

Chapter 03 Testbank

Student: _____

1. The perceptual process begins by attributing behaviour to internal or external causes.

True False

2. Selective attention occurs after incoming information is organised and interpreted.

True False

3. We are more likely to notice objects with features that are repetitive, intense and in motion.

True False

4. Grouping people and objects into recognisable patterns is part of the selective attention process.

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5. Categorical thinking is mostly a conscious process of deciding what information in the environment to notice.

True False

6. Seeing a trend in a sequence of sales figures involves the process of categorical thinking.

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True False

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11. Homogenisation and differentiation are two processes in social identity theory.

True False

12. Historically, stereotyping was defined as exaggeration or falsehood.

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13. The three steps in stereotyping, in order, are: (1) identify negative information; (2) behave in ways consistent with previous expectations; and (3) watch the employee form a positive or negative opinion of you.

True False

14. Stereotyping is a natural process that helps us to economise mental effort.

True False

15. Stereotyping is partly responsible for prejudice and discrimination.

True False

16. Diversity awareness programs mainly educate employees about the value of diversity and the problems with stereotyping.

True False

17. Diversity awareness programs are designed specifically to correct deep-rooted prejudice and intolerance in the workplace.

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18. The more we interact with someone, the more we rely on stereotypes to understand that individual.

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20. Attribution theory mainly explains the selective attention process.

True False

21. People who believe that their successful completion of a project is due to their skill and hard work are making an internal attribution.

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22. You are more likely to make an internal attribution about someone's poor performance if you have also observed the person performing that task poorly in the past and have observed other employees performing the task well.

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23. Student responses to poor grades are influenced to a large degree by whether they take responsibility for these or attribute the failure to external causes.

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24. Fundamental attribution error refers to the tendency to attribute the behaviour of other people to internal factors more than external factors.

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Perception begins when environmental stimuli are received through our:

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All of the options listed here are correct

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45. The main lesson to be learned from self-fulfilling prophecy literature is that leaders need to develop and maintain:

A. A realistic approach

B. Intentional justifications

C. Positive yet realistic expectations towards all employees

D. None of the options listed here is correct

46. One way to increase self-awareness is by applying:

- A. Open area
- B. Johari Window
- C. Contact hypothesis
- D. None of the options listed here is correct

47. Selective attention and environmental stimuli are two components of:

- A. Attribution theory
- B. The perceptual process
- C. The Johari Window
- D. The 'Big Five' personality dimensions

48. _____ is the process of filtering information received by our senses.

- A. Social learning
- B. Projection
- C. Stereotyping
- D. Selective attention

49. Our likelihood of noticing a person or object depends on its:

- A. Novelty
- B. Intensity
- C. Size
- D. All of the options listed here are correct

50. Which of the following is an example of selective attention?

- A. You notice that two employees are arguing in the company's quiet library
- B. You conclude that the person near the cash register is a sales clerk
- C. You assume that an employee is lazy because she works in a department with lazy people
- D. All of the options listed here are correct

51. _____ is a mostly non-conscious process of organising people and objects into preconceived groups stored in memory.

- A. Selective attention
- B. Halo effect
- C. Attribution
- D. Categorical thinking

52. Categorical thinking and related perceptual organisation activities:

- A. Occur very quickly and mostly non-consciously
- B. Are usually avoidable when you are aware of them
- C. Tend to occur after you have a moment to think carefully about the information received
- D. Are mostly non-conscious and occur slowly over several days

53. Mental models are mainly related to:

- A. Perceptual organisation and interpretation
- B. Learning orientation
- C. Attribution
- D. Self-fulfilling prophecy

54. Social identity theory says that:

- A. We define ourselves in terms of our membership in certain groups and our differences from people who belong to other groups
- B. We tend to believe our own actions are caused by motivation or ability rather than the situation
- C. Our expectations about another person cause that person to act in a way that is consistent with those expectations
- D. We quickly form an opinion of people based on the first information we receive about them

55. Mental models cause us to:

- A. Perceive events as though people are acting on a theatrical stage
- B. Select and organise stimuli in ways that are consistent with our broad world views
- C. Believe the behaviour of others is caused more by their ability or motivation than the situation
- D. Perceive ourselves as members of several groups and as different from people in other groups

56. The social identity process includes:

- A. Comparing ourselves with people who do not belong in our groups
- B. Homogenising others by believing people within a group share common traits
- C. Defining ourselves in terms of the groups in which we can be identified
- D. All of the options listed here are correct

57. The process of assigning traits to people based on their membership in a social category refers to:

- A. Halo effect
- B. Projection bias
- C. Empathy
- D. Stereotyping

58. Stereotyping is based on which of the following?

- A. Social identity theory
- B. Self-fulfilling prophecy
- C. Selective attention
- D. Attribution

59. Which of the following statements about stereotyping is FALSE?

- A. People can improve the perceptual process by preventing the activation of stereotypes
- B. Stereotyping causes us to ignore or misinterpret behaviours that are inconsistent with the stereotype we assign to a person
- C. Stereotypes do not accurately describe everyone assigned to that stereotype
- D. Stereotypes generally have some inaccuracies

60. The process of stereotyping includes:

- A. Identifying with people who belong to groups to which you don't belong
- B. Believing that other people have the same beliefs and behaviours that you have
- C. Determining whether a person's behaviour is due either to his or her motivation or to factors beyond his or her control
- D. Assigning the cluster of traits from a social category to a person identified with that social category

61. Which of these statements about the contact hypothesis is TRUE?

- A. Increased contact with someone tends to change our stereotype of the group to which that person belongs
- B. Increased contact with someone tends to reduce our tendency to use stereotypes to perceive that person
- C. By reducing our contact with people, we develop more accurate perceptions of them
- D. Increased contact with someone tends to change our stereotype of the group to which that person belongs and tends to reduce our tendency to use stereotypes to perceive that person

62. In attribution theory, the question 'How often does the person act this way in other settings?' relates directly to:

- A. Self-confidence
- B. Distinctiveness
- C. Consistency
- D. External attribution

63. Consistency, consensus and distinctiveness are:

- A. Three elements of behaviour modification
- B. Three elements of the selective attention process
- C. The three rules determining whether to make an internal or external attribution
- D. Three of the four quadrants in the Johari Window

64. Jim has just arrived late for work. This is the third time over the past five days that he has arrived more than 30 minutes late. However, you conclude that Jim's lateness is due to factors beyond his control because most other employees who also take Jim's route to work have also been late to work on these days. According to attribution theory, what attribution have you made of Jim's lateness and based on what attribution rule?

- A. Internal attribution due to high conscientiousness
- B. External attribution due to high consistency
- C. Internal attribution due to high distinctiveness
- D. External attribution due to high consensus

65. According to the fundamental attribution error:

- A. People seldom make attributions about their own behaviour
- B. The likelihood of making an error attributing the behaviour of another person increases with your familiarity with that other person.
- C. We tend to believe that other people have the same beliefs and behaviours that we have
- D. We tend to believe the behaviour of other people is caused more by their motivation and ability than by factors beyond their control

66. How might self-serving bias be observed in a corporate annual report?

- A. The report would say more about the company's problems and less about its successes
- B. The report would emphasise the role of competition, inflationary pressures and other external causes of problems in the organisation's performance
- C. The report would exclude any bad news about the organisation's performance
- D. The report would acknowledge that competition, the economy and other external factors should be credited for some of the company's recent success

67. The tendency to attribute the behaviour of other people to internal factors more than external factors refers to:

- A. Recency bias
- B. Projection bias
- C. Fundamental attribution error
- D. Primacy effect

68. Which of the following is the first step in self-fulfilling prophecy?

- A. Employee behaves in a way consistent with the supervisor's expectations
- B. Supervisor treats the employee in a manner consistent with the supervisor's expectations
- C. Supervisor forms an incorrect impression of the employee
- D. Supervisor attributes employee's good performance to external causes

69. Engaging in self-fulfilling prophecy can improve organisational effectiveness:

- A. Never; self-fulfilling prophecy is a perceptual bias that always makes organisations less effective
- B. Whenever and wherever it exists in organisational settings
- C. When supervisors demonstrate their hope and optimism in each employee's potential
- D. When supervisors also use stereotyping to determine the employee's potential performance

70. Positive organisational behaviour states that:

- A. Employees are more effective when they experience extinction more than other contingencies of reinforcement
- B. Employees are, by nature, good rather than bad in terms of their ethics and care for others in the world
- C. Focusing on the positive rather than the negative aspects of life will improve organisational success and individual wellbeing
- D. Organisational behaviour knowledge offers more positive than negative information about how to survive in organisations

71. _____ occurs when our general impression of a person, usually based on one prominent characteristic, colours our perception of other characteristics of that person.

- A. Projection bias
- B. Halo effect
- C. Selective attention
- D. Self-serving bias

72. What perceptual error occurs when a supervisor incorrectly rates an employee at a similar level across all performance dimensions based on an overall impression of that employee?

- A. Attribution error
- B. Stereotyping
- C. Projection bias
- D. Halo effect

73. A perceptual error in which we tend to believe that other people hold the same beliefs and attitudes that we do refers to:

- A. Self-serving bias
- B. Recency effect
- C. False consensus effect
- D. Self-fulfilling prophecy

74. Which of the following helps managers to increase their empathy with subordinates?

- A. Managers should work together in executive offices away from their employees
- B. Managers should use formal written media (e.g. memos, reports) rather than face-to-face interaction when communicating new directives to employees
- C. Managers should occasionally work in their subordinates' jobs along with their employees
- D. Managers should take a training program where they learn about primacy and recency effects

75. In the Johari Window, disclosure of information to colleagues results in:

- A. Increasing our open area by reducing our blind area
- B. Increasing our unknown area by reducing our hidden area
- C. Increasing our open area by reducing our closed area
- D. Increasing our open area by reducing our hidden area

76.

Why is it important to understand our own beliefs, values and attitudes to have a global mindset?

77.

How can stereotyping create problems in an organisation?

78.

Why is self-fulfilling prophecy useful for leaders in relation to their team members or colleagues?

79.

Why is the contact hypothesis important when working in a multicultural environment?

80.

Explain why people use stereotyping and detail the disadvantages of stereotyping.

81.

Several junior investment analysts recently hired by a major firm have been placed under the guidance of senior investment analyst Roger Yu. One of the new recruits, Daphne Silberg, is the daughter of a well-known mutual fund executive who retired from the industry a few years ago. Yu has a lot of respect for Silberg's father and has quickly developed the belief that Silberg could be as successful as her father. Based on your knowledge of self-fulfilling prophecy, explain how Yu's expectations of Silberg might unknowingly turn into a reality.

82.

A supervisor receives regular information about a sales employee's performance (e.g. sales volume, incomplete paperwork, etc.) and must complete a performance appraisal of the person's work. The supervisor has a complete description of the employee's job but has never worked in the field as a sales representative. Moreover, the supervisor is relatively new to this job and therefore has little experience observing or appraising the performance of salespeople. What attribution error is likely to occur under these conditions and what effect would it have on the performance appraisal results?

83.

When an international bank acquired a major investment firm, senior executives noticed hostilities forming between the financial analysts in the investment company and the bank's marketing people, who provide marketing expertise for the investment firm's mutual funds and other investment vehicles. The marketing staff said that the finance staff did not care much for the needs of the customers. They partly attribute this to the poor marketing expertise in the investment firm. The analysts, many of whom have graduate degrees from top universities, privately complained that the marketing types did not have enough brainpower to turn on a light switch. Use the social identity theory to explain why these hostilities might have existed.

84.

What is a global mindset? What does it consist of?

85.

Explain the four windows of the Johari Window.

86.

A diversity awareness consultant submits a proposal to a company that wants to reduce stereotyping and prejudice. In the proposal, the consultant claims that his training program teaches employees to avoid the stereotyping process altogether when perceiving the world around them. 'Our training will prevent the activation of stereotypes and other forms of categorical thinking', claims the consultant's proposal. Discuss the accuracy of this consultant's claim and explain what training programs can do regarding stereotyping.

87.

Comment on the accuracy of the following statement: 'The self-fulfilling prophecy can be an effective management practice.'

88.

Explain the implications of low complexity in self-concept for work behaviour.

89.

Jane is looking to buy a house in Sydney. She likes the suburb of Blacktown where she is renting. One day, she reads a newspaper article stating that Blacktown is a good suburb to live in. She then decides to buy a house in Blacktown. She ignores the fact that the properties are overpriced at the time. This is an example of:

A.

Confirmation bias

B.

Categorical thinking

C.

Stereotyping

D.

Contrast bias

90.

What is one of the benefits to the organisation if its employees develop a global mindset?

A.

They have a capacity to form networks and exchange resources across borders

B.

They tend to pay attention to information that is consistent with the success of the decision and to ignore the contrary

C.

They are more likely to accurately predict the future

D.

They tend to stereotype computer scientists as intellectual geniuses who are socially inept.

91.

Which of these is an example of how a company, TechCapability, might develop its employees' global mindset through 'immersion'?

A.

The company provides diversity awareness program and all employees are required to attend

B.

The company engages its employees by allowing them to create the company's mission and vision

C.

The company allows its employees to travel during their annual holidays

D.

A team of employees is sent to work in a branch in Japan for two months

92.

Global mindset refers to an individual's ability:

A.

To work in a multinational company

B.

To assist local people on economic social development

C.

To perceive, know about and process information across cultures

D.

To travel internationally

93.

People are inherently motivated to perceive themselves as competent, attractive, lucky, ethical and important. This phenomenon is called:

A.

Self-enhancement

B.

Self-verification

C.

Self-esteem

D.

Self-consistency

Chapter 03 Testbank **Key**

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FALSE

Difficulty: Medium

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

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3. We are more likely to notice objects with features that are repetitive, intense and in motion.

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AACSB: Multicultural/diversity

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AACSB: Reflective thinking

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46. One way to increase self-awareness is by applying:

- A. Open area
- B.** Johari Window
- C. Contact hypothesis
- D. None of the options listed here is correct

Difficulty: Easy

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

47. Selective attention and environmental stimuli are two components of:

- A. Attribution theory
- B. The perceptual process**
- C. The Johari Window
- D. The 'Big Five' personality dimensions

Difficulty: Easy

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

48. _____ is the process of filtering information received by our senses.

- A. Social learning
- B. Projection
- C. Stereotyping
- D. Selective attention**

Difficulty: Easy

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

49. Our likelihood of noticing a person or object depends on its:

- A. Novelty
- B. Intensity
- C. Size
- D. All of the options listed here are correct**

Difficulty: Easy

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

50. Which of the following is an example of selective attention?

- A. You notice that two employees are arguing in the company's quiet library**
- B. You conclude that the person near the cash register is a sales clerk
- C. You assume that an employee is lazy because she works in a department with lazy people
- D. All of the options listed here are correct

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

51. _____ is a mostly non-conscious process of organising people and objects into preconceived groups stored in memory.

- A. Selective attention
- B. Halo effect
- C. Attribution
- D. Categorical thinking**

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

52. Categorical thinking and related perceptual organisation activities:

- A.** Occur very quickly and mostly non-consciously
- B. Are usually avoidable when you are aware of them
- C. Tend to occur after you have a moment to think carefully about the information received
- D. Are mostly non-conscious and occur slowly over several days

Difficulty: Easy

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

53. Mental models are mainly related to:

- A.** Perceptual organisation and interpretation
- B. Learning orientation
- C. Attribution
- D. Self-fulfilling prophecy

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

54. Social identity theory says that:

- A.** We define ourselves in terms of our membership in certain groups and our differences from people who belong to other groups
- B. We tend to believe our own actions are caused by motivation or ability rather than the situation
- C. Our expectations about another person cause that person to act in a way that is consistent with those expectations
- D. We quickly form an opinion of people based on the first information we receive about them

AACSB: Analytic

Difficulty: Easy

Learning objective: 3.1 Describe the elements of self-concept and explain how each affects an individual's behaviour and wellbeing.

55. Mental models cause us to:

- A. Perceive events as though people are acting on a theatrical stage
- B.** Select and organise stimuli in ways that are consistent with our broad world views
- C. Believe the behaviour of others is caused more by their ability or motivation than the situation
- D. Perceive ourselves as members of several groups and as different from people in other groups

Difficulty: Medium

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

56. The social identity process includes:

- A. Comparing ourselves with people who do not belong in our groups
- B. Homogenising others by believing people within a group share common traits
- C. Defining ourselves in terms of the groups in which we can be identified
- D.** All of the options listed here are correct

Difficulty: Medium

Learning objective: 3.1 Describe the elements of self-concept and explain how each affects an individual's behaviour and wellbeing.

57. The process of assigning traits to people based on their membership in a social category refers to:

- A. Halo effect
- B. Projection bias
- C. Empathy
- D. Stereotyping**

Difficulty: Easy

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

58. Stereotyping is based on which of the following?

- A. Social identity theory**
- B. Self-fulfilling prophecy
- C. Selective attention
- D. Attribution

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

59. Which of the following statements about stereotyping is FALSE?

- A. People can improve the perceptual process by preventing the activation of stereotypes**
- B. Stereotyping causes us to ignore or misinterpret behaviours that are inconsistent with the stereotype we assign to a person
- C. Stereotypes do not accurately describe everyone assigned to that stereotype
- D. Stereotypes generally have some inaccuracies

AACSB: Analytic

Difficulty: Hard

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

60. The process of stereotyping includes:

- A. Identifying with people who belong to groups to which you don't belong
- B. Believing that other people have the same beliefs and behaviours that you have
- C. Determining whether a person's behaviour is due either to his or her motivation or to factors beyond his or her control
- D. Assigning the cluster of traits from a social category to a person identified with that social category**

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

61. Which of these statements about the contact hypothesis is TRUE?

- A. Increased contact with someone tends to change our stereotype of the group to which that person belongs
- B.** Increased contact with someone tends to reduce our tendency to use stereotypes to perceive that person
- C. By reducing our contact with people, we develop more accurate perceptions of them
- D. Increased contact with someone tends to change our stereotype of the group to which that person belongs and tends to reduce our tendency to use stereotypes to perceive that person

AACSB: Analytic

Difficulty: Hard

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

62. In attribution theory, the question 'How often does the person act this way in other settings?' relates directly to:

- A. Self-confidence
- B.** Distinctiveness
- C. Consistency
- D. External attribution

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

63. Consistency, consensus and distinctiveness are:

- A. Three elements of behaviour modification
- B. Three elements of the selective attention process
- C.** The three rules determining whether to make an internal or external attribution
- D. Three of the four quadrants in the Johari Window

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

64. Jim has just arrived late for work. This is the third time over the past five days that he has arrived more than 30 minutes late. However, you conclude that Jim's lateness is due to factors beyond his control because most other employees who also take Jim's route to work have also been late to work on these days. According to attribution theory, what attribution have you made of Jim's lateness and based on what attribution rule?

- A. Internal attribution due to high conscientiousness
- B. External attribution due to high consistency
- C. Internal attribution due to high distinctiveness
- D.** External attribution due to high consensus

AACSB: Analytic

Difficulty: Hard

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

65. According to the fundamental attribution error:

- A. People seldom make attributions about their own behaviour
- B. The likelihood of making an error attributing the behaviour of another person increases with your familiarity with that other person.
- C. We tend to believe that other people have the same beliefs and behaviours that we have
- D.** We tend to believe the behaviour of other people is caused more by their motivation and ability than by factors beyond their control

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

66. How might self-serving bias be observed in a corporate annual report?

- A. The report would say more about the company's problems and less about its successes
- B.** The report would emphasise the role of competition, inflationary pressures and other external causes of problems in the organisation's performance
- C. The report would exclude any bad news about the organisation's performance
- D. The report would acknowledge that competition, the economy and other external factors should be credited for some of the company's recent success

AACSB: Reflective thinking

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

67. The tendency to attribute the behaviour of other people to internal factors more than external factors refers to:

- A. Recency bias
- B. Projection bias
- C.** Fundamental attribution error
- D. Primacy effect

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

68. Which of the following is the first step in self-fulfilling prophecy?

- A. Employee behaves in a way consistent with the supervisor's expectations
- B. Supervisor treats the employee in a manner consistent with the supervisor's expectations
- C.** Supervisor forms an incorrect impression of the employee
- D. Supervisor attributes employee's good performance to external causes

Difficulty: Easy

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

69. Engaging in self-fulfilling prophecy can improve organisational effectiveness:

- A. Never; self-fulfilling prophecy is a perceptual bias that always makes organisations less effective
- B. Whenever and wherever it exists in organisational settings
- C.** When supervisors demonstrate their hope and optimism in each employee's potential
- D. When supervisors also use stereotyping to determine the employee's potential performance

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

70. Positive organisational behaviour states that:

- A. Employees are more effective when they experience extinction more than other contingencies of reinforcement
- B. Employees are, by nature, good rather than bad in terms of their ethics and care for others in the world
- C.** Focusing on the positive rather than the negative aspects of life will improve organisational success and individual wellbeing
- D. Organisational behaviour knowledge offers more positive than negative information about how to survive in organisations

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

71. _____ occurs when our general impression of a person, usually based on one prominent characteristic, colours our perception of other characteristics of that person.

- A. Projection bias
- B.** Halo effect
- C. Selective attention
- D. Self-serving bias

Difficulty: Easy

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

72. What perceptual error occurs when a supervisor incorrectly rates an employee at a similar level across all performance dimensions based on an overall impression of that employee?

- A. Attribution error
- B. Stereotyping
- C. Projection bias
- D.** Halo effect

AACSB: Analytic

Difficulty: Hard

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

73. A perceptual error in which we tend to believe that other people hold the same beliefs and attitudes that we do refers to:

- A. Self-serving bias
- B. Recency effect
- C. False consensus effect**
- D. Self-fulfilling prophecy

Difficulty: Easy

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

74. Which of the following helps managers to increase their empathy with subordinates?

- A. Managers should work together in executive offices away from their employees
- B. Managers should use formal written media (e.g. memos, reports) rather than face-to-face interaction when communicating new directives to employees
- C. Managers should occasionally work in their subordinates' jobs along with their employees**
- D. Managers should take a training program where they learn about primacy and recency effects

Difficulty: Easy

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

75. In the Johari Window, disclosure of information to colleagues results in:

- A. Increasing our open area by reducing our blind area
- B. Increasing our unknown area by reducing our hidden area
- C. Increasing our open area by reducing our closed area
- D. Increasing our open area by reducing our hidden area**

Difficulty: Medium

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

76.

Why is it important to understand our own beliefs, values and attitudes to have a global mindset?

A global mindset occurs when people have better perceptions of others and are more open to different points of view. In other words, when people are more able to quickly absorb large volumes of information in a diverse environment—which begins with people understanding their own beliefs and values and in turn being more open-minded and less judgmental. It is important to have a global mindset as it helps people to understand different cultures, beliefs and attitudes more easily and gain a strong learning orientation. This can benefit them in adjusting to different situations.

AACSB: Multicultural/diversity

Difficulty: Medium

Learning objective: 3.5 Outline the main features of a global mindset and justify its usefulness to employees and organisations.

77.

How can stereotyping create problems in an organisation?

The most serious form of stereotyping is intentional discrimination or prejudice, in which people hold unfounded negative attitudes towards people belonging to a particular group. This can create problems in working relationships in an organisation and hinder the stereotyped people from excelling.

AACSB: Multicultural/diversity

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

78.

Why is self-fulfilling prophecy useful for leaders in relation to their team members or colleagues?

Leaders need to develop and maintain positive and realistic expectations towards all employees. This helps to create positive organisational behaviour and creates strong working relationships between employees. It acts as a critical success factor for achieving organisational goals and objectives.

AACSB: Reflective thinking

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

79.

Why is the contact hypothesis important when working in a multicultural environment?

The contact hypothesis effect is strongest when people have close and frequent interaction with each other, as they work towards a shared goal. It helps them to rely on each other and cooperate rather than compete. Spending time with members of other groups can improve one's understanding and opinion of others.

AACSB: Multicultural/diversity

Difficulty: Medium

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

80.

Explain why people use stereotyping and detail the disadvantages of stereotyping.

Stereotyping exists because it is a natural and mostly non-conscious 'energy-saving' process that simplifies our understanding of the world. It is easier to remember features of a stereotype than the gathering of characteristics unique to everyone we meet. Stereotyping also exists because we have an innate need to understand and anticipate how others will behave. We don't have much information when first meeting someone, so we rely on stereotypes to fill in the missing pieces. The higher the perceiver's need to immediately make sense of the situation, the higher his or her reliance on stereotypes. A third explanation for stereotyping is that it is motivated by the observer's own self-enhancement and social identity. People are motivated to maintain a positive self-concept. This combination of social identity and self-enhancement leads to the processes of categorisation, homogenisation and differentiation.

There are several disadvantages of stereotyping. First, stereotypes do not accurately describe every person in a social category. For example, once we categorise someone as an accountant, the stereotypic features of accountants (boring, antisocial, etc.) are transferred to that person, even though we have not attempted to verify those characteristics in that particular person. In addition, stereotyping also lays the foundation for discriminatory attitudes and behaviour. More widespread is unintentional (systemic) discrimination, which occurs when people rely (often non-consciously) on stereotypes to establish notions of the 'ideal' person in specific roles.

AACSB: Communication

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

81.

Several junior investment analysts recently hired by a major firm have been placed under the guidance of senior investment analyst Roger Yu. One of the new recruits, Daphne Silberg, is the daughter of a well-known mutual fund executive who retired from the industry a few years ago. Yu has a lot of respect for Silberg's father and has quickly developed the belief that Silberg could be as successful as her father. Based on your knowledge of self-fulfilling prophecy, explain how Yu's expectations of Silberg might unknowingly turn into a reality.

Self-fulfilling prophecy occurs when our expectations about another person cause that person to act in a way that is consistent with those expectations. In this incident, Yu believes that Daphne Silberg will be successful. This expectation influences Yu's behaviour towards Silberg and, without realising it, may cause Silberg to perform the job better than if Yu didn't have this strong positive expectation. Consequently, Yu's perception, even if originally incorrect, is confirmed.

Students should identify a few specific actions that Yu might unknowingly engage in to improve Silberg's performance. Specifically, high-expectancy employees (those expected to do well) receive more emotional support through non-verbal cues (e.g. more smiling and eye contact), more frequent and valuable feedback and reinforcement, more challenging goals, better training, and more opportunities to demonstrate their performance. Based on these actions, Silberg receives more training and feedback, which will probably help her to learn more skills and knowledge than a low-expectancy employee. Silberg will also probably develop stronger self-confidence—that is, she will have a higher belief in her ability to perform the work.

AACSB: Reflective thinking

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

82.

A supervisor receives regular information about a sales employee's performance (e.g. sales volume, incomplete paperwork, etc.) and must complete a performance appraisal of the person's work. The supervisor has a complete description of the employee's job but has never worked in the field as a sales representative. Moreover, the supervisor is relatively new to this job and therefore has little experience observing or appraising the performance of salespeople. What attribution error is likely to occur under these conditions and what effect would it have on the performance appraisal results?

The fundamental attribution error is very likely to occur here because the supervisor lacks the knowledge of and empathy for the employee's position. This would cause the supervisor to be relatively insensitive to external forces on the employee's performance. Since the employee works away from the office as a field sales representative, the supervisor is unlikely to receive reliable information about these external factors. Instead, the supervisor will engage in the fundamental attribution error whereby the employee's behavior and performance is attributed more to his or her own characteristics (ability and motivation).

Fundamental attribution error can have a significant effect on the performance appraisal results. In the case of good performance, the supervisor would give the employee perhaps more credit than is due because the supporting external conditions are not apparent. Where performance is poor, the employee would be assigned more blame than is fair and, consequently, the appraisal results would be lower than where the supervisor's perceptions are not biased by the fundamental attribution error.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

83.

When an international bank acquired a major investment firm, senior executives noticed hostilities forming between the financial analysts in the investment company and the bank's marketing people, who provide marketing expertise for the investment firm's mutual funds and other investment vehicles. The marketing staff said that the finance staff did not care much for the needs of the customers. They partly attribute this to the poor marketing expertise in the investment firm. The analysts, many of whom have graduate degrees from top universities, privately complained that the marketing types did not have enough brainpower to turn on a light switch. Use the social identity theory to explain why these hostilities might have existed.

Social identity theory states that people perceive themselves and others in terms of their unique characteristics and membership in various social groups. Social identity explains why the hostilities occur in terms of three processes.

First, social identity is a comparative process, meaning that we define ourselves in terms of our differences from people who belong to other groups. In this situation, the finance and marketing people clearly do not define themselves in the same group. This common group membership is possible because they all belong to the same organisation. However, both clearly separate themselves, possibly even believing that they really aren't the same firm (a common problem in mergers and acquisitions). The finance people seem to identify themselves more by their professional membership and their original companies. This might also be true for the marketing people, although they refer more to differences between organisations.

Second, social identity is a homogenisation process. We think that people within our group share certain traits, and people in comparison groups share a different set of traits. In this situation, the marketing people see all the finance people as the same and the finance people see all the marketing people as the same. This homogenisation makes it perceptually difficult to recognise the unique features—including some positive features—of each person in the other group.

Third, the social identity process causes people to develop more positive views of traits in their own groups and less positive views of traits in other groups. That problem clearly occurs here. The perceptual process tends to encourage the development of negative images of people in other groups.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.1 Describe the elements of self-concept and explain how each affects an individual's behaviour and wellbeing.

84.

What is a global mindset? What does it consist of?

A global mindset refers to an individual's ability to perceive, know about, and process information across cultures. It includes (1) an awareness of, openness to, and respect for other views and practices in the world; (2) the capacity to empathise and act effectively across cultures; (3) an ability to process complex information about novel environments; and (4) the ability to comprehend and reconcile intercultural matters with multiple levels of thinking.

Each of these features can be explained. First, global mindset occurs as people develop more of a global than a local/parochial frame of reference about their business and its environment. They also have more knowledge and appreciation of many cultures and do not judge the competence of others by their national or ethnic origins. Second, global mindset includes understanding the mental models held by colleagues from other cultures, as well as their emotional experiences in a given situation. Furthermore, this empathy translates into the effective use of words and behaviours that are compatible with the local culture. Third, people with a strong global mindset are able to process and analyse large volumes of information in new and diverse situations. Fourth, a global mindset involves the capacity to quickly develop useful mental models of situations, at both local and global levels of analysis.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.5 Outline the main features of a global mindset and justify its usefulness to employees and organisations.

85.

Explain the four windows of the Johari Window.

Johari Window is a model of self-awareness and mutual understanding that divides information about you into four windows—open, blind, hidden and unknown—based on whether your own values, beliefs and experiences are known to you and to others.

The open area includes information about you that is known both to you and to others. The blind area refers to information that is known to others but not to you. Information known to you but unknown to others is found in the hidden area. Finally, the unknown area includes your values, beliefs and experiences that aren't known to you or others.

AACSB: Communication

Difficulty: Easy

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

86.

A diversity awareness consultant submits a proposal to a company that wants to reduce stereotyping and prejudice. In the proposal, the consultant claims that his training program teaches employees to avoid the stereotyping process altogether when perceiving the world around them. 'Our training will prevent the activation of stereotypes and other forms of categorical thinking', claims the consultant's proposal. Discuss the accuracy of this consultant's claim and explain what training programs can do regarding stereotyping.

The textbook explains how people cannot avoid stereotyping. It is a natural process (called categorical thinking) that helps us to organise information for long-term memory. Without categorical thinking, it would be difficult to retain as much information about the world around us. Thus, we cannot prevent the activation of stereotyping.

What training can do is minimise the application of stereotypic information in our decisions and actions. When perceiving someone, we can try to avoid relying on the stereotypic information that pops into our head. This involves being aware of stereotyping and consciously downplaying information that seems to be based on our stereotypes. This process—minimising the application of stereotypic information—can be trained.

In answering this question, students might also mention meaningful interaction (based on the contact hypothesis) as a training intervention. Specifically, people who interact more often with someone from stereotyped groups are less likely to rely on stereotypes to perceive that other person.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.4 Discuss three ways to improve perceptions, with specific application to organisational situations.

87.

Comment on the accuracy of the following statement: 'The self-fulfilling prophecy can be an effective management practice.'

The answer to this question is not straightforward. Students should be able to recognise the potentially positive side of the self-fulfilling prophecy, but also explain the problems with putting positive prophecies into practice when not naturally occurring.

The textbook explains that while most self-fulfilling prophecy incidents are negative, some prophecies improve the employee's performance beyond the levels achieved without the prophecy. Specifically, if a supervisor believes an employee will be a superstar, that employee receives positive work conditions, feedback and training, which improves the employee's chances of actually becoming a better performer.

In theory, it makes sense that supervisors can deliberately create positive self-fulfilling prophecies. Indeed, scholars in this topic operated training programs to help supervisors develop contagious enthusiasm, which would result in positive self-fulfilling prophecies. Unfortunately, the evidence suggests that these programs usually fail. Supervisors have difficulty creating positive prophecies for people whom they don't rate highly.

However, without necessarily developing contagious enthusiasm, supervisors can develop positive conditions that at least minimise the chance of negative prophecies forming early. First, the company needs to develop a learning orientation, so that mistakes are considered a natural part of learning rather than a sign of failure. Second, supervisors can learn how to develop an employee's self-efficacy by showing how the employee has the skills and resources to perform the job well enough.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.3 Discuss how stereotyping, attribution, self-fulfilling prophecy, halo, false-consensus, primacy and recency influence the perceptual process.

88.

Explain the implications of low complexity in self-concept for work behaviour.

Self-concept complexity, consistency and clarity can influence a person's wellbeing, behaviour and performance. A complex self-concept is rather like a ship with sealed compartments that make it less liable to sink if damaged. So people who are low in complexity, who define themselves mainly by their work, or their parenting role, for example, may put a lot of effort, commitment and concentration into the task but expose themselves to stress and depression if this main basis for their self-aspect is damaged. This may undermine their performance.

AACSB: Communication

Difficulty: Medium

Learning objective: 3.1 Describe the elements of self-concept and explain how each affects an individual's behaviour and wellbeing.

89.

Jane is looking to buy a house in Sydney. She likes the suburb of Blacktown where she is renting. One day, she reads a newspaper article stating that Blacktown is a good suburb to live in. She then decides to buy a house in Blacktown. She ignores the fact that the properties are overpriced at the time. This is an example of:

A.

Confirmation bias

B.

Categorical thinking

C.

Stereotyping

D.

Contrast bias

AACSB: Analytic

Difficulty: Hard

Learning objective: 3.2 Outline the perceptual process and discuss the effects of categorical thinking and mental models in that process.

90.

What is one of the benefits to the organisation if its employees develop a global mindset?

A.

They have a capacity to form networks and exchange resources across borders

B.

They tend to pay attention to information that is consistent with the success of the decision and to ignore the contrary

C.

They are more likely to accurately predict the future

D.

They tend to stereotype computer scientists as intellectual geniuses who are socially inept.

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.5 Outline the main features of a global mindset and justify its usefulness to employees and organisations.

91.

Which of these is an example of how a company, TechCapability, might develop its employees' global mindset through 'immersion'?

A.

The company provides diversity awareness program and all employees are required to attend

B.

The company engages its employees by allowing them to create the company's mission and vision

C.

The company allows its employees to travel during their annual holidays

D.

A team of employees is sent to work in a branch in Japan for two months

AACSB: Analytic

Difficulty: Medium

Learning objective: 3.5 Outline the main features of a global mindset and justify its usefulness to employees and organisations.

92.

Global mindset refers to an individual's ability:

A.

To work in a multinational company

B.

To assist local people on economic social development

C.

To perceive, know about and process information across cultures

D.

To travel internationally

AACSB: Reflective thinking

Difficulty: Medium

Learning objective: 3.5 Outline the main features of a global mindset and justify its usefulness to employees and organisations.

93.

People are inherently motivated to perceive themselves as competent, attractive, lucky, ethical and important. This phenomenon is called:

A.

Self-enhancement

B.

Self-verification

C.

Self-esteem

D.

Self-consistency

AACSB: Communication

Difficulty: Medium

Learning objective: 3.1 Describe the elements of self-concept and explain how each affects an individual's behaviour and wellbeing.

Chapter 03 Testbank Summary

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