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TEXTBOOK TESTBANKS

Test Bank for Essentials of Contemporary Management 10th Jones

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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

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

1) Since managers are accountable for ensuring that organizations and their members behave in an ethical fashion, they need an external locus of control.
   - ◎ true
   - ◎ false

2) The need for affiliation is the extent to which a manager has a strong interest in performing challenging tasks well and to meet personal standards of excellence.
   - ◎ true
   - ◎ false

3) Marissa is open-minded, competent, and self-disciplined. These are Marissa's instrumental values.
   - ◎ true
   - ◎ false

4) Randy plans to stay with one company for his whole career, moving up the ladder to a top management position. This is an example of a terminal value.
   - ◎ true
   - ◎ false

5) Once a mood has been triggered, the feelings may linger in the form of emotion.
   - ◎ true
   - ◎ false

6) People who are low on extraversion still experience positive moods.
   - ◎ true
   - ◎ false

7) Emotional intelligence concerns understanding and managing the moods and emotions of others but not oneself.
   - ◎ true
   - ◎ false

8) When organizational members share an intense commitment to cultural values, beliefs, and routines and use them to achieve their goals, a strong organizational culture exists.
   - ◎ true
   - ◎ false

9) The personal characteristics of the founders of an organization have an important role in the creation of the organization's culture.
   - ◎ true
   - ◎ false

10) The attraction-selection-attrition framework suggests that employees who are dissimilar in personality from that of the founders are more likely to leave the organization over time.
   - ◎ true
   - ◎ false

11) Both terminal and instrumental values of managers play a role in determining organizational culture.
   - ◎ true
   - ◎ false

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12) Organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively.
- ◎ true
- ◎ false

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

13) An individual's enduring tendencies to feel, think, and act in certain ways are referred to as his/her
- A) personality traits.
- B) norms.
- C) attitudes.
- D) moods.

14) Identify the Big Five personality traits.
- A) extraversion, compliance, perfectionism, self-reliance, and apprehension
- B) extraversion, negative affectivity, agreeableness, conscientiousness, and openness to experience
- C) extraversion, negative affectivity, agreeableness, conscientiousness, and compliance
- D) extraversion, negative affectivity, agreeableness, compliance, and perfectionism

15) The tendency to enjoy social interactions and be energetic is known as
- A) conscientiousness.
- B) openness to experience.
- C) rationality.
- D) extraversion.

16) Jolanta is a nail technician. Her clients love her because she is very sociable and always friendly to everyone. Jolanta exhibits a high degree of
- A) conscientiousness.
- B) openness to experience.
- C) rationality.
- D) extraversion.

17) Belinda's manager retired recently, so now she has a new manager: Zaida. Belinda notices that Zaida tries to ensure that all of her subordinates get along and feel comfortable approaching her with questions or concerns. Belinda concludes that Zaida has a(n)
- A) high need for affiliation.
- B) strong desire to control situations.
- C) high need for achievement.
- D) introverted personality.

18) You need to promote someone to a position that requires a high degree of conscientiousness. Which person are you most likely to promote?
- A) Jason enjoys pointing out the negative side of any proposal.
- B) Alissa will put in extra time to learn a new skill thoroughly.
- C) Wynona tends to assume her performance is worse than it is.
- D) Larry goes out of his way to help new employees feel part of the team.

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19) People who are less inclined toward social interactions and to have a less positive outlook are said to be
A) optimistic.
B) dominant.
C) introverts.
D) agreeable.

20) Kristen's manager Jerry never discusses personal topics, avoids eye contact, and doesn't attend office parties or other work-related social events. Kristen tells a coworker about her fear that their manager is planning to fire them because of his aloofness. Kristen is reassured when the coworker points out that Jerry is quiet and aloof because he simply doesn't have a sociable, outgoing personality. The coworker's response demonstrates the idea that
A) subordinates are better off with a manager who is extraverted rather than introverted.
B) a manager with an introverted personality often clashes with subordinates who are more outgoing.
C) understanding personality differences can help subordinates understand managers' behavior.
D) introverted managers need to change their personalities to lead effectively.

21) Ravi Johnson of Software Solutions is an effective and efficient manager. However, he avoids personal conversations and office parties, preferring to spend time alone. Ravi can be classified as
A) an extravert.
B) having an external locus of control.
C) having high self-esteem.
D) an introvert.

22) The tendency of a person to feel bad emotions and moods, to feel distressed, and to be critical of oneself and others is called
A) agreeableness.
B) conscientiousness.
C) negative affectivity.
D) high on self-esteem.

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23) Marc slammed his coffee cup on his desk and called for his assistant Jack. Jack rushed in, and Marc began to complain about Jack's lack of progress on an ongoing project. Then he breaks off, puts his head in his hands, and moans, "We'll never reach our goal; it's impossible at this rate." Marc is demonstrating
A) introversion.
B) conscientiousness.
C) negative affectivity.
D) self-esteem.

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24) Carly, a manager, is organized and self-disciplined. She thinks carefully before she speaks, turns in error-free reports, and tirelessly strives to meet her goals. Carly is demonstrating
A) conscientiousness.
B) openness to experience.
C) agreeableness.
D) extraversion.

25) Which manager would you evaluate as being high on the agreeableness continuum?
A) Jinn plans social activities to help foster team identity.
B) Lacey expresses concern when her employees have personal problems.
C) Sandra takes care that all her reports use accurate figures and correct grammar.
D) Hakim wants to exceed his goals so he will receive the "Manager of the Year" award.

26) Parul is a manager at a restaurant. She is great at understanding the feelings of her subordinates and takes time out for all of them. She listens to their problems, sympathizes, and tries her best to give solutions. From this information, it can be inferred that Parul is
A) an introvert.
B) a planner.
C) high on agreeableness.
D) low on conscientiousness.

27) _____ is the tendency to be careful, scrupulous, and persevering.
A) Conscientiousness
B) Openness to experience
C) Need for achievement
D) Agreeableness

28) When might introversion be a helpful personality trait for managers?
A) when they need to cultivate good, close relationships
B) when their jobs require them to accomplish much work in a limited time
C) when they need to overcome obstacles
D) when they turn their ideas into successful new ventures

29) Managers who have high conscientiousness are most likely to be
A) introverts.
B) open to experience.
C) low on agreeableness.
D) organized and self-disciplined.

30) _____ is the tendency to be original, have broad interests, be daring, and take risks.
A) Agreeableness
B) Conscientiousness
C) Openness to experience
D) Introversion

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31) As a manager of a creative services agency, Bibi is known throughout the company as a risk-taker and an innovator. Bibi is high on the trait continuum of
A) introversion.
B) agreeableness.
C) openness to experience.
D) negative affectivity.

32) Why is high self-esteem valuable in a manager?
A) It causes managers to become more extraverted when dealing with associates.
B) It keeps managers from intervening in their subordinates' projects or problems.
C) It allows them to face the reality that they are not in control of most situations.
D) It facilitates the manager's setting high standards for their own performance.

33) If manager Roderick does not perform well on a project, he blames it on lack of preparedness on his part. Roderick can be said to have
A) agreeableness.
B) low self-esteem.
C) negative affectivity.
D) an internal locus of control.

34) Which personality trait makes people accountable and responsible for their own actions and ensures ethical behavior in an organization?
A) self-esteem
B) conscientiousness
C) internal locus of control
D) negative affectivity

35) People who believe that outside forces are responsible for what happens to and around them and do not think that their own actions make much of a difference possess
A) conscientiousness.
B) openness to experience.
C) extraversion.
D) an external locus of control.

36) Whenever Daou performs well on a test, he thinks that his teacher was being lenient or that he was lucky. Daou may be said to have
A) agreeableness.
B) high self-esteem.
C) a high sense of achievement.
D) an external locus of control.

37) _____ is the degree to which individuals feel good about themselves and their capabilities.
A) Self-esteem
B) Attitude
C) Emotional intelligence
D) Self-criticism

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38) As the night manager of a restaurant, Sean must deal with customer complaints, address safety hazards, and handle employee conflicts. He never lets these difficult situations keep him from feeling competent, deserving, and in control. As a manager, Sean consistently demonstrates
A) an external locus of control.
B) negative affectivity.
C) high self-esteem.
D) agreeableness.

39) A middle manager working at Harrison Corporation is unable to judge his own capabilities and has a poor opinion of himself; this manager is likely to have
A) an internal locus of control.
B) low self-esteem.
C) a need for affiliation.
D) little openness to experience.

40) Which trait is likely to help managers maintain high standards for themselves and push ahead on challenging projects?
A) high extraversion
B) need for affiliation
C) external locus of control
D) high self-esteem

41) According to psychologist David McClelland, the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence is known as the individual's need for
A) affiliation.
B) achievement.
C) power.
D) affection.

42) Lester must choose a manager to head a new task force. The vice president of his department asked him to choose a high achiever for this role. Which person is Lester most likely to choose?
A) Lana works consistently to improve relationships in her department. She schedules a team social event at least six times a year.
B) Teel believes he can make a difference. He accepts responsibility for the consequences of his own actions.
C) Rhonda is a natural leader. She exerts a lot of influence over her peers, and she keeps tight control over the actions of her subordinates.
D) Jaelle consistently accepts challenging tasks. She keeps clear goals for herself and likes to get regular feedback for her performance.

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43) The need for _____ is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having associates get along with one another.
A) power
B) self-esteem
C) conscientiousness
D) affiliation

44) A person with a need for power desires to
A) socialize the workplace.
B) uphold high standards.
C) control or influence others.
D) establish good relationships.

45) Which term refers to what managers are trying to achieve through work and how they think they should behave?
A) emotions
B) moods
C) intelligence
D) values

46) A(n) _____ value is a personal conviction about lifelong goals or objectives.
A) terminal
B) instrumental
C) moral
D) means

47) A(n) _____ value is a personal conviction about desired modes of conduct or ways of behaving.
A) terminal
B) personal
C) moral
D) instrumental

48) Sonja is a middle manager who is upset because another valuable employee has just submitted her letter of resignation. The departing employee is experienced, knowledgeable, and has gained much insight over the years into the company's culture and the industry in general. She will be missed. Sonja is alarmed by the company's high turnover rate. What is one thing she might do to address this problem effectively?
A) Explain to employees that they must sometimes do things that go against their consciences, and offer them support for doing so.
B) Keep employees aware of exactly what they are supposed to do and when and how they are supposed to do it.
C) Praise employees for excellent job performance and offer them the freedom to use their own judgment on the job.
D) Keep employees out of loop when it comes to planning and decision making, so that if an employee quits, valuable knowledge won't be lost.

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49) The employees at Gervasi Software wear casual clothes, play pool at lunch, and bring their children to work. When Eileen joined the company, no one explained these unwritten rules to her; she just figured them out. These informal codes of conduct followed by Gervasi Solutions employees are known as
A) norms.
B) goals.
C) instrumental values.
D) unspoken rules.

50) Which term refers to the terminal and instrumental values that are guiding principles in an individual's life?
A) value system
B) organization values
C) grading system
D) ruling system

51) Which statement is an example of someone applying a terminal value?
A) Laura is confident she can figure out problems using her own analytical skills.
B) Paul prefers not to accept help from coworkers unless it is absolutely necessary.
C) Neveen is careful not to do anything that will make her feel that she has compromised herself.
D) Horace rarely loses his temper when he is working under stressful conditions.

52) Dexter, a production manager at a manufacturing company, has successfully developed a cost-effective product that has made a lasting contribution to the firm. Which terminal value *most* likely helped Dexter develop this product?
A) need for affiliation
B) sense of accomplishment
C) need for power
D) self-respect

53) A(n) _____ is a collection of feelings and beliefs.
A) habit
B) attitude
C) value
D) norm

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54) A newly promoted manager at Will's World puts in long hours and recently went out of his way to help a coworker finish a task on time. This manager is demonstrating
A) mature socialization.
B) organizational citizenship.
C) job dissatisfaction.
D) high introversion.

55) Organizational citizenship behaviors are an employee's
A) strict adherence to organizational goals.
B) willingness to perform above and beyond the call of duty.
C) reluctance to offer suggestions to the organization.
D) emotional attachment to the organization.

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56) The collection of feelings and beliefs that managers have about their organization as a whole is known as organizational
A) commitment.
B) climate.
C) citizenship.
D) socialization.

57) Cameron manages twelve employees at Tacos from Heaven, a Mexican fast-food chain. She believes in the quality of the food, has a high degree of loyalty toward Tacos from Heaven as a company, and is proud of the difference it has made in the community. Cameron is demonstrating organizational
A) culture.
B) socialization.
C) commitment.
D) control.

58) Managers who have _____ perform some of their figurehead and spokesperson roles and persuade others both inside and outside the organization of the organization's merits.
A) competitive advantage
B) organizational commitment
C) high self-esteem
D) need for power

59) Billy Eisenberg, manager of Billy's Way, is always smiling, pointing out the bright side of negative situations, and giving uplifting advice. Predict the most likely condition of the subordinates who work for Billy.
A) lower self-esteem
B) introversion
C) higher performance levels
D) higher need for power

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60) A manager at Lifetime Investment Group is not always able to control her temper at work. If anyone contradicts her, she gets red in the face, raises her voice, and challenges others' opinions. Her assistant feels threatened and upset when the manager gets angry. The assistant has noticed that her own and others' decision-making ability is hindered by the manager's negative moods. The assistant decides to take the initiative and discuss her concerns directly with the manager. What should the assistant focus on in the discussion?
A) The assistant should say that she cannot work for a manager who gets angry because she is an introvert who needs a quiet environment.
B) The assistant should inform the manager that she does not have a good understanding of her own emotions.
C) The assistant should explain that the manager's subordinates want to feel comfortable making decisions, but her outbursts create an atmosphere of fear.
D) The assistant should read the manager passages taken from a recent journal article on emotional intelligence in the workplace.

61) Which phrase defines emotion?
A) a feeling or state of mind
B) intense, relatively short-lived feelings
C) superficial, relatively long-lived feelings
D) a condition

62) People who are most likely to experience negative moods are
A) high on negative affectivity.
B) high on agreeableness.
C) high on job satisfaction.
D) high on organizational commitment.

63) As a manager of a packing and shipping store, Efron comes to work upbeat, enthusiastic, and energetic. His employees appreciate his positive
A) trait.
B) mood.
C) values.
D) self-esteem.

64) Which term refers to the ability to understand and manage one's own moods and emotions and those of other people?
A) emotional intelligence
B) critical thinking
C) decision making
D) cultural intelligence

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65) One of the attributes that make Ahmed an excellent manager is his ability to understand the moods of his subordinates coupled with his ability to manage his own moods. Ahmed has a high level of
A) attitude.
B) socialization.
C) emotional intelligence.
D) organizational commitment.

66) Because Gunther understands his employees' feelings, he is able to relate to them and motivate them to work together to achieve the team's goals. This demonstrates that emotional intelligence in a manager has the potential to contribute to effective _____ in multiple ways.
A) leadership
B) profit sharing
C) values
D) agreeableness

67) Organizational _____ comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals.
A) planning
B) achievement
C) conscientiousness
D) culture

68) A printing company approaches customers directly to better understand their requirements in detail, deliver the products before the scheduled time, and receive feedback from the customers. This is a description of the company's _____ culture.
A) innovative
B) entrepreneurial
C) organizational
D) conservative

69) The distinctive ways in which organizational members perform their jobs and relate to others inside and outside the organization is known as organizational
A) culture.
B) capital.
C) hierarchy.
D) planning.

70) Bill Gates, founder of Microsoft, expected employees to be creative, work hard, dress informally, and personalize their offices. This is an example of how
A) employees imitate their supervisors' behavior out of deference.
B) founders influence their organizations' values and norms.
C) successful organizations all display a similar organizational culture.
D) employees gravitate toward organizations that have no norms.

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71) _____ signify what an organization and its employees are trying to accomplish.
A) Emotions
B) Moods
C) Terminal values
D) Instrumental values

72) _____ guide how the organization and its members achieve organizational goals.
A) Attitudes
B) Emotions
C) Instrumental values
D) Terminal values

73) Shania, a business major, is focused on her dream of becoming a manager for a major company. Albert, a manager at Second Storey, believes his team should show unfailing courtesy to customers. Shania demonstrates _____ values, while Albert demonstrates _____ values.
A) leading; planning
B) introverted; extraverted
C) terminal; instrumental
D) instrumental; terminal

74) According to the ASA model, company founders can influence the values, norms, and standards of their companies. This occurs because
A) the founder is highly conscientious.
B) managers distribute rules for behavior.
C) the founder lays off employees and hires all-new staff.
D) subordinates imitate the style of the founder.

75) The process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively is known as organizational
A) conscientiousness.
B) socialization.
C) planning.
D) controlling.

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76) As a manager of a chain of retail stores, you have noticed a high turnover rate for newly hired employees. It seems that new employees quit, often within their first six months, because they say they feel disconnected from their coworkers and the rest of the organization. Which action would most likely help you reduce employee turnover?
A) Make introverted employees attend a workshop to become more outgoing.
B) Implement a plan for improving organizational socialization.
C) Recruit and hire introverted personalities who won't mind feeling less connected.
D) Ask resigning employees to name the specific people they didn't connect with.

77) At an apparel company, new employees go through a short orientation process. They hear about the organization and its values, culture, and goals. They then meet their work group and learn about their own role in the organization, the skills needed to do their job, and both the formal procedures and informal norms. This is an example of organizational
A) controlling.
B) planning.
C) socialization.
D) brainstorming.

78) Every year on the anniversary of the company's founding, employees are given the day off and the company sponsors a picnic with free food and games. This is an example of a(n)
A) value.
B) award.
C) story.
D) rite.

79) Rites of _____ determine how individuals enter, advance within, and leave the organization.
A) passage
B) integration
C) celebration
D) inauguration

80) Every year on the Friday prior to Christmas, a consumer products company holds its annual holiday party. This is an example of a rite of
A) enhancement.
B) integration.
C) inauguration.
D) celebration.

81) For the grocery chain Food Place, a social media specialist announces employee promotions on the company's blog. This is an example of a rite of
A) celebration.
B) socialization.
C) passage.
D) enhancement.

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82) Which statement is true of the planning process in an organization with an innovative culture?
A) It encourages lower-level managers to participate in the process.
B) It rarely takes risks involving the development of new products.
C) It emphasizes formal top-down planning.
D) It subjects the suggestions from lower-level managers to a formal review process that significantly slows decision making.

83) Elaine Smith of Mensa Industries has just hired a new lower-level manager who comes from a conservative organizational culture. The new manager, Jon Buzzard, is cautious, slow to make decisions, and subjects his subordinates to close monitoring. One of his subordinates comes to Elaine in frustration, saying, "Whenever I have a suggestion, Jon wants to put it through a formal review process. I don't feel like he is willing to listen to new ideas." Elaine decides to encourage Jon to change his management style to one that better fits the innovative culture of Mensa Industries. Which action is the best choice for Elaine?
A) Encourage Jon to allow his subordinates to participate in the planning and decision-making process.
B) Counsel Jon to take a hands-on approach and stay involved in every aspect of his subordinates' actions.
C) Help Jon become more extraverted so that he can establish a friendly relationship with each subordinate.
D) Advise Jon to establish rites of passage, such as employee training, so that subordinates feel involved.

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84) Which statement is true of the managerial function of organizing in an organization that has a conservative culture?

A) It has a decentralized authority, which encourages employees to work together to solve ongoing problems.
B) It creates a well-defined hierarchy of authority with clear reporting relationships.
C) A product team structure is most suitable for an organization with a conservative culture.
D) Such organizations have a flat structure with few levels in the hierarchy.

85) Digital Fellows establishes a product team to develop a new mobile app. Liam and Cathy are part of the team, and they are excited about their new roles as product developers. Lately, Liam has been complaining to Cathy that he needs to have every action he takes approved by his manager and then by his manager's manager. Liam despairs of ever getting a creative idea off the ground. Cathy confides that she is experiencing the same problem. Evaluate the reason why Liam and Cathy are having difficulty getting their new product team up and running.

A) Liam and Cathy are not sufficiently socialized at Digital Fellows.
B) Digital Fellows has a rigid hierarchy of authority that demonstrates a conservative culture.
C) Liam and Cathy are not extraverted enough to communicate comfortably with upper management.
D) Liam and Cathy have low self-esteem, as evidenced by their poor attitudes toward their work.

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86) Dresden hires a new salesperson, Franz McKinney. Dresden notices Franz hesitates to cultivate new customers, preferring to work with established clients. One day Dresden takes Franz to lunch. To his surprise, she suddenly starts making a sales pitch to a total stranger on the street. The stranger isn't interested, but afterward Dresden turns to Franz and says, "That wasn't so bad; I've learned something from that encounter. Now you go and do likewise." Dresden's management style is

A) conscientious.
B) introverted.
C) leading by example.
D) conservative.

87) Managers who recognize that failure must be accepted for creativity to thrive tend to value

A) caution.
B) formality.
C) introversion.
D) innovation.

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88) Sara Hawthorne is a new manager at a real-estate agency, Holiday Homes. The manager she is replacing had a reputation for being extremely conservative. He carefully monitored employee progress toward sales goals, laid out strict rules that all employees were expected to follow, and emphasized caution in decision making. Sara believes the company would benefit from a less conservative management approach. What is one step Sara can take to establish an innovative culture at Holiday Homes?

A) Be supportive whether employees succeed or fail.
B) Initiate an annual awards banquet that recognizes employees who surpass their sales goals.
C) Set clear, easily achievable incremental sales goals and closely watch employees' individual progress.
D) Conduct a survey of employee attitudes, and lay off employees demonstrating poor job satisfaction.

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89) Romaine Jacquet joined East Corp, a company with an innovative culture, as a middle manager. Now she has been promoted to lead a team of subject-matter experts tasked with developing a new product line. Romaine feels pressure to ensure the success of this risky new venture. When one of her team members, Jane Obidaya, approaches her with a daring new idea, Romaine insists that Jane defend the idea by presenting an hour-long slide presentation to management. Next, Romaine subjects Jane's idea to a formal review process that is still underway months later. As a result, Romaine's team has made little progress, and the team members are losing motivation. Given East Corp's culture, what should Romaine have done instead to support the success of her new team?

A) She should have allowed the team to proceed with the idea but constantly monitored their progress toward the goal.
B) She should have prevented her team from participating in the planning process until she herself had defined their final objective.
C) She should have shown a willingness to listen to new ideas and to take risks in developing new products.
D) She should have created a well-defined hierarchy of authority and established clear reporting relationships for the team.

90) Sanjeet Patel is a manager tasked with building common norms and values at a new social networking start-up, Soar. As a brand-new company, Soar does not yet have a clear-cut organizational culture. The company founder has chosen Sanjeet for this task because of her outgoing and positive personality. Which statement represents the most effective way Sanjeet encourages shared norms and values at Soar?

A) She can halt the singling out of individual employees at awards ceremonies because it discourages other employees.
B) She can post a report about the importance of socialization to the company website and email its link to all employees.
C) She can share stories about organizational heroes and villains and their actions.
D) She can stay late at the office to lead by example and encourage others to do the same.

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

91) It is important to understand the personalities of managers because their personality types influence their approach to managing people and resources. Choose one of the Big Five personality dimensions. Describe in detail the ways in which a manager with the personality dimension you chose would approach each of the four management behaviors (planning, organizing, leading, controlling).

92) Discuss extraversion. How does it affect managers' thoughts, feelings, and behaviors?

93) Compare and contrast internal and external locus of control.

94) Discuss the needs for achievement, affiliation, and power that affect managerial behavior.

95) A terminal value is a personal conviction about lifelong goals. Choose one of the two terminal values identified by Milton Rokeach. Next, give three well-developed examples of how a manager would apply the value you chose in the workplace.

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96) Define job satisfaction and discuss why it is so important for managers to be satisfied with their jobs.

97) Discuss organizational commitment and its relationship to organizational culture.

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98) How do negative moods affect an organization? First, describe the qualities of a negative mood in general. Next, develop at least three examples of how negative moods exhibited by managers can affect their subordinates and, by extension, the organization as a whole.

99) Define the concept of emotional intelligence. How does having emotional intelligence help managers?

100) What is organizational culture? Compare weak and strong organizational culture, using examples.

101) Explain the attraction-selection-attrition (ASA) framework. How does it help explain the formation of organizational cultures?

102) Differentiate between terminal and instrumental values. How do they contribute to the organizational culture?

103) How does socialization help an organization? Give two examples of ways that organizations can use socialization to improve their organization.

104) Explain what organizational rites are and name the different types. Choose one type of organizational rite, and discuss how a manager could use it to enhance employee productivity. Provide specific examples of this application.

105) Explain how culture influences the way managers perform their four main functions: planning, organizing, leading, and controlling.

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Answer Key

Test name: Chapter 02

1) FALSE

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Chapter 02

Values, Attitudes, Emotions, and Culture: The Manager as a Person

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LEARNING OBJECTIVES

LO 2-1. ***Describe the various personality traits that affect how managers think, feel, and behave.***

LO 2-2. ***Explain what values and attitudes are, and describe their impact on managerial action.***

LO 2-3. ***Appreciate how moods and emotions influence all members of an organization.***

LO 2-4. ***Describe the nature of emotional intelligence and its role in management.***

LO 2-5. ***Define organizational culture, and explain how mangers both create and are influenced by organizational culture***

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KEY DEFINITIONS/TERMS

agreeableness: The tendency to get along well with other people

attitude: A collection of feelings and beliefs

attraction-selection-attrition (ASA) framework: A model that explains how personality may influence organizational culture

conscientiousness: The tendency to be careful, scrupulous, and persevering

emotional intelligence: The ability to understand and manage one's own moods and emotions and the moods and emotions of other people

emotions: Intense, relatively short-lived feelings

external locus of control: The tendency to locate responsibility for one's fate in outside forces and to believe that one's own behavior has little impact on outcomes

extraversion: The tendency for individuals to be outgoing, sociable, and energetic in their behavior.

instrumental value: A mode of conduct that an individual seeks to follow

internal locus of control: The tendency to locate responsibility for one's fate within oneself

job satisfaction: The collection of feelings and beliefs that managers have about their current jobs

mood: A feeling or state of mind

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

need for affiliation: The extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having other people get along

need for power: The extent to which an individual desires to control or influence others

negative affectivity: The tendency to experience negative emotions and moods, to feel distressed, and to be critical of oneself and others

norms: Unwritten, informal codes of conduct that prescribe how people should act in particular situations and are considered important by most members of a group or organization

openness to experience: The tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks

organizational citizenship behaviors (OCBs): Behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage

organizational commitment: The collection of feelings and beliefs that managers have about their organization as a whole

organizational culture: The shared set of beliefs, expectations, values, norms, and work routines that influence how individuals, groups, and teams interact with one another and cooperate to achieve organizational goals

organizational socialization: The process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively

personality traits: Enduring tendencies to feel, think, and act in certain ways

self-esteem: The degree to which individuals feel good about themselves and their capabilities

terminal value: A lifelong goal or objective that an individual seeks to achieve

value system: The terminal and instrumental values that are guiding principles in an individual's life

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CHAPTER OVERVIEW

This chapter focuses upon the manager as a feeling, thinking human being. We start by describing enduring personality characteristics that influence how managers ‘manage,” as well as how they view other people, their organizations, and the world around them. We discuss as well how managers’ values, attitudes, and moods play out in organizations, shaping organizational culture. This chapter provides a strong appreciation of how the personal characteristics of managers influence the process of management in general, and organizational culture in particular.

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LECTURE OUTLINE

NOTE ABOUT POWERPOINT SLIDES

Please see the list at the end of this chapter for titles of all the Chapter 2 PowerPoint slides. The PowerPoints include alternate text for unsighted students, describing the images contained in the slides.

Management Snapshot

John Hancock CEO Ensures a Bright Future

What Qualities Does a Successful Manager Posses?

Marianne Harrison, CEO of John Hancock, shapes the values of her organization by showing concern for others, fostering diverse ideas, and demonstrating a willingness to step outside her comfort zone. Starting her career as an accountant, Harrison discovered early on the importance of speaking up for herself. She learned this lesson when she told her then-boss that she would like the chance to work with the company's highest profile client and he expressed surprise that she would be willing to relocate with three small children and a self-employed husband.

Switching from accounting to banking and insurance, Harrison continued to seek challenges and credits her success to doing her best in every position she has held. Making the jump to John Hancock, she relocated her family from Toronto to Boston so she could run the entire long-term care insurance business for the company.

Harrison values the input of others and regularly hires and listens to a diverse group of employees. Her emphasis on customer empathy extended to having her entire salesforce answering customer calls for a month. She looks for opportunities to improve customers' lives rather than simply create and sell products.

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I. Enduring Characteristics: Personality Traits

LO 2-1: ***Describe the various personality traits that affect how managers think, feel, and behave.***

Personality traits are enduring tendencies to feel, think, and act in certain ways. It is important to understand the personalities of managers because their personalities influence their behavior and their approach to managing people and resources.

A. The Big Five Personality Traits

The Big Five is a group of five general traits that contribute to the composition of an individual's personality. Each should be evaluated along a continuum.

1. **Extraversion** is the tendency for individuals to be outgoing, sociable, and energetic in their behavior. Managers who are high on the extraversion continuum (often called *extroverts*) tend to be friendly and enjoy social interactions. Managers who are low on the extraversion continuum

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(often called *introverts*) tend to be less inclined toward social interactions and prefer to spend more time alone.

2. **Negative Affectivity** is the tendency to experience negative emotions and moods, feel distressed, and be critical of others. Managers high on this trait may often feel angry and dissatisfied and complain about their own and others' lack of progress. Those who are low on negative affectivity do not tend to experience as many negative emotions and are less pessimistic and critical of themselves and others.

3. **Agreeableness** is the tendency to get along well with others**.** Managers high on this continuum are likeable, tend to be affectionate, and care about other people. Those who are low may be somewhat distrustful of others, unsympathetic, uncooperative, and even at times antagonistic. See Figure 2.2 for a measure of this.

4. **Conscientiousness** is the tendency to be careful, scrupulous, and persevering. Managers who are high on this factor are organized and self-disciplined while those who are low may seem to lack self-direction and self-discipline.

5. **Openness to experience** is the tendency to be original, have broad interests, be open to a wide range of stimuli, be daring, and take risks. Those high on this trait continuum like to take risks and sometimes choose to become an entrepreneur, while those low on this scale tend to be more conservative in their planning and decision-making.

B. Other Personality Traits that Affect Managerial Behavior

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1. The **locus of control** trait captures an individual's beliefs concerning the amount of control they have over what happens to and around them.

   a. People with an **internal locus of control** believe that they are responsible for their own fate and see their own actions and behaviors as being important and decisive determinants of future outcomes.
   b. People with an **external locus of control** believe that outside forces are responsible for what happens to and around them and that their own actions don't make much of a difference.

2. **Self-esteem** is the degree to which individuals feel good about themselves and their capabilities.

3. **Needs for achievement, affiliation and power** have been extensively researched by psychologist David McClelland.

   a. The **need for achievement** is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence.
   b. The **need for affiliation** is the extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and getting along with other people.
   c. The **need for power** is the extent to which an individual desires to control or influence others.

II. Values, Attitudes, and Moods and Emotions

LO 2-2: ***Explain what values and attitudes are, and describe their impact on managerial action.***

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A. Values: Terminal and Instrumental

1. A **terminal value** is a personal conviction about lifelong goals or objectives while an **instrumental value** is a personal conviction about desired modes of conduct or ways of behaving.

2. Terminal values often lead to the formation of **norms,** which are informal rules of conduct for behaviors considered to be important within an organization.

3. A leading researcher identified 18 terminal values and 18 instrumental values that when placed in rank order, will describe a person's **value system**.

B. Attitudes

An ***attitude*** is a collection of feelings and beliefs. A manager's attitude affects how they approach their job. Two of the most important attitudes in this context are:

1. **Job Satisfaction** is the collection of feelings and beliefs that managers have about their current job. See Figure 2.3 for a sample of items from two measures of job satisfaction.
   a. Managers who are satisfied with their jobs are more likely to perform organizational citizenship behaviors **(OCBs).** OCBs are behaviors that are not required but contribute to organizational efficiency, effectiveness, and gaining a competitive advantage.
   b. A growing source of dissatisfaction for many lower- and middle-level managers and employees is the threat of unemployment and increased workloads from downsizing.
   c. The ways in which layoffs are handled is important for both layoff victims and survivors.

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2. **Organizational commitment** is the collection of feelings and beliefs that managers have about their organization as a whole. With organizational commitment, managers:

   a. Believe in what their organizations are doing

   b. Are proud of what the organization stands for

   c. Feel a high degree of loyalty toward their organizations.

C. Moods and Emotions

LO 2-3: ***Appreciate how moods and emotions influence all members of an organization***

1. **Mood:** A mood is a feeling or state of mind. Personality traits and current circumstances often determine a person's mood. See Figure 2.4 for a measure of positive and negative mood at work

2. **Emotions:** Emotions are more intense than moods, are more short-lived, and are usually linked to a specific cause.

III. Emotional Intelligence (EI)

LO 2-4: ***Describe the nature of emotional intelligence and its role in management***

Emotional Intelligence is the ability to understand and manage one's own moods and emotions, as well as the moods and emotions of others.

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1. Managers with high levels of EI are able to prevent their emotions from getting in the way of making effective decisions.

2. EI helps managers perform the interpersonal roles of figurehead, leader, and liaison.

3. Emotional intelligence helps managers understand and relate well to other people.

TEXT REFERENCE

Managing Globally

Emotional Intelligence across Borders

Outward displays of enthusiasm are expected and valued in the U.S. culture, but those displays may be very out of place in the cultures of Britain and China, for example. British businesspeople tend to play down their emotions and Chinese workers see enthusiasm as a way of showing off rather than fitting in. Smiling is another example of behavior that is interpreted differently in different cultures. While expected in the United States, smiling is less common in northern Europe and seen as a way to cover up embarrassment or unhappiness in Japan. These variations demonstrate that although all cultures share the same feelings, they express them differently, which can lead to misinterpretation and confusion.

Recognition of cultural differences in the expression of emotions is a good start to developing global emotional intelligence.

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IV. Organizational Culture

LO 2-5: ***Define organizational culture, and explain how mangers both create and are influenced by organizational culture***

Organizational culture describes the set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals.

1. When members share an intense commitment to goals, a strong organizational culture exists. When the opposite is true, the organization's culture is weak

2. When an organization's culture is very strong, it is often referred to as the organization's 'personality' because it influences the way its members behave.

A. Managers and Organizational Culture

1. Managers play a particularly important part in influencing organizational culture. This is most evident in the start-up of new companies

2. Management researcher Benjamin Schneider developed a model called the **attraction-selection-attrition** (ASA) **framework**, which posits that entrepreneurs tend to hire employees whose personalities are similar to their own.

B. The Role of Values and Norms in Organizational Culture

Shared values, as well as shared norms, play a particularly important role in organizational culture. **Terminal values** signify what an organization and its employees are trying to accomplish, and **instrumental values** guide how the organization and its members achieve organizational goals**.**

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1. **Values of the founder:** From the ASA model previously discussed, it is clear that founders can have a profound and long-lasting effect on organizational culture.

2. **Organizational Socialization:** This is the process by which newcomers learn an organization's values and norms and acquire the work behaviors necessary to perform jobs effectively. As a result, organizational values and norms are internalized.

3. **Ceremonies and rites:** These are formal events that recognize incidents of importance to the organization as a whole and to specific employees. The most common rites that organizations use to transmit cultural norms and values to their members are rites of passage, of integration, and of enhancement. (See Table 2.1 for examples of the rites listed below.)

   a. Rites of passage determine how individuals enter, advance within, or leave an organization.

   b. Rites of integration build and reinforce common bonds among organizational members

   c. Rites of enhancement let organizations publicly recognize and reward employee contributions and thus strengthen their commitment to organizational values.

4. **Stories and language:** Stories frequently told within an organization, either fact or fiction, provide important clues about values and norms. The slang or jargon that people within an

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organization use to frame and describe events also provides important clues about norms and values.

C. Culture and Managerial Action

Culture influences the way in which managers perform their four main functions.

1. Planning: In an innovative organizational culture, top managers are likely to develop a flexible approach to planning and to encourage participation by subordinates. In contrast, managers in a conservative organizational culture are likely to emphasize top-down planning.

2. Organizing: Because they value creativity, managers in an innovative culture are likely to create an organic structure that is flat and in which authority is decentralized. In contrast, managers in a conservative culture are likely to create a well-defined hierarchy of authority and establish clear reporting relationships.

3. Leading: In an innovative culture, managers are likely to lead by example, encourage employees to take risks and experiment, and to be supportive regardless of success or failure. In a conservative culture, they are likely to use management by objectives, constantly monitor progress toward goals, and oversee their every move.

4. Controlling: Managers in innovative cultures tend to recognize that there are multiple, potential paths to success and that failure must be accepted in order for creativity to thrive. Therefore, they are more concerned that employees be flexible and take risks and less concerned about their adherence to pre-determined routines and goals. In contrast, managers in more conservative cultures emphasize caution and maintenance of the status quo.

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LECTURE ENHANCERS

Lecture Enhancer 2.1

DANIEL GOLEMAN AND EMOTIONAL INTELLIGENCE

For eight years, Daniel Goleman has argued persuasively that emotionally intelligent managers become the best and most profitable business leaders in the world. Beginning with his 1995 bestseller *Emotional Intelligence*, Goleman has sought to strip away conventional notions of what it means to be intelligent by examining how key personality traits can lead to measurable success. Although his background is in psychology, he has become a powerful voice in the corporate world. It is Goleman's contention that top leaders will recognize that they cannot function without a clear understanding of their own feelings and those of the people around them. "Emotions have their place, and your emotions have an enormous impact on how well you can do the task at hand," he says. Below are excerpts from an interview with Dr. Goleman.

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Industry observers often complain about the dichotomy in the business world today. Executives are expected to behave as if they have no emotions while they make decisions that will have profound effects on other people's lives. What do you think has brought us to this state where businesspeople are supposed to 'check their emotions at the door'?

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Goleman: The first analysis of the organizational life was conducted in a sociological tradition by Max Weber and Talcott Parsons, and it pretty much ignored to emotional reality of work. It analyzed the workplace and organizational dynamics as though emotions were not part of the equation. That framework has survived to this day, even though everyone who works knows it's a lie. We don't leave emotions at home and we don't check them at the door. We can either acknowledge this fact or not.

You maintain that companies perform better if top managers have emotional intelligence, but the business world is rife with stories of CEOs and top managers who have been wildly successful even though they are insensitive jerks. If emotional intelligence is so important, how do you account for their successes?

Goleman: The question to ask is not, "Is a specific company successful despite the fact that the head guy is a jerk?" Rather, you should ask, "If all things were equal – if there were two companies with similar markets, similar opportunities, and similar resources, and one boss was a jerk and the other was a dream boss – which company would do better? In fact, the insurance industry did exactly that study. It was commissioned by LOMA, an insurance industry organization, and carried out by the Hay Group. The researchers looked at moderately successful companies of the same size and evaluated CEOs on their emotional intelligence and leadership abilities. They found that the more these bosses exhibited empathy, initiative, and a drive to achieve, the more profitable the companies were. That's the better way to answer this question.

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Is it there ever a point at which someone is too old to learn these competencies?

Goleman: You are never too old to learn emotional intelligence. In fact, people tend to improve in emotional intelligence over the course of a lifetime, because life lessons often make people wiser in this domain. Thy get more comfortable with themselves and other people. So in a rough way, a slow way, there's a tendency to learn. But someone who wants to be a leader needs to have a relatively high level of these abilities. A business school that wants to help its students achieve high leadership levels either has to select people who have already developed these abilities, or it has to help its students to learn them.

Essentially, you are saying that individuals must be able to draw on the so-called 'soft skills' or they won't be good leaders.

Goleman: It's a paradox. Soft skills have hard consequences.

Taken from Intelligence at Work by Sharon Shinn, published in BizEd Magazine, September/October 2003.

Lecture Enhancer 2.2

BIRTH ORDER AND PERSONALITY

Birth-order guru Kevin Leman, Ph.D. says he can explain how a simple understanding of birth order enhances the chance of success in business. In his book, *The Birth Order Book*, Leman profiles three birth-order positions.

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The firstborn tends to be a perfectionist, conscientious, list maker who doesn't like surprises. The only child has similar, yet often more intense personality traits.

The middle child is a master negotiator who never had his parents to himself, and endured hand-me-downs. The good news is he can compromise, share, and negotiate.

Leman describes the baby of the family as manipulative, social, outgoing, and a natural salesperson. She is the child who got her siblings in trouble while she was cute, helpless, and got away with murder.

A fourth birth-order position, identified by Michael Maniacci, a clinical psychologist and member of the faculty at the Adler School of Professional Psychology in Chicago, is the second born. The second born tends to be more rebellious, non-conforming and independent than the middle child.

After reading these descriptions, most either buy into the birth-order concept as a perfect description of their family or discount it. Either way, Leman says, there are other birth-order rules that impact children's development.

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Sex of children is an important variable in the birth-order equation. “If there are three daughters and a last-born son, the son may possess the characteristics of the firstborn, rather than the baby,” Leman says.

Maniacci says: “In my practice, I’ve found the greater the sex differentiation between the parents, the less children of the opposite sex compete with each other. That impacts birth-order roles.”

“In a family with a firstborn boy and a second born girl, if both parents work, both wear pants, and equally share housework tasks, the girl is more likely to be a rebellious second born. There is not much distinction between being a girl and a boy. Conversely, if Dad has short hair and Mom has long, and Mom stays at home and Dad works, the boy holds the role of the oldest born male and the girl the oldest born female.”

“If there is a five-year age gap between the children, you can draw a line and start another family with a whole new set of firstborns and middles,” Maniacci says. Physical differences play a role too. If the oldest child is physically or psychologically challenged, the second child usually takes on the role of the firstborn.

Other experts caution that understanding and using birth order is anything but simple, and many variables mold personality. Experts generally agree interpreting birth order can be complicated and only presents part of the picture.

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But Leman says, “As a psychologist, I have not found a more practical tool for understanding human dynamics than birth order.”

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Lecture Enhancer 2.3

THE BIG THRILL PERSONALITY

Another facet of personality is one’s tolerance for risk taking. Some individuals have a kind of psychological urge to reach beyond the status quo and seek out novelty, change, and excitement. Psychologist Frank Farley, of the University of Wisconsin, has spent twenty years examining what he calls the Type T (thrill-seeking) personality. According to Farley’s theory, Big T types are high-profile individuals who seek excitement and stimulation wherever they can find it or create it. For some the thrills are mostly physical. For others, they’re mental.

The degree of risk that individuals are willing to assume spans a broad continuum. Big T personalities, those who continually live on the edge, are at one end of the scale. Little t’s, who cling to certainty and predictability, are at the other. Most people fall somewhere in the middle. But Farley believes it’s the Big T segment, a group that makes up an estimated 10 to 30 percent of the American population, that holds the key to America’s future. “Type Ts are the people who are likely to have enormous impact on society,” he says. “They are the great experimenters in life; they break the rules.”

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Whether male or female, risk-taking individuals tend to be what Farley calls “transmutative thinkers,” adept at shifting from one cognitive process to another, and from the abstract to the concrete and vice versa. Thrill seekers are happiest in jobs that provide change, excitement, and an ample outlet for their creativity. They are often drawn to careers in advertising, journalism, or in the brokerage business, where novelty and uncertainty are a given.

Whether individuals seek risks or avoid them affects not only their own job performance but also boss-employee relationships and co-worker production. An organization with too many risk takers can spell trouble. So can one top-heavy with cautious, security-minded individuals. A synergistic mix is best. If it’s the thrill-seeking visionaries who drive a company with their ideas, it’s their more pragmatic peers who help implement those concepts. Finally, says Farley, “people who are the most successful realize that if they’re going to take risks, they’re going to fail once in a while.”

MANAGEMENT IN ACTION

Notes for Topics for Discussion and Action

DISCUSSION

1. *Discuss why managers who have different types of personalities can be equally effective and successful.*

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The chapter notes that there is no single “right” or “wrong” personality trait for being an effective manager; rather, effectiveness is determined by a complex interaction between characteristics of managers (including personality traits) and the nature of the job and organization. Furthermore, personality traits that contribute to the managerial effectiveness in one situation may actually hinder the effectiveness in another situation.

2. *Can managers be too satisfied with their job? Can they be too committed to their organizations? Why or why not?*

(**Note to Instructors:** Student answers will vary.)

The text defines job satisfaction as the feelings and beliefs people have about their current jobs, and organizational commitment as the collection of feelings and beliefs people have about their organizations as a whole. Students may mention that managers who are too satisfied with their jobs may not look to improve the current state of affairs, preferring to let things go on as they are. This may harm the prospects of the team as a whole. On the personal level, managers who are too satisfied with their jobs or too committed to the organization may harm their own prospects of career improvement or advancement.

3. *Assume that you are a manager of a restaurant. Describe what it is like to work for you when you are in a negative mood.*

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(**Note to Instructors:** Student answers will vary based on their personalities. The text identifies characteristics of a negative mood as feelings of distress, fearful, scornful, hostile, jittery or nervous.)

This question is very individualized. However, you might turn it into an interesting exercise. You could have the individual student answer the question and then have their classmates react to their self-description as to its accuracy from their perspective.

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4. *Why might managers be disadvantaged by low levels of emotional intelligence?*

Social skills are increasingly important in organizations today. People work more and more in teams. Emotional intelligence enables managers to interact more effectively both internally with co-workers and externally with customers.

ACTION

5. *Interview a manager in a local organization. Ask the manger to describe situations in which he or she is especially likely to act in accordance with his or her values. Ask the manager to describe situations in which he or she is less likely to act in accordance with his or her values.*

(**Note to Instructor:** Student answers will vary based on the manager's value system and experiences.)

Posing this question to potential strangers is tricky. People are sometimes quite guarded about their values and are not eager to discuss them with others. It is suggested that the class or a team of students, as interviewers, should be more comfortable and aware when asking ethical questions and capturing a response. You may also want to suggest that students interview a manager who is someone they know.

6. *Watch a popular television show and as you watch it, try to determine the emotional intelligence levels of the characters the actors in the show portray. Rank the characters from highest to lowest in terms of emotional intelligence. As you watched the show, what factors influenced your assessments of emotional intelligence levels?*

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(**Note to Instructors:** Student answers will vary based upon the television show they view. You may want to request that the entire class watch the same episode of a popular television show.)

The ranking of characters by students will probably vary, thereby providing the basis for an interesting discussion. Factors influencing student assessment of emotional intelligence may include awareness of and ability to manage one's own emotions, the ability to perceive and understand the emotions of others, good listening skills, and the ability to effectively deal with interpersonal conflict.

7. *Go to an upscale store in your neighborhood and go to a store that is definitely not upscale. Observe the behavior of employees in each store as well as the store's environment. In what ways are the organizational cultures in each store similar? In what ways are they different?*

Often the environment of upscale stores is rather quiet and formal, and salespersons are dressed rather conservatively. On the other hand, less upscale stores often have a much more casual environment in which music that appeals to the younger generation is played. Salespeople sometimes dress in trendy, casual clothing that reflects the store's product line and the taste of the target audience. Normative behavior for employees in the upscale store is reflected in the reserved and cautious manner required when interacting with customers. In a less upscale environment, however, interaction with customers is less formal and more casual. For example, slang language may be used. However, core values common to both stores would include high levels of customer responsiveness, honesty, and integrity, operational efficiency, and a strong work ethic.

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BUILDING MANAGEMENT SKILLS

Diagnosing Culture

1. *What values are emphasized in this culture?*

Student answers will vary but they should give specific examples of behaviors or policies that reflect specific values such as a sense of accomplishment, self-control, dependability, independence, and honesty.

2. *What norms do members of this organization follow?*

Again, student answers will vary but they should give specific examples of behaviors or policies that reflect specific norms such as courtesy, informality, and a willingness to take risks.

3. *Who seems to have played an important role in creating the culture?*

Founders, managers, or even employees often establish or influence the culture.

4. *In what ways is the organizational culture communicated to organizational members?*

Often founders use their own values to determine and guide organizational culture. Culture can also be communicated to organizational members through formal or informal socialization programs, ceremonies, rites, stories, and language.

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MANAGING ETHICALLY

Notes for Managing Ethically

1. Either individually or in a group, think about the ethical implications of using personality and interest inventories to screen potential employees. How might this practice be unfair to potential applicants? How might organizational members who are in charge of hiring misuse it?

It is important that companies make every effort to hire employees whose values, personality, and interests fit with their organizational culture. However, reliance upon personality and inventory tests is an ineffective means of evaluating such factors. Because of their measurement error and validity problems, these tests could mistakenly screen out those candidates who are well suited for the job. Managers in charge of hiring may think these tests are a quick and easy substitute for a thorough interviewing process, but will regret their decision later.

2. Because of measurement error and validity problems, some relatively trustworthy people may "fail" an honesty test given by an employer. What are the ethical implications of trustworthy people "failing" honesty tests, and what obligations do you think employers should have when relying on honesty tests for screening?

(**Note to Instructor:** Student answers will vary.)

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When candidates apply for a job, they generally assume that they will be evaluated and compared to other applicants in a fair, nonbiased manner. The use of such tests violates that trust, thus representing an ethical breach.

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BE THE MANAGER

In this situation it is best to take a collaborative approach toward conflict resolution. A collaborative approach encourages the disputing parties to solve the problem together. The position of both parties should be treated as equally important (though not necessarily the case), and equal emphasis should be placed on the quality of the outcome and the fairness of the decision-making process. The intent is to find solutions that are satisfactory to both parties rather than find fault or assign blame. The first step of the vice president for human resources should be to bring the disputing parties together for the purpose of focusing upon a shared goal, such as improved work climate, improved quality of work, improved work relationships, etc. The establishment of common goals will provide a context for the continuance of discussions between disputants. As the collaborative effort to identify mutually acceptable resolutions continues, it is important that emphasis always rests upon issues, not personalities. In other words, people must remain separated from the problem and the focus must remain upon interests, not position. Doing so will depersonalize disagreement and allow all parties to feel less vulnerable about opening up to a different point of view.

After the source of conflict has been identified and resolved, the attitudes and behavior of the disputants should change, gradually eliminating any lingering feelings distress, fear, or hostility in the office environment.

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CASE IN THE NEWS

Case Synopsis: Fidji Simo Brings a Unique Perspective to Instacart

Fidji Simo joined Instacart as CEO at a pivotal time in the company's short history. Founded in 2012 to provide rapid delivery of groceries, Instacart contracts with workers to shop and then deliver to consumers' doorsteps. In 2021, when Simo took the reins from founder Apoorva Mehta, the company was figuring out how to maintain significant growth that occurred shortly after the start of the COVID-19 pandemic.

Simo does not fit the usual categories of a tech company CEO. She is female in a mostly male industry, she is young (in her mid-thirties), came from France, didn't start out in information technology (or retailing), and brings a strong fashion sense to a casual culture. However, her values and attitudes, combined with her intelligence, help explain why she has thrived.

Colleagues and board members from former employer Facebook and Instacart have praised Simo for her discipline, self-confidence, knowledge, empathy, willingness to listen, and leadership skills. At Instacart, Simo is identifying and seizing opportunities for the company. When the pandemic arrived in the United States in March 2020, grocery delivery was a small but growing business increasingly dominated by Walmart. Then Instacart's sales quadrupled, putting it on a par with Walmart. Although sales quickly softened, they remain above prepandemic levels.

Significant challenges lie ahead. Instacart must respond to pressure for better pay and conditions, post-pandemic U.S. consumers are returning to supermarkets, and some large retailers are investing in their own delivery services. Nevertheless, Simo anticipates that Instacart can lower costs and delivery prices to a point where 30% of U.S. consumers will opt for delivery.

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Simo says as long as leaders keep open minds, they can adapt quickly. Her idea for career success is "iterate yourself," meaning continually try new ideas and ways of working to see what is most authentic and effective. She also embraces her identity as a unique contributor in the workplace and describes a diverse work environment as an ingredient that makes work more interesting, creative, and even fun.

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QUESTIONS

1. What personality traits and values do you associate with Fidji Simo's success as a manager?

(**Note to the instructor**: Student answers will vary depending on their perceptions of what they have read.) The following are some examples:

There are several categories of personality traits mentioned in the chapter that could impact a person's ability to succeed at Instacart. From the Big Five, extraversion and agreeableness would be helpful. People high on extraversion tend to experience positive emotions and moods and feel good about themselves and the rest of the world. The quality of agreeableness helps someone get along well with others. Because there is so much interaction and healthy debate among employees, both characteristics would be helpful to a person's success. Additionally, high self-esteem, need for affiliation, organizational commitment, and emotional intelligence would be useful. Self-esteem enables people to feel good about themselves and a need for affiliation provides the tendency to value establishing and maintaining a good relationship with others. Organizational commitment is the collection of feelings and beliefs a person has about the organization as a whole and possessing this commitment would help individuals remember the

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bigger picture. High emotional intelligence enables people to understand their own and others' feelings. This trait would enable them to be respectful and respond with tolerance when others are highly emotional.

2. Based on the information in the case, would you describe Simo as having high emotional intelligence? What evidence supports your opinion?

(**Note to the instructor**: Student answers will vary depending on their perceptions of what they have read.) The following are some examples:

Emotional intelligence is the ability to understand and manage one's own moods and emotions, as well as the moods and emotions of other people. Evidence of Simo's emotional intelligence include her awareness of her own authenticity regarding her attire (she dressed fashionably in a notoriously dressed-down techy business) and her willingness to share personal health conditions such as a miscarriage and a neuroimmune disorder. She learned to deliver negative feedback clearly but respectfully.

3. How did Simo relate to corporate culture at Facebook? How could her experience influence the way she shapes culture as CEO of Instacart?

The corporate culture at Facebook was one of very casual attire. Simo initially tried to dress down, despite her personal style of dressing very fashionably. She reports having felt inauthentic and soon decided to dress in the fashionable way she felt comfortable. Although not explicitly stated in the case, the communications about personal topics such as health were not openly discussed at Facebook. Simo challenged that norm by talking about her health challenges, which also enabled others to be more transparent about themselves.

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IN-CLASS ACTIVITY

Before class, review Lecture Enhancer 2.2, "Birth Order and Personality."

Ask students in class to group themselves by birth order as follows:

1. Only child
2. First born
3. Middle child
4. Baby of the family

Have the groups:

- discuss personality traits they have in common
- generate a list of 4 to 5 common traits
- divide traits into strengths and weaknesses (or explain how they fall into both categories)
- suggest strategies for managing weaknesses
- discuss whether or not they think birth order is a valid way to determine personality

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Each group reports their top 4 or 5 common traits, an evaluation of their impact for a manager, and whether or not they believe birth order determines personality. As groups report out, list traits on board or easel. Wrap up with a review of each set of traits. Ask for class consensus on predictability of results. If time allows, share Lecture Enhancer 2.2 information with the class and compare with student results.

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CONNECT

For more information and instructions for Connect, visit
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Case Analysis

- Who Might Fit Well: Personality, Values, and Culture at Ryla

Video Case

- New Belgium Brewery
- Zappo's Corporate Culture

Manager's Hot Seat Video Case

- Bullying in the Workplace
- Too Much Personality, Too Little Performance

Worksheets

- Aiming for the Good Life (Click and Drag)
- Identifying Personality Traits (Click and Drag)

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Self-Assessments (See Application-Based Activities within Connect)

- A Profile of Your Personality Based on the Five-Factor Model
- Assessing Your Empathy Skills (Perspective Taking)
- What Is Your Level of Emotional Intelligence?

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POWERPOINT SLIDES

Slide 1 Title Chapter 2

Slide 2 Learning Objectives

Slide 3 Enduring Characteristics: Personality Traits

Slide 4 Managers and Traits

Slide 5 Topics for Discussion: Managers and Traits

Slide 6 Big Five Personality Traits (Figure 2.1)

Slide 7 Big Five Personality Traits: Extraversion

Slide 8 Big Five Personality Traits: Negative affectivity

Slide 9 Big Five Personality Traits: Agreeableness

Slide 10 Big Five Personality Traits: Conscientiousness

Slide 11 Big Five Personality Traits: Openness to Experience

Slide 12 Measures of Extraversion, Agreeableness, Conscientiousness, and Openness to Experience (Figure 2.2)

Slide 13 Other Personality Traits: Internal Locus of Control

Slide 14 Other Personality Traits: External Locus of Control

Slide 15 Other Personality Traits: Self Esteem

Slide 16 Other Personality Traits: Need for Achievement

Slide 17 Other Personality Traits: Need for Affiliation

Slide 18 Other Personality Traits: Need for Power

Slide 19 Values, Attitudes and Moods and Emotions

Slide 20 Values: Terminal and Instrumental Values

Slide 21 Values: Norms and Value System

Slide 22 Attitudes: Attitudes and Job Satisfaction

Slide 23 Two Measures of Job Satisfaction

Slide 24 Attitudes: Organizational Citizenship Behaviors

Slide 25 Attitudes: Organizational Commitment

Slide 26 Attitudes: Context

Slide 27 Topics for Discussion: Job Satisfaction

Slide 28 Moods and Emotions

Slide 29 A Measure of Positive and Negative Mood at Work (Figure 2.4)

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Slide 30 Topics for Discussion: You as a Manager

Slide 31 Emotional Intelligence

Slide 32 Organizational Culture

Slide 33 Organizational Culture: Managers and Organizational Culture

Slide 34 Role of Values and Norms

Slide 35 Factors That Maintain and Transmit Organizational Culture (Figure 2.6)

Slide 36 Roles of Values and Norms: Organizational Socialization

Slide 37 Roles of Values and Norms: Ceremonies and Rites

Slide 38 Ceremonies and Rites: Rites of Passage and Integration

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Slide 40 Ceremonies and Rites: Stories and Language

Slide 41 Culture and Managerial Action: Planning

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Slide 44 Culture and Managerial Action: Controlling

Slide 45 Be the Manager

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