms are unwritten, informal rules or guidelines that prescribe appropriate behavior in particular situations. Managers determine and shape organizational culture through the kinds of values and norms they promote in an organization. Managers of different kinds of organizations deliberately cultivate and develop the organizational values and norms that are best suited to their task and general environments, strategy, or technology.
111. What are the different types of rites that help define organizational culture? Explain each type of rite with an example.

Answer:

Feedback: Rites are formal events that recognize events of importance to the organization and its employees.

Rites of passage mark how individuals enter, advance within, and leave the organization. They help internalize the norms and values of an organization within its employee. Example:

Induction programs held for new employees.

Rites of integration build and reinforce common bonds among members. Example: An office's Christmas party.

Rites of enhancement publicly reward and recognize employees' contributions, thus strengthening their commitment to the organization. Example: A company's Award Dinner.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 03-05
Topic: Organizational Culture
112. Compare the leadership styles of managers from innovative and conservative organizational cultures.

**Answer:**

**Feedback:** In an innovative culture, managers are likely to lead by example, encouraging employees to take risks and experiment. They are supportive regardless of whether employees succeed or fail. In contrast, managers in a conservative culture are likely to use management by objectives and to constantly monitor subordinates’ progress toward goals, overseeing their every move.

**AACSB:** Analytic

**Blooms:** Understand

**Difficulty:** 3 Hard

**Learning Objective:** 03-05

**Topic:** Organizational Culture

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