

# Test Bank for Interpersonal Skills in Organizations 7th Janasz

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# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

**TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.**

1) Self-awareness involves a capacity to monitor and control biases that potentially affect your decision making.

1) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

2) Collectivists define themselves independent of group affiliation.

2) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

3) Managers who have low self-awareness are superior performers.

3) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

4) Typically, Westerners are collectivists, and people from Asian countries are individualists.

4) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

5) Patterns of behavior develop through reactions to events and actions over a period of time.

5) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

6) Personality traits of an individual are highly unstable; they change frequently depending on the situation.

6) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

7) If a person is cold and uncaring in one situation, he or she is likely to behave similarly in other situations.

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

7) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

8) Individuals who score high on conscientiousness are more likely to be viewed as uncaring and disrespectful.

8) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

9) High self-monitors are least interested in what others think of them.

9) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

10) Low self-monitors usually hide their true selves to conform to a situation.

10) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

11) Our attitudes are easier to influence and change than our behaviors or values.

11) \_\_\_\_\_

☐ true

☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

12) At work, the best managers are those who augment their own perspectives with the views of others.

12) \_\_\_\_\_

☐ true

☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

13) Selective perception facilitates communication with others.

13) \_\_\_\_\_

☐ true

☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

14) Stereotyping involves attributing one's own attitudes, characteristics, or shortcomings to others.

14) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

15) Projecting our beliefs onto others allows them to provide us with a unique and fresh perspective.

15) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

16) Self-serving bias causes us to overestimate external factors for successes and blame internal factors for failures.

16) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

17) Fundamental attribution error involves underestimating the influence of internal factors when evaluating the behavior of others.

17) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

18) The social mirror is based on our memory of how others have reacted toward us or treated us.

18) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

19) The social mirror is designed to help you learn about yourself. Hence it is important to accept everything that others say to you as reality.

19) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

20) Self-awareness can be increased by acquiring multiple experiences in diverse situations and with diverse others.

20) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

21) Self-awareness involves a capacity to monitor and control biases that potentially affect your decision making.

21) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

22) Collectivists define themselves independent of group affiliation.

22) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

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### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

23) Managers who have low self-awareness are superior performers.

23) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

24) Typically, Westerners are collectivists, and people from Asian countries are individualists.

24) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

25) Patterns of behavior develop through reactions to events and actions over a period of time.

25) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

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### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

26) Personality traits of an individual are highly unstable; they change frequently depending on the situation.

26) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

27) If a person is cold and uncaring in one situation, he or she is likely to behave similarly in other situations.

27) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

28) Individuals who score high on conscientiousness are more likely to be viewed as uncaring and disrespectful.

28) \_\_\_\_\_

- ☐ true
- ☐ false

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

29) High self-monitors are least interested in what others think of them.

29) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

30) Low self-monitors usually hide their true selves to conform to a situation.

30) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

31) Our attitudes are easier to influence and change than our behaviors or values.

31) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

32) At work, the best managers are those who augment their own perspectives with the views of others.

32) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

33) Selective perception facilitates communication with others.

33) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

34) Stereotyping involves attributing one's own attitudes, characteristics, or shortcomings to others.

34) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

35) Projecting our beliefs onto others allows them to provide us with a unique and fresh perspective.

35) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

36) Self-serving bias causes us to overestimate external factors for successes and blame internal factors for failures.

36) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

37) Fundamental attribution error involves underestimating the influence of internal factors when evaluating the behavior of others.

37) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

38) The social mirror is based on our memory of how others have reacted toward us or treated us.

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

38) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

39) The social mirror is designed to help you learn about yourself. Hence it is important to accept everything that others say to you as reality.

39) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

40) Self-awareness can be increased by acquiring multiple experiences in diverse situations and with diverse others.

40) \_\_\_\_\_

- ☐ true
- ☐ false

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.**

41) \_\_\_\_\_ is best described as the capacity for introspection and the ability to reconcile oneself as an individual separate from the environment and other individuals.

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

41) \_\_\_\_\_

- A) Self-actualization
- B) Self-awareness
- C) Self-disclosure
- D) Self-isolation

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

42) \_\_\_\_\_ involves a person stepping back and objectively observing what influences his or her thoughts, feelings, behaviors, attitudes, and interactions.

42) \_\_\_\_\_

- A) Self-actualization
- B) Self-analysis
- C) Projection
- D) Selective perception

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

43) \_\_\_\_\_ describes the relatively stable set of characteristics, tendencies, and temperaments of an individual that have been formed by heredity and by social, cultural, and environmental factors.

43) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) Attitude
- B) Personality
- C) Efficacy
- D) Virtue

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

44) Becoming self-aware by understanding your modes of thinking primarily involves being aware of how you

44) \_\_\_\_\_

- A) express your reaction to unexpected things that happen.
- B) respond to people, stimuli, and events.
- C) become aware of your core drivers and hence understand the roots of your behavior.
- D) take in and make sense of information that helps you make judgments.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

45) Nancy is aware that her morale is down when she is working in a large group. This is mainly because she is not confident sharing her opinions with others or opposing their ideas. She realizes that to be able to perform better she needs to tactfully communicate with her team members. Which of the following components of behavior is Nancy primarily aware of in this situation?

45) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) motivation
- B) modes of interacting
- C) modes of thinking
- D) cognition

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

46) Which of the following is a primary component of the Big Five personality model?

46) \_\_\_\_\_

- A) uncertainty avoidance
- B) locus of control
- C) intelligence quotient
- D) emotional stability

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

47) In the Big Five personality model, \_\_\_\_\_ assesses the degree to which you are social or antisocial, outgoing or shy, assertive or passive, active or inactive, and talkative or quiet.

47) \_\_\_\_\_

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## CH01

- A) empathy
- B) collectivism
- C) extroversion
- D) conscientiousness

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**48)** Jacob and Gareth are new employees in an information technology (IT) firm. Gareth is outgoing and likes to assert his authority over others. Jacob is shy and hardly socializes with his peers. Both Gareth and Jacob are punctual and hardworking. In the context of the Big Five personality traits, which of the following statements is true about this scenario?

48) \_\_\_\_\_

- A) Gareth is emotionally stable.
- B) Jacob is an introvert.
- C) Gareth ranks high on agreeableness.
- D) Jacob ranks high on conscientiousness.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**49)** In the context of the Big Five personality traits, \_\_\_\_\_ represents the degree to which an individual is dependable, can be counted on, follows through on commitments, and keeps promises.

49) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) conscientiousness
- B) extroversion
- C) introversion
- D) altruism

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**50)** Shenaz remains calm with her customers who are intolerant and rude toward her. She always has a positive attitude and is able to quickly find solutions to her customers' issues. In the context of the Big Five personality traits, which of the following statements is most likely true about Shenaz?

50) \_\_\_\_\_

- A) Shenaz ranks low on conscientiousness.
- B) Shenaz is an extrovert.
- C) Shenaz has a high level of intelligence quotient.
- D) Shenaz is emotionally stable.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**51)** Rosa's coworkers have often complained that it is difficult to work with her. This is mainly because Rosa is highly rigid in nature and intolerant toward others' opinions and ideas. In the context of the Big Five personality model, which of the following does Rosa best illustrate?

51) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) high openness
- B) high conscientiousness
- C) low agreeableness
- D) low uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

52) A person's low score on the \_\_\_\_\_ component of the Big Five personality model is closely associated with the fact that he or she is insecure, anxious, and short-tempered.  
52) \_\_\_\_\_

- A) openness
- B) intelligence quotient
- C) emotional stability
- D) extroversion

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

53) Jacob, an employee at a consumer electronics company, is highly enthusiastic about learning new skills, meeting new people, and approaching work-related tasks in a novel way. In the context of the Big Five personality model, which of the following does Jacob best illustrate?  
53) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) low agreeableness
- B) low conscientiousness
- C) high openness to experience
- D) high uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**54)** Justin's enthusiasm toward challenging projects has earned him a good reputation among his seniors at work. His coworkers agree that he is highly dependable, organized, and focused about work. In the context of the Big Five personality model, which of the following does this scenario best illustrate?

54) \_\_\_\_\_

- A) low agreeableness
- B) low collectivism
- C) high conscientiousness
- D) high uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**55)** The tendency to adjust our behavior relative to the changing demands of social or environmental situations is known as

55) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) social regulation.
- B) self-actualization.
- C) self-monitoring.
- D) social realization.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**56)** Sophie is highly concerned about what others think of her. She is extremely careful about freely expressing her feelings and opinions in public. She tactfully adapts her responses and interactions to suit the situation and the audience. On the basis of the given information, we can conclude that Sophie would score

56) \_\_\_\_\_

- A) low on openness to experience.
- B) high on uncertainty avoidance.
- C) high on self-monitoring.
- D) low on agreeableness.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**57)** Which of the following statements is true of low self-monitors?

57) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) They are very sensitive to external cues.
- B) They often hide their true selves to conform to a situation.
- C) They are not at all interested in what others think.
- D) They constantly adapt to meet a set of expectations.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

58) \_\_\_\_\_ are best described as “settled ways of thinking about someone or something, typically reflected in a person's behavior.”

58) \_\_\_\_\_

- A) Morals
- B) Ethics
- C) Attitudes
- D) Rituals

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

59) Which of the following statements is true about attitudes?

59) \_\_\_\_\_

- A) Attitudes can vary from situation to situation.
- B) Attitudes are the most stable facets of our personality.
- C) Attitudes are more difficult to influence than our behaviors or values.
- D) Attitudes in people are independent of their family background.

# Interpersonal Skills in Organizations 7th Edition by Janasz

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### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

60) \_\_\_\_\_ means making assumptions about an individual or a group based on generalized judgments rather than based on facts.

60) \_\_\_\_\_

- A) Projecting
- B) Hacking
- C) Stereotyping
- D) Bootstrapping

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

61) Mark's boss has shortlisted three employees—Jack, Justin, and Grace—who are eligible for a promotion. It is Mark's duty to promote any two employees from the chosen three. Mark decides not to promote Grace because he believes that women are not achievement-oriented and that they cannot completely focus on their work. Making such generalized assumptions that influence an individual's perceptions is known as

61) \_\_\_\_\_

- A) selective perception.
- B) whistleblowing.
- C) stereotyping.
- D) projection.

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**62)** Josephine works as a software engineer at a large information technology company. She is working on a project that has to be completed within the next 24 hours. When her manager sends her a mail about her next project, which is to be taken up once the current project is completed, she ignores it before even reading the details specified in it. This scenario best exemplifies

62) \_\_\_\_\_

- A) fundamental attribution error.
- B) self-monitoring.
- C) selective perception.
- D) self-serving bias.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**63)** \_\_\_\_\_ is best described as attributing one's own attitudes, characteristics, or shortcomings to others.

63) \_\_\_\_\_

- A) Self-description
- B) Projection
- C) Selective perception
- D) Individualization

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**64)** Derek always arrives late for meetings and conferences. He believes that everyone else will also take time to arrive. In this scenario, Derek's perception is primarily influenced by

64) \_\_\_\_\_

- A) fundamental attribution error.
- B) projection.
- C) selective perception.
- D) self-serving bias.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**65)** \_\_\_\_\_ is referred to as forming an opinion about how we would like an event to unfold, a situation to develop, or a person to act, think, or feel.

65) \_\_\_\_\_

- A) Stereotyping
- B) Expectation
- C) Projection
- D) Ethnocentrism

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

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66) Judy, a college graduate, is looking for a job. Previously, she never paid attention to any job advertisements. Now, however, she keeps an eye out for job advertisements in newspapers, outside offices, and on the Internet. This is a result of a common perception filter known as

66) \_\_\_\_\_

- A) projection.
- B) stereotyping.
- C) interest.
- D) expectation.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

67) The \_\_\_\_\_ demonstrates that individuals tend to decide that a behavior is caused by a particular characteristic or event.

67) \_\_\_\_\_

- A) expectancy theory
- B) equity theory
- C) two-factor theory
- D) attribution theory

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

**68)** Richard runs a supermarket chain. All his stores have been experiencing declining sales for the past one year. Richard blames this depletion in sales on the increasing competition in the market. Which of the following theories best explains Richard's behavior in this scenario?

68) \_\_\_\_\_

- A) attribution theory
- B) two-factor theory
- C) equity theory
- D) expectancy theory

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**69)** Javier's friend incurred a huge loss because he invested in a stock that later crashed in the stock market. Javier believes that the loss was because of the poor decisions made by his friend rather than the external events affecting the performance of the stock. This is an example of

69) \_\_\_\_\_

- A) the bandwagon effect.
- B) a fundamental attribution error.
- C) self-serving bias.
- D) the recency effect.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**70)** Whenever Ray gets good grades, he attributes his good performance to his skills and determination. When he performs poorly, he blames it on his friends and peers. In this case, Ray's behavior best illustrates

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

70) \_\_\_\_\_

- A) the bandwagon effect.
- B) fundamental attribution error.
- C) self-serving bias.
- D) the decoy effect.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

71) Stephen Covey refers to the concept of gaining self-awareness through understanding how others view us and how we are shaped by others' opinions of us as the

71) \_\_\_\_\_

- A) glass ceiling.
- B) social mirror.
- C) learning curve.
- D) catch-22 situation.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

72) \_\_\_\_\_ is best described as the act of sharing your thoughts, feelings, and ideas with others without self-deception and without distortion.

72) \_\_\_\_\_

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## CH01

- A) Self-disclosure
- B) Groupthink
- C) Self-realization
- D) Stereotyping

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

73) Which of the following is *not* an effective way of increasing self-awareness?  
73) \_\_\_\_\_

- A) keeping your thoughts and feelings to yourself without sharing it with others
- B) working in a country other than your home country
- C) reading books on subjects that are beyond your career field
- D) discussing your failures with your friends

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

74) \_\_\_\_\_ is best described as the capacity for introspection and the ability to reconcile oneself as an individual separate from the environment and other individuals.  
74) \_\_\_\_\_

- A) Self-actualization
- B) Self-awareness
- C) Self-disclosure
- D) Self-isolation

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

75) \_\_\_\_\_ involves a person stepping back and objectively observing what influences his or her thoughts, feelings, behaviors, attitudes, and interactions.

75) \_\_\_\_\_

- A) Self-actualization
- B) Self-analysis
- C) Projection
- D) Selective perception

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

76) \_\_\_\_\_ describes the relatively stable set of characteristics, tendencies, and temperaments of an individual that have been formed by heredity and by social, cultural, and environmental factors.

76) \_\_\_\_\_

- A) Attitude
- B) Personality
- C) Efficacy
- D) Virtue

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

77) Becoming self-aware by understanding your modes of thinking primarily involves being aware of how you

77) \_\_\_\_\_

- A) express your reaction to unexpected things that happen.
- B) respond to people, stimuli, and events.
- C) become aware of your core drivers and hence understand the roots of your behavior.
- D) take in and make sense of information that helps you make judgments.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

78) Nancy is aware that her morale is down when she is working in a large group. This is mainly because she is not confident sharing her opinions with others or opposing their ideas. She realizes that to be able to perform better she needs to tactfully communicate with her team members. Which of the following components of behavior is Nancy primarily aware of in this situation?

78) \_\_\_\_\_

- A) motivation
- B) modes of interacting
- C) modes of thinking
- D) cognition

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

79) Which of the following is a primary component of the Big Five personality model?

79) \_\_\_\_\_

- A) uncertainty avoidance
- B) locus of control
- C) intelligence quotient
- D) emotional stability

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

80) In the Big Five personality model, \_\_\_\_\_ assesses the degree to which you are social or antisocial, outgoing or shy, assertive or passive, active or inactive, and talkative or quiet.

80) \_\_\_\_\_

- A) empathy
- B) collectivism
- C) extroversion
- D) conscientiousness

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

**81)** Jacob and Gareth are new employees in an information technology (IT) firm. Gareth is outgoing and likes to assert his authority over others. Jacob is shy and hardly socializes with his peers. Both Gareth and Jacob are punctual and hardworking. In the context of the Big Five personality traits, which of the following statements is true about this scenario?

81) \_\_\_\_\_

- A) Gareth is emotionally stable.
- B) Jacob is an introvert.
- C) Gareth ranks high on agreeableness.
- D) Jacob ranks high on conscientiousness.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**82)** In the context of the Big Five personality traits, \_\_\_\_\_ represents the degree to which an individual is dependable, can be counted on, follows through on commitments, and keeps promises.

82) \_\_\_\_\_

- A) conscientiousness
- B) extroversion
- C) introversion
- D) altruism

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

**83)** Shenaz remains calm with her customers who are intolerant and rude toward her. She always has a positive attitude and is able to quickly find solutions to her customers' issues. In the context of the Big Five personality traits, which of the following statements is most likely true about Shenaz?

83) \_\_\_\_\_

- A) Shenaz ranks low on conscientiousness.
- B) Shenaz is an extrovert.
- C) Shenaz has a high level of intelligence quotient.
- D) Shenaz is emotionally stable.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**84)** Rosa's coworkers have often complained that it is difficult to work with her. This is mainly because Rosa is highly rigid in nature and intolerant toward others' opinions and ideas. In the context of the Big Five personality model, which of the following does Rosa best illustrate?

84) \_\_\_\_\_

- A) high openness
- B) high conscientiousness
- C) low agreeableness
- D) low uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**85)** A person's low score on the \_\_\_\_\_ component of the Big Five personality model is closely associated with the fact that he or she is insecure, anxious, and short-tempered.

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## CH01

85) \_\_\_\_\_

- A) openness
- B) intelligence quotient
- C) emotional stability
- D) extroversion

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**86)** Jacob, an employee at a consumer electronics company, is highly enthusiastic about learning new skills, meeting new people, and approaching work-related tasks in a novel way. In the context of the Big Five personality model, which of the following does Jacob best illustrate?

86) \_\_\_\_\_

- A) low agreeableness
- B) low conscientiousness
- C) high openness to experience
- D) high uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**87)** Justin's enthusiasm toward challenging projects has earned him a good reputation among his seniors at work. His coworkers agree that he is highly dependable, organized, and focused about work. In the context of the Big Five personality model, which of the following does this scenario best illustrate?

87) \_\_\_\_\_

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## CH01

- A) low agreeableness
- B) low collectivism
- C) high conscientiousness
- D) high uncertainty avoidance

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**88)** The tendency to adjust our behavior relative to the changing demands of social or environmental situations is known as

88) \_\_\_\_\_

- A) social regulation.
- B) self-actualization.
- C) self-monitoring.
- D) social realization.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**89)** Sophie is highly concerned about what others think of her. She is extremely careful about freely expressing her feelings and opinions in public. She tactfully adapts her responses and interactions to suit the situation and the audience. On the basis of the given information, we can conclude that Sophie would score

89) \_\_\_\_\_

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

- A) low on openness to experience.
- B) high on uncertainty avoidance.
- C) high on self-monitoring.
- D) low on agreeableness.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

90) Which of the following statements is true of low self-monitors?

90) \_\_\_\_\_

- A) They are very sensitive to external cues.
- B) They often hide their true selves to conform to a situation.
- C) They are not at all interested in what others think.
- D) They constantly adapt to meet a set of expectations.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

91) \_\_\_\_\_ are best described as “settled ways of thinking about someone or something, typically reflected in a person's behavior.”

91) \_\_\_\_\_

- A) Morals
- B) Ethics
- C) Attitudes
- D) Rituals

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

92) Which of the following statements is true about attitudes?

92) \_\_\_\_\_

- A) Attitudes can vary from situation to situation.
- B) Attitudes are the most stable facets of our personality.
- C) Attitudes are more difficult to influence than our behaviors or values.
- D) Attitudes in people are independent of their family background.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

93) \_\_\_\_\_ means making assumptions about an individual or a group based on generalized judgments rather than based on facts.

93) \_\_\_\_\_

- A) Projecting
- B) Hacking
- C) Stereotyping
- D) Bootstrapping

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

**94)** Mark's boss has shortlisted three employees—Jack, Justin, and Grace—who are eligible for a promotion. It is Mark's duty to promote any two employees from the chosen three. Mark decides not to promote Grace because he believes that women are not achievement-oriented and that they cannot completely focus on their work. Making such generalized assumptions that influence an individual's perceptions is known as

94) \_\_\_\_\_

- A) selective perception.
- B) whistleblowing.
- C) stereotyping.
- D) projection.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**95)** Josephine works as a software engineer at a large information technology company. She is working on a project that has to be completed within the next 24 hours. When her manager sends her a mail about her next project, which is to be taken up once the current project is completed, she ignores it before even reading the details specified in it. This scenario best exemplifies

95) \_\_\_\_\_

- A) fundamental attribution error.
- B) self-monitoring.
- C) selective perception.
- D) self-serving bias.

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## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

96) \_\_\_\_\_ is best described as attributing one's own attitudes, characteristics, or shortcomings to others.

96) \_\_\_\_\_

- A) Self-description
- B) Projection
- C) Selective perception
- D) Individualization

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

97) Derek always arrives late for meetings and conferences. He believes that everyone else will also take time to arrive. In this scenario, Derek's perception is primarily influenced by

97) \_\_\_\_\_

- A) fundamental attribution error.
- B) projection.
- C) selective perception.
- D) self-serving bias.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

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## CH01

98) \_\_\_\_\_ is referred to as forming an opinion about how we would like an event to unfold, a situation to develop, or a person to act, think, or feel.

98) \_\_\_\_\_

- A) Stereotyping
- B) Expectation
- C) Projection
- D) Ethnocentrism

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

99) Judy, a college graduate, is looking for a job. Previously, she never paid attention to any job advertisements. Now, however, she keeps an eye out for job advertisements in newspapers, outside offices, and on the Internet. This is a result of a common perception filter known as

99) \_\_\_\_\_

- A) projection.
- B) stereotyping.
- C) interest.
- D) expectation.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

100) The \_\_\_\_\_ demonstrates that individuals tend to decide that a behavior is caused by a particular characteristic or event.

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## CH01

100) \_\_\_\_\_

- A) expectancy theory
- B) equity theory
- C) two-factor theory
- D) attribution theory

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

**101)** Richard runs a supermarket chain. All his stores have been experiencing declining sales for the past one year. Richard blames this depletion in sales on the increasing competition in the market. Which of the following theories best explains Richard's behavior in this scenario?

101) \_\_\_\_\_

- A) attribution theory
- B) two-factor theory
- C) equity theory
- D) expectancy theory

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**102)** Javier's friend incurred a huge loss because he invested in a stock that later crashed in the stock market. Javier believes that the loss was because of the poor decisions made by his friend rather than the external events affecting the performance of the stock. This is an example of

102) \_\_\_\_\_

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## CH01

- A) the bandwagon effect.
- B) a fundamental attribution error.
- C) self-serving bias.
- D) the recency effect.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**103)** Whenever Ray gets good grades, he attributes his good performance to his skills and determination. When he performs poorly, he blames it on his friends and peers. In this case, Ray's behavior best illustrates

103) \_\_\_\_\_

- A) the bandwagon effect.
- B) fundamental attribution error.
- C) self-serving bias.
- D) the decoy effect.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 3 Hard

Gradable : automatic

**104)** Stephen Covey refers to the concept of gaining self-awareness through understanding how others view us and how we are shaped by others' opinions of us as the

104) \_\_\_\_\_

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## CH01

- A) glass ceiling.
- B) social mirror.
- C) learning curve.
- D) catch-22 situation.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

105) \_\_\_\_\_ is best described as the act of sharing your thoughts, feelings, and ideas with others without self-deception and without distortion.

105) \_\_\_\_\_

- A) Self-disclosure
- B) Groupthink
- C) Self-realization
- D) Stereotyping

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 1 Easy

Gradable : automatic

106) Which of the following is *not* an effective way of increasing self-awareness?

106) \_\_\_\_\_

- A) keeping your thoughts and feelings to yourself without sharing it with others
- B) working in a country other than your home country
- C) reading books on subjects that are beyond your career field
- D) discussing your failures with your friends

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

### **Question Details**

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : automatic

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.**

**107)** List a few ways in which self-awareness can help a person.

### **Question Details**

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**108)** Discuss the primary components of the Big Five model.

### **Question Details**

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**109)** Define attitude. How does it affect our professional life?

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## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**110)** Describe some of the most common filters that can influence our perceptions.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**111)** Write a short description of the attribution theory.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**112)** List a few ways in which self-awareness can help a person.

# Interpersonal Skills in Organizations 7th Edition by Janasz

## CH01

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**113)** Discuss the primary components of the Big Five model.

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**114)** Define attitude. How does it affect our professional life?

### Question Details

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**115)** Describe some of the most common filters that can influence our perceptions.

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## **CH01**

### **Question Details**

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

**116)** Write a short description of the attribution theory.

### **Question Details**

Accessibility : Keyboard Navigation

Accessibility : Screen Reader Compatible

Difficulty : 2 Medium

Gradable : manual

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

### **Answer Key**

Test name: CH01

- 1) TRUE
- 2) FALSE
- 3) FALSE
- 4) FALSE
- 5) TRUE
- 6) FALSE
- 7) TRUE
- 8) FALSE
- 9) FALSE
- 10) FALSE
- 11) TRUE
- 12) TRUE
- 13) FALSE
- 14) FALSE
- 15) FALSE
- 16) FALSE
- 17) FALSE
- 18) TRUE
- 19) FALSE
- 20) TRUE
- 21) TRUE
- 22) FALSE
- 23) FALSE
- 24) FALSE
- 25) TRUE

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## **CH01**

- 26) FALSE
- 27) TRUE
- 28) FALSE
- 29) FALSE
- 30) FALSE
- 31) TRUE
- 32) TRUE
- 33) FALSE
- 34) FALSE
- 35) FALSE
- 36) FALSE
- 37) FALSE
- 38) TRUE
- 39) FALSE
- 40) TRUE
- 41) B
- 42) B
- 43) B
- 44) D
- 45) B
- 46) D
- 47) C
- 48) B
- 49) A
- 50) D
- 51) C
- 52) C
- 53) C
- 54) C
- 55) C

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## **CH01**

- 56) C
- 57) C
- 58) C
- 59) A
- 60) C
- 61) C
- 62) C
- 63) B
- 64) B
- 65) B
- 66) C
- 67) D
- 68) A
- 69) B
- 70) C
- 71) B
- 72) A
- 73) A
- 74) B
- 75) B
- 76) B
- 77) D
- 78) B
- 79) D
- 80) C
- 81) B
- 82) A
- 83) D
- 84) C
- 85) C

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

- 86) C
- 87) C
- 88) C
- 89) C
- 90) C
- 91) C
- 92) A
- 93) C
- 94) C
- 95) C
- 96) B
- 97) B
- 98) B
- 99) C
- 100) D
- 101) A
- 102) B
- 103) C
- 104) B
- 105) A
- 106) A

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

107) Self-awareness can help a person in various ways.

- 1) It helps a person understand himself or herself in relation to others.
- 2) It helps a person develop and implement a sound self-improvement program.
- 3) It helps a person set meaningful life and career goals.
- 4) It helps a person develop relationships with others.
- 5) It helps a person understand the value of diversity.
- 6) It helps a person manage others effectively.
- 7) It helps a person increase his or her productivity.
- 8) It helps a person increase his or her ability to contribute to organizations, peers, employers, community, and family.

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## **CH01**

108) The Big Five model is a powerful assessment that organizes numerous concepts into a "short list" of just five factors that are representative of the characteristics that can be linked with satisfaction and success. The Big Five model has five primary components: extroversion, agreeableness, emotional stability, conscientiousness, and openness to experience.

1) Extroversion assesses the degree to which you are social or antisocial, outgoing or shy, assertive or passive, active or inactive, and talkative or quiet. A person who rates high for the first traits in these pairs is extroverted, while someone who rates high for the second traits is introverted. Extroversion or introversion, in itself, is not necessarily bad, but extremes at both ends of the spectrum can be equally dysfunctional.

2) Agreeableness measures the degree to which you are friendly or reserved, cooperative or guarded, flexible or inflexible, trusting or cautious, good-natured or moody, soft-hearted or tough, and tolerant or judgmental. Those scoring high on the first element of these paired traits are viewed as agreeable and easy to work with, while those rating low are viewed as more disagreeable and difficult to work with.

3) Emotional stability measures the degree to which you are consistent in how you react to certain events, weigh options before acting, and look at a situation objectively. Those who rate high on emotional stability are viewed as generally calm, stable, having a positive attitude, able to manage their anger, secure, happy, and objective.

4) Conscientiousness represents the degree to which you are dependable, can be counted on, follow through on commitments, and keep promises. Those who rate high on conscientiousness are generally perceived to be careful, thorough, organized, persistent, achievement oriented, hardworking, and persevering. Those who score lower on this dimension are more likely to be viewed as inattentive to detail, uncaring,

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## **CH01**

disrespectful, not interested or motivated, unorganized, apt to give up easily, and lazy.

5) Openness to experience considers whether you are interested in broadening your horizons or limiting them, learning new things or sticking with what you already know, meeting new people or associating with current friends and coworkers, going to new places, or restricting yourself to known places. Individuals who score high on this factor tend to be highly intellectual, broad-minded, curious, imaginative, and cultured. Those who rate lower tend to be more narrow-minded, less interested in the outside world, and uncomfortable in unfamiliar surroundings and situations.

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

109) Attitudes are “settled ways of thinking about someone or something, typically reflected in a person’s behavior.” As human beings, we can choose how we think and feel about a situation or event.

Attitudes are derived from supervisors, parents, teachers, peers, society, and our own experiences. Attitudes are one of the less stable facets of our personality, which means they are easier to influence and change than our behaviors or values.

Strong attitudes can impact our professional and personal relationships. As a manager, it is helpful to remember how much of a role our attitude can play in our success. Our attitude can determine whether we think positively and take control of a situation or think negatively and feel helpless about our ability to change or respond to a situation. Attitude is important to being productive at work or in school.

Attitude can influence those around us. Being aware of our own attitude and making choices about which attitude to display to others is very important. Attitude can affect our job behavior as well as our interactions with others. Friends, significant others, family members, coworkers, and others are definitely influenced by our thoughts and feelings toward situations. As a manager, it is also important to recognize our employees are affected by the attitude we display toward them and toward the work that needs to get done. A manager's attitude is a large factor in how people feel about their jobs. If a manager is upbeat most of the time and supportive of his or her colleagues, employees will generally respond well and work hard to produce the desired results. On the other hand, if a manager is pessimistic and belittling toward his or her employees, staff morale will suffer and, ultimately, so will the expected outcomes.

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

110) Factors from a variety of sources may simultaneously impact our perception. Our past experience, belief system, family background, and personal values heavily influence our perceptions of others. Some of the more common filters that can influence our perceptions are stereotyping, selective perception, projection, expectations, and interest.

1) Stereotyping is making assumptions about an individual or a group based on generalized judgments rather than on facts. Many who stereotype others do so on the basis of observable demographic characteristics, such as race or ethnicity, gender, age, disability, religion, and sexual orientation. Rather than relying on a stereotype that is probably largely false, it is best to check your own perceptions and come to an event or meet a new person with an open mind.

2) Selective perception is interpreting information for meaning and accuracy and discarding information that is threatening or not relevant. Selective perception serves a useful purpose, but it hinders communication with others. Rather than automatically "tuning out" information with which you disagree, keep an open mind, being open to all new views about a situation before prematurely developing your own opinion.

3) Projection is attributing one's own attitudes, characteristics, or shortcomings to others. For example, someone who cheats and lies might make the assumption that everyone cheats and lies. This validates our own perceptions of the way things are, or at least the way we think things should be. However, projecting our beliefs onto others denies them the opportunity to provide us with a unique and fresh perspective.

4) Expectations involve forming an opinion about how we would like an event to unfold, a situation to develop, or a person to act, think, or feel. We tend to perceive, select, and interpret information according to how we expect it to appear. By understanding what your expectations are and viewing a situation with a clean slate—minus preconceived

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## **CH01**

notions about what to expect—you are better able to approach situations and people and form your own opinions based on actual experience rather than on assumptions.

5) Interest is basing our activities and inputs on things that are likeable or appealing to us. We tend to focus our time and attention—consciously or subconsciously—on those things that are enjoyable and meaningful to us. The tendency to be drawn to things that interest us can be positive, in that it helps conserve our energy for the things that matter to us.

However, as you increase your own self-understanding, it is important to reach out to things that go beyond what interests you at the time. By doing this you can broaden yourself and your understanding of the things that are important and meaningful to others.

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

111) Attribution theory demonstrates that individuals tend to decide that a behavior is caused by a particular characteristic or event. We make these attributions or judgments about what caused the resulting behavior based on our personal observation or evaluation of the situation.

Understanding how and why you make these attributions is important because future decisions and behaviors are based more on your perception of why something happened rather than on the actual outcome. Therefore, we tend to reinforce our beliefs about ourselves and others based on the perceptions we gain from these experiences.

It is also important to evaluate whether these judgments are attributed more to internal or external factors. Attributing outcomes to controllable factors tends to be a stronger indicator of future behavior than attributing them to uncontrollable factors. Perceptions determine behavior in future situations based on the amount of personal control you believe you have over the situation.

Behavior and perception have an impact on your attributions. Self-serving bias causes us to overestimate internal factors for successes and blame external factors for failures. This may cause you to evaluate incorrectly your personal strengths and weaknesses. Another bias is fundamental attribution error, which causes individuals to overestimate the impact of internal factors and underestimate the influence of external factors when evaluating the behavior of others.

# **Interpersonal Skills in Organizations 7th Edition by Janasz**

## **CH01**

112) Self-awareness can help a person in various ways.

- 1) It helps a person understand himself or herself in relation to others.
- 2) It helps a person develop and implement a sound self-improvement program.
- 3) It helps a person set meaningful life and career goals.
- 4) It helps a person develop relationships with others.
- 5) It helps a person understand the value of diversity.
- 6) It helps a person manage others effectively.
- 7) It helps a person increase his or her productivity.
- 8) It helps a person increase his or her ability to contribute to organizations, peers, employers, community, and family.

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## **CH01**

113) The Big Five model is a powerful assessment that organizes numerous concepts into a "short list" of just five factors that are representative of the characteristics that can be linked with satisfaction and success. The Big Five model has five primary components: extroversion, agreeableness, emotional stability, conscientiousness, and openness to experience.

1) Extroversion assesses the degree to which you are social or antisocial, outgoing or shy, assertive or passive, active or inactive, and talkative or quiet. A person who rates high for the first traits in these pairs is extroverted, while someone who rates high for the second traits is introverted. Extroversion or introversion, in itself, is not necessarily bad, but extremes at both ends of the spectrum can be equally dysfunctional.

2) Agreeableness measures the degree to which you are friendly or reserved, cooperative or guarded, flexible or inflexible, trusting or cautious, good-natured or moody, soft-hearted or tough, and tolerant or judgmental. Those scoring high on the first element of these paired traits are viewed as agreeable and easy to work with, while those rating low are viewed as more disagreeable and difficult to work with.

3) Emotional stability measures the degree to which you are consistent in how you react to certain events, weigh options before acting, and look at a situation objectively. Those who rate high on emotional stability are viewed as generally calm, stable, having a positive attitude, able to manage their anger, secure, happy, and objective.

4) Conscientiousness represents the degree to which you are dependable, can be counted on, follow through on commitments, and keep promises. Those who rate high on conscientiousness are generally perceived to be careful, thorough, organized, persistent, achievement oriented, hardworking, and persevering. Those who score lower on this dimension are more likely to be viewed as inattentive to detail, uncaring,

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## **CH01**

disrespectful, not interested or motivated, unorganized, apt to give up easily, and lazy.

5) Openness to experience considers whether you are interested in broadening your horizons or limiting them, learning new things or sticking with what you already know, meeting new people or associating with current friends and coworkers, going to new places, or restricting yourself to known places. Individuals who score high on this factor tend to be highly intellectual, broad-minded, curious, imaginative, and cultured. Those who rate lower tend to be more narrow-minded, less interested in the outside world, and uncomfortable in unfamiliar surroundings and situations.

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## **CH01**

114) Attitudes are “settled ways of thinking about someone or something, typically reflected in a person’s behavior.” As human beings, we can choose how we think and feel about a situation or event.

Attitudes are derived from supervisors, parents, teachers, peers, society, and our own experiences. Attitudes are one of the less stable facets of our personality, which means they are easier to influence and change than our behaviors or values.

Strong attitudes can impact our professional and personal relationships. As a manager, it is helpful to remember how much of a role our attitude can play in our success. Our attitude can determine whether we think positively and take control of a situation or think negatively and feel helpless about our ability to change or respond to a situation. Attitude is important to being productive at work or in school.

Attitude can influence those around us. Being aware of our own attitude and making choices about which attitude to display to others is very important. Attitude can affect our job behavior as well as our interactions with others. Friends, significant others, family members, coworkers, and others are definitely influenced by our thoughts and feelings toward situations. As a manager, it is also important to recognize our employees are affected by the attitude we display toward them and toward the work that needs to get done. A manager's attitude is a large factor in how people feel about their jobs. If a manager is upbeat most of the time and supportive of his or her colleagues, employees will generally respond well and work hard to produce the desired results. On the other hand, if a manager is pessimistic and belittling toward his or her employees, staff morale will suffer and, ultimately, so will the expected outcomes.

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## **CH01**

115) Factors from a variety of sources may simultaneously impact our perception. Our past experience, belief system, family background, and personal values heavily influence our perceptions of others. Some of the more common filters that can influence our perceptions are stereotyping, selective perception, projection, expectations, and interest.

1) Stereotyping is making assumptions about an individual or a group based on generalized judgments rather than on facts. Many who stereotype others do so on the basis of observable demographic characteristics, such as race or ethnicity, gender, age, disability, religion, and sexual orientation. Rather than relying on a stereotype that is probably largely false, it is best to check your own perceptions and come to an event or meet a new person with an open mind.

2) Selective perception is interpreting information for meaning and accuracy and discarding information that is threatening or not relevant. Selective perception serves a useful purpose, but it hinders communication with others. Rather than automatically "tuning out" information with which you disagree, keep an open mind, being open to all new views about a situation before prematurely developing your own opinion.

3) Projection is attributing one's own attitudes, characteristics, or shortcomings to others. For example, someone who cheats and lies might make the assumption that everyone cheats and lies. This validates our own perceptions of the way things are, or at least the way we think things should be. However, projecting our beliefs onto others denies them the opportunity to provide us with a unique and fresh perspective.

4) Expectations involve forming an opinion about how we would like an event to unfold, a situation to develop, or a person to act, think, or feel. We tend to perceive, select, and interpret information according to how we expect it to appear. By understanding what your expectations are and viewing a situation with a clean slate—minus preconceived

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notions about what to expect—you are better able to approach situations and people and form your own opinions based on actual experience rather than on assumptions.

5) Interest is basing our activities and inputs on things that are likeable or appealing to us. We tend to focus our time and attention—consciously or subconsciously—on those things that are enjoyable and meaningful to us. The tendency to be drawn to things that interest us can be positive, in that it helps conserve our energy for the things that matter to us.

However, as you increase your own self-understanding, it is important to reach out to things that go beyond what interests you at the time. By doing this you can broaden yourself and your understanding of the things that are important and meaningful to others.

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## **CH01**

116) Attribution theory demonstrates that individuals tend to decide that a behavior is caused by a particular characteristic or event. We make these attributions or judgments about what caused the resulting behavior based on our personal observation or evaluation of the situation.

Understanding how and why you make these attributions is important because future decisions and behaviors are based more on your perception of why something happened rather than on the actual outcome. Therefore, we tend to reinforce our beliefs about ourselves and others based on the perceptions we gain from these experiences.

It is also important to evaluate whether these judgments are attributed more to internal or external factors. Attributing outcomes to controllable factors tends to be a stronger indicator of future behavior than attributing them to uncontrollable factors. Perceptions determine behavior in future situations based on the amount of personal control you believe you have over the situation.

Behavior and perception have an impact on your attributions. Self-serving bias causes us to overestimate internal factors for successes and blame external factors for failures. This may cause you to evaluate incorrectly your personal strengths and weaknesses. Another bias is fundamental attribution error, which causes individuals to overestimate the impact of internal factors and underestimate the influence of external factors when evaluating the behavior of others.