Chapter 02_9ce

True False

True False

True False

True False

True False

True False

True False

True False

True False

True False

True False

True False

True False

True False
16. Situational factors are working conditions within the employee's control.
   True   False

17. While there may be many varieties of individual behaviours, most can be organized into five
categories.
   True   False

18. Task performance refers to goal-directed behaviours under the individual's control that support
organizational objectives.
   True   False

19. Organizational citizenship behaviours are usually described clearly in job descriptions.
   True   False

20. Employees are more likely to engage in organizational citizenship behaviours if these are outlined in their
formal job duties.
   True   False

21. Organizational citizenship is less likely to occur in a work environment where high cooperation already
exists.
   True   False

22. Dark-side workplace behaviours are collectively known as counterfeit citizenship work behaviours
(CWBS).
   True   False

23. Those who engage in counterproductive work behaviours do so voluntarily.
   True   False

24. Recent studies have found that counterproductive work behaviours have a very small negative effect on
organizational performance.
   True   False

25. Joining the organization is a type of work-related behaviour.
   True   False

26. Research has found that absenteeism is rarely, if ever, caused by situational factors.
   True   False

27. Sick leave policies affect the employee's motivation to attend work.
   True   False

28. Personality is a relatively stable pattern of behaviours and internal states that help explain a person's
behavioural tendencies.
   True   False

29. Personality traits are more evident in situations where social norms and reward systems constrain
behaviour.
   True   False

30. There is almost complete agreement among psychologists that personality is mostly formed by a person's
childhood socialization.
   True   False

31. The five-factor model "Big Five" personality dimensions represent five clusters that represent most
personality traits.
   True   False

32. Agreeableness, extraversion, and conscientiousness are three of the "Big Five" personality
dimensions.
   True   False
33. People with a low score on the neuroticism personality dimension tend to be more relaxed, secure, and calm.
   True   False

34. Neuroticism, sensing, and locus of control are three of the "Big Five" personality dimensions.
   True   False

35. Conscientiousness refers to the extent that people are sensitive, flexible, creative, and curious.
   True   False

36. Sensing, feeling, and judging are three of the "Big Five" personality traits.
   True   False

37. Conscientiousness is one of the best personality traits for predicting job performance in most job groups.
   True   False

38. The relationship between personality and workplace behaviour is weak, because so much about behaviour is dependent on situational factors.
   True   False

39. Employees who are conscientious tend to have higher levels of organizational citizenship.
   True   False

40. Our personalities influence how well we cope with stress.
   True   False

41. Agreeableness is a personality dimension that describes people who are outgoing, talkative, sociable, and assertive.
   True   False

42. The Myers-Briggs Type Indicator is a personality test that measures the "Big Five" personality dimensions.
   True   False

43. According to the Myers-Briggs Type Indicator, some people are "sensing-thinking" types whereas others may be "intuitive-feeling" types.
   True   False

44. The Myers-Briggs Type Indicator measures the personality traits described by Swiss psychiatrist Carl Jung.
   True   False

45. In the Myers-Briggs Type Indicator, "judging" types have a strong desire for order and want to resolve problems quickly.
   True   False

46. Today, personality testing has become so popular that some experts warn we may have gone too far in organizational settings.
   True   False

47. Some organizations now use applicants' writings on blogs and other social media to estimate their personalities.
   True   False

48. Values are stable, long-lasting beliefs about what is important in a variety of situations.
   True   False

49. People arrange values into a needs hierarchy.
   True   False
50. One dimension of Schwartz's values model has openness to change at one extreme and conservation at the other extreme.  
   True  False

51. One influence on the values-behaviour link is situation.  
   True  False

52. Since values are abstract concepts, their relevance to specific situations is not obvious most of the time.  
   True  False

53. Reminding ourselves of our dominant personal values ensures that we apply those values.  
   True  False

54. Research indicates that values incongruence—differences between an employee's personal values and the organization's values—is fairly common.  
   True  False

55. The ideal situation in organizations is to have employees whose values are perfectly congruent with the organization's values.  
   True  False

56. Organizations that don't align corporate values with the dominant values of the society in which they operate may experience increased employee turnover.  
   True  False

57. Espoused values represent the values that you and your spouse have in common.  
   True  False

58. Employees typically choose honesty/ethics as the most important characteristic of effective leaders.  
   True  False

59. Egalitarianism is one of three types of ethical principles.  
   True  False

60. Utilitarianism judges morality by the consequences of our actions, not the means to attaining those consequences.  
   True  False

61. Utilitarianism and egalitarianism are personality dimensions of ethics.  
   True  False

62. The utilitarian principle advises us to seek the greatest good for the greatest number of people.  
   True  False

63. The utilitarian principle is sometimes known as a consequential principle.  
   True  False

64. When choosing the most ethically correct action in a particular situation, the distributive justice principle overrules (is more important than) the others.  
   True  False

65. One problem with the distributive justice principle is that it is difficult to agree on who is similar and what factors are relevant in making that determination.  
   True  False

66. It is sometimes difficult to apply the individual rights principle of ethical decision making because one individual's rights may conflict with another.  
   True  False
67. The distributive justice principle of ethical decision making is based largely on a cost-benefit analysis of each decision alternative.
   True  False

68. Moral sensitivity is the degree to which an issue demands the application of ethical principles.
   True  False

69. Proximity is considered a moral intensity factor.
   True  False

70. Moral intensity refers to the difficulty associated with making certain decisions.
   True  False

71. Some managerial issues involve no moral intensity.
   True  False

72. Morally sensitive people tend to have more empathy and knowledge about the situation.
   True  False

73. Research indicates that people almost always make ethical decisions even when under pressure to make unethical decisions.
   True  False

74. Mindfulness increases moral sensitivity.
   True  False

75. Ethics experts say the only way to ensure that employees engage in ethical behaviour is to introduce ethical codes of conduct.
   True  False

76. Corporate leaders have a strong influence on the moral conduct of employees in that organization.
   True  False

77. The most effective way organizations can support ethical conduct is to have a set of shared values that reinforce ethical conduct.
   True  False

78. When leaders role-model ethical standards, employees are more likely to follow.
   True  False

79. Supplementing ethical codes of conduct with ethical training eliminates wrongdoing in the workplace.
   True  False

80. Research shows that having ethical codes of conduct prevents wrongdoing in the workplace.
   True  False

81. In terms of cross-cultural values, Canadians tend to have relatively high individualism with an achievement orientation and low power distance.
   True  False

82. Cultures with high collectivism must also have low individualism.
   True  False

83. Two countries with low collectivism are Japan and Canada.
   True  False

84. Power distance refers to the physical proximity that is comfortably tolerated between subordinates and their supervisors.
   True  False
85. Uncertainty avoidance is the degree to which people tolerate ambiguity, or feel threatened by ambiguity and uncertainty.
   True    False

86. People with a high achievement orientation value assertiveness, competitiveness, and materialism.
   True    False

87. One limitation with cross-cultural values information is that it incorrectly assumes that everyone within a specific country holds similar values.
   True    False

88. There is evidence to show that English and French Canadian values are converging.
   True    False

89. Research indicates that Americans tend to be more liberal and egalitarian than are Canadians.
   True    False

90. Organizations with First Nations founders and leaders tend to have high collectivism and low power distance values.
   True    False

91. According to the MARS model, ______ represents the forces within a person that affect the direction, intensity, and persistence of voluntary behaviour.
   A. motivation
   B. personality
   C. values
   D. ethics
   E. ability

92. Motivation affects a person's __________ of voluntary behaviour.
   A. direction, intensity, and persistence
   B. antecedents, consequences, and reinforcers
   C. size, shape, and weight
   D. aptitudes, abilities, and competencies
   E. agreeableness, locus of control, and ethical sensitivity

93. In the MARS model, all of the following factors directly influence an employee's voluntary behaviour and performance EXCEPT:
   A. motivation.
   B. role perceptions.
   C. situational factors.
   D. moral intensity.
   E. ability.

94. Which of the following identifies the four factors that directly influence individual behaviour and performance?
   A. Utilitarianism
   B. MARS model
   C. Schwartz's model
   D. Holland's model
   E. Myers-Briggs Type Indicator

95. Which of these factors directly influences an employee's voluntary behaviour and performance?
   A. Motivation
   B. Role perceptions
   C. Uncertainty avoidance
   D. All of the answers are correct.
   E. Motivation and role perceptions
96. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
   A. Hire applicants with appropriate aptitudes.
   B. Train employees so they develop appropriate aptitudes.
   C. Motivate employees to have appropriate aptitudes.
   D. Provide resources that allow employees to perform their jobs.
   E. All of the answers are correct.

97. Ability includes which of these?
   A. Aptitudes and learned skills
   B. Natural aptitude and intensity
   C. Persistence and direction
   D. Intensity and learned capabilities
   E. Direction and intensity

98. Aptitudes, skills, and competencies all fall under which of the following concepts?
   A. Motivation
   B. Personality
   C. Values
   D. Ethics
   E. Ability

99. Which of the following refers to the fact that motivation is goal-directed, not random?
   A. Persistence
   B. Direction
   C. Intensity
   D. Aptitude
   E. Competency

100. _____ is the amount of effort allocated to the goal.
    A. Persistence
    B. Direction
    C. Intensity
    D. Aptitude
    E. Competency

101. All technical employees at a paper mill take a course on how to operate a new paper-rolling machine. This course will improve job performance mainly by altering employee:
    A. aptitudes
    B. role perceptions
    C. motivation
    D. organizational citizenship
    E. learned capabilities

102. Which of the following ensures that job incumbents have appropriate aptitudes to perform the job?
    A. Hire applicants with appropriate aptitudes to begin with.
    B. Train employees so they develop appropriate aptitudes.
    C. Motivate employees to have appropriate aptitudes.
    D. Provide resources that allow employees to perform their jobs.
    E. Educate incumbents so they can learn appropriate attitudes.

103. Competencies include:
    A. a person's aptitudes.
    B. a person's learned abilities.
    C. a person's skills.
    D. All of the answers are correct.
    E. None of the answers apply.
104. Customer orientation, social skills, and need for achievement are examples of:
   A. aptitudes
   B. competencies
   C. role perceptions
   D. situational factors
   E. None of the answers apply.

105. IdaCorp. gives simple accounts to newly hired employees, then adds more challenging accounts as employees master the simple tasks. This practice mainly:
   A. improves role perceptions.
   B. increases person-job matching.
   C. reduces employee motivation.
   D. provides more resources to accomplish the assigned task.
   E. improves employee aptitudes.

106. The MARS model explicitly identifies which of the following factors?
   A. Rewards
   B. Recreational activities
   C. Neuroticism
   D. Situational factors
   E. All of the answers are correct.

107. According to the MARS model of individual behaviour, which of the following is NOT a role perception problem?
   A. The employee lacks the proper tools to perform the job.
   B. The employee knows two different ways to perform a particular task, but unknowingly chooses the method that the organization does not want its employees to use.
   C. The employee doesn't realize that a particular task is part of his or her job.
   D. The employee places more emphasis on the quantity of work whereas the organization wants more emphasis placed on the quality of work.
   E. The employee believes that the company wants him or her to spend more time with clients, whereas the company really wants client requests processed more quickly.

108. Competencies relate most closely to which element in the MARS model of behaviour and performance?
   A. Motivation
   B. Situational factors
   C. Role perceptions
   D. Ability
   E. Competencies are not related at all to any element of the MARS model

109. You have just hired several new employees who are motivated, able to perform their jobs, and have adequate resources. However, they aren't sure what tasks are included in their job. According to the MARS model, these new employees will likely:
   A. emphasize the utilitarianism principle in their decision making.
   B. have lower job performance due to poor role perceptions.
   C. have high job performance because they are motivated and able to perform the work.
   D. have above average organizational citizenship.
   E. have a high degree of differentiation according to Holland's classification of occupations.

110. To reduce the amount of non-recyclable waste that employees throw out each day, a major telephone company removed containers for non-recyclable rubbish from each office and workstation. This altered employee behaviour mainly by:
   A. increasing employee motivation to be less wasteful.
   B. helping employees to learn how to be less wasteful.
   C. altering situational factors so that employees have more difficulty practising wasteful behaviour.
   D. increasing aptitudes that make employees less wasteful.
   E. increasing organizational citizenship so that employees will be less wasteful.
111. Which of these refers to a person's beliefs about what behaviours are appropriate or necessary, in a particular situation?
   A. Natural aptitudes
   B. Role perceptions
   C. Competencies
   D. Locus of control
   E. Situational factors

112. Companies can improve employee performance through situational factors by:
   A. asking employees about the things that motivate them.
   B. testing employee skills and knowledge before they are hired.
   C. providing training so employees learn the required competencies.
   D. redesigning the job so employees are only given tasks within their capabilities.
   E. asking employees to identify problems they experience with time and resources, then removing those obstacles to job performance.

113. Which of the following is NOT a work-related behaviour?
   A. Competencies
   B. Absenteeism
   C. Joining the organization
   D. Showing up for work at scheduled times
   E. Performing required tasks

114. Which of the following refers to goal-directed activities under the individual's control that support organizational objectives?
   A. Competencies
   B. Task performance
   C. Aptitudes
   D. Direction
   E. Motivation

115. Which of the following would be considered a work-related behaviour?
   A. Completing required job duties above the minimum performance standard.
   B. Showing up for work at scheduled times.
   C. Accepting the organization's offer of employment.
   D. Helping a coworker even though it isn't part of your job.
   E. All of the answers are correct.

116. Which of the following statements about task performance is FALSE?
   A. Employees are evaluated against a performance standard.
   B. Task performance refers to goal-directed activities under the individual's control.
   C. Employees are almost always evaluated on just one performance dimension.
   D. Employees are expected to perform their work above a minimum acceptable level.
   E. Each performance dimension requires specific skills and knowledge.

117. Organizational citizenship refers to:
   A. the employee's right to vote for the company president.
   B. employee behaviours that extend beyond normal job duties.
   C. the organization's obligations to society.
   D. the organization's attachment to a particular country rather than being a global entity.
   E. the organization's obligations to society and the organization's attachment to a particular country rather than being a global entity.

118. Employee behaviours that extend beyond normal job duties:
   A. should be discouraged by organizational leaders.
   B. are usually performed by people with low conscientiousness.
   C. are the most important characteristics of people with an external locus of control.
   D. are common in small businesses but never occur in large firms.
   E. are called organizational citizenship.
119. Sabotage, threatening harm, and insulting others represent:
   A. three forms of counterproductive work behaviours.
   B. the most common forms of organizational citizenship.
   C. three dimensions of Schwartz's values model.
   D. evidence of people with an introverted personality.
   E. behaviours that are no longer found in organizations.

120. Which of the following is considered counterproductive work behaviour?
   A. Insulting others.
   B. Theft.
   C. Deliberately withholding one's approval to inconvenience another person and cause them stress.
   D. All of the answers are correct.
   E. Theft and deliberating performing work incorrectly so the organization suffers a loss.

121. Which of the following is NOT one of the five categories of individual behaviour in organizations that is discussed in your text?
   A. Task performance.
   B. Organizational citizenship.
   C. Counterproductive work behaviours.
   D. Obeying orders.
   E. Joining and staying with the organization.

122. Generous sick leave policies are known to:
   A. increase employee lateness
   B. improve organizational citizenship
   C. increase absenteeism
   D. increase voluntary turnover
   E. increase absenteeism and voluntary turnover

123. Showing up at work when one's capacity to perform is significantly diminished by sickness, fatigue, personal problems, or other factors is an example of:
   A. organizational citizenship behaviour
   B. counterproductive work behaviour
   C. employee loyalty
   D. workaholic behaviour
   E. presenteeism

124. Which of the following statements about personality traits is FALSE?
   A. An individual's personality is relatively stable from one year to the next.
   B. Personality traits cause people to behave in almost exactly the same way in all situations.
   C. The most common view is that personality is shaped by both heredity and environment.
   D. An individual's personality is identified by his or her behaviours.
   E. An individual's personality cannot be observed.

125. The relatively stable pattern of behaviours and consistent internal states that explain a person's behavioural tendencies refers to:
   A. personality.
   B. values.
   C. motivation.
   D. locus of control.
   E. job satisfaction.
126. An individual's personality:
   A. changes several times throughout the year.
   B. is formed only from childhood socialization and the environment.
   C. is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.
   D. All of the answers are correct.
   E. is formed only from childhood socialization and the environment and is less evident in situations where social norms, reward systems, and other conditions constrain behaviour.

127. One ongoing dispute among psychologists is whether personality:
   A. is formed completely from genetic code or is partly influenced by socialization and environmental conditions.
   B. is stable over several years or changes a few times each year.
   C. is evident in all situations or is less constrained in some situations.
   D. is evident through a person's behaviours or is only evident through blood tests.
   E. really exists or is just a myth.

128. The main explanation why personality becomes more stable over time is that:
   A. as we age we form a clearer and more rigid, self-concept.
   B. Life experiences cause personality to become more hidden from view.
   C. people become less open to new experiences.
   D. people become less adaptable to change as they get older.
   E. All of the answers are correct.

129. Which of the following statements about personality is FALSE?
   A. One's personality becomes more hidden over time.
   B. Personality is heavily influenced by heredity.
   C. Personality is influenced by both nature and nurture.
   D. On average, when people reach the age of 30 personality stabilizes.
   E. Some personality development and change occurs when people are young.

130. The "Big Five" personality dimensions represent:
   A. all of the personality traits found in an ideal job applicant.
   B. the aggregated clusters representing most known personality traits.
   C. the personality traits caused by the environment rather than heredity.
   D. All of the answers are correct.
   E. the aggregated clusters representing most known personality traits and the personality traits caused by the environment rather than heredity.

131. The "Big Five" personality dimensions are identified by the acronym:
   A. MBTIA
   B. CANOE
   C. VALUE
   D. MARSE
   E. HAPPY

132. Which of the following is a "Big Five" personality dimension?
   A. Extraversion
   B. Openness to experience
   C. Locus of control
   D. Grumpiness
   E. Extraversion and openness to experience

133. All of these are "Big Five" personality dimensions EXCEPT:
   A. openness to experience.
   B. agreeableness.
   C. locus of control.
   D. emotional stability.
   E. extraversion.
134. Being good-natured, empathetic, caring, and courteous are characteristic of people with which personality trait?
   A. Openness to experience
   B. Agreeableness
   C. Locus of control
   D. Emotional stability
   E. Extraversion

135. Conscientiousness is one dimension of:
   A. the MARS model.
   B. Schwartz's values model.
   C. Myers-Briggs Type Indicator.
   D. All of the answers are correct.
   E. None of the answers apply.

136. Neuroticism is explicitly identified in:
   A. the MARS model.
   B. Schwartz's values model.
   C. "Big Five" personality dimensions.
   D. Holland's theory of vocational choice.
   E. the MARS model and the "Big Five" personality dimensions.

137. Most employees in the social services department of a provincial government have frequent interaction with people who are unemployed or face personal problems. Which of the following personality characteristics is best suited to employees working in these jobs?
   A. High neuroticism.
   B. External locus of control.
   C. High introversion.
   D. High agreeableness.
   E. External locus of control and high agreeableness.

138. Which "Big Five" personality dimension is most valuable for predicting job performance?
   A. Extraversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism
   E. Agreeableness

139. _______ characterizes people with high levels of anxiety, hostility, depression, and self-consciousness.
   A. Extraversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism
   E. Agreeableness

140. Which of the following is a "Big Five" personality dimensions?
   A. Openness to new experiences.
   B. Self-transcendence.
   C. Locus of control.
   D. Self-enhancement.
   E. Narcissism.

141. Extraversion is one dimension of:
   A. the MARS model.
   B. Schwartz's values model.
   C. Myers-Briggs Type Indicator.
   D. "Big Five" personality dimensions.
   E. Cross-cultural values.
142. ______ characterizes people who are quiet, shy, and cautious.
   A. Introversion
   B. Openness to experience
   C. Conscientiousness
   D. Neuroticism
   E. Intellectualism

143. Jung’s psychological types are measured in:
   A. the "Big Five" personality types.
   B. the locus of control scale.
   C. any instrument that also measures neuroticism.
   D. the Myers-Briggs Type Indicator.
   E. the self-monitoring personality test.

144. Myers-Briggs Type Indicator (MBTI) includes all of these dimensions EXCEPT:
   A. sensing/intuition.
   B. judging/perceiving.
   C. thinking/feeling.
   D. extraversion/introversion.
   E. internal/external locus.

145. Sensing, thinking, and judging represent three dimensions of:
   A. Schwartz's values model.
   B. the MARS model.
   C. Holland's model of occupational choice.
   D. the "Big Five" personality dimensions.
   E. the Myers-Briggs Type Indicator

146. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is FALSE?
   A. The MBTI measures the personality traits in Jung's psychological types.
   B. The MBTI is one of the most widely used personality tests in organizations.
   C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
   D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
   E. The MBTI combines four pairs of traits.

147. The Myers-Briggs Type Indicator (MBTI) measures psychological types first proposed by ________.
   A. Victor Vroom
   B. Carl Jung
   C. Sigmund Freud
   D. The "Big Five" personality trait model
   E. Milton Rokeach

148. Which of these statements about the Myers-Briggs Type Indicator (MBTI) is TRUE?
   A. The MBTI measures a person's self-esteem and self-efficacy.
   B. The MBTI is no longer used in organizations.
   C. Research has concluded that the MBTI does a poor job of measuring Jung's psychological types.
   D. Research suggests that the MBTI is more useful for career development and self-awareness than for selecting job applicants.
   E. The MBTI combines 16 pairs of traits into four distinct types.

149. It has been reported in various studies that specific Big Five personality dimensions can predict which of the following?
   A. leadership.
   B. organizational citizenship.
   C. training performance.
   D. team performance.
   E. All of the answers are correct.
150. Which of the following is NOT a concern about personality testing discussed in your text?
A. Most personality tests are self-reported scales.
B. Depending on how the results are used, the tests could unfairly discriminate against a specific group of people.
C. Personality testing might convey an unfavourable image of the company.
D. Some experts maintain there are better predictors of job performance than tests.
E. Such tests have the potential to violate one's right to privacy.

151. Which of the following statements about values is FALSE?
A. Values help define what is right or wrong and good or bad in the world.
B. Values are arranged into a hierarchy of preferences.
C. The values that dominate a person's preferences differ across cultures.
D. Values guide our decisions and actions.
E. A person's hierarchy of values typically changes a few times each year.

152. Which of the following is LEAST connected to the topic of values?
A. organizational culture.
B. moral intensity.
C. collectivism.
D. ethical sensitivity.
E. neuroticism.

153. Values are defined in your text as:
A. stable, evaluative beliefs that guide our preferences for outcome in a variety of situations.
B. beliefs about what is moral.
C. a person's beliefs about the amount of control they have over their actions.
D. an accounting concept imported into the field of organizational behaviour.
E. personality dimensions that stabilize up to at least the age of 30 and possibly to age 50.

154. Schwartz's values model includes all of the following EXCEPT:
A. Universalism.
B. Hedonism.
C. Security.
D. Utilitarianism.
E. Self-direction.

155. Schwartz's model organizes ____ into ____.
A. personality traits; six dimensions
B. values; a hierarchy
C. needs; three statistical formulas
D. values; ten dimensions
E. emotions; a time line

156. All of the following are domains in Schwartz's values model EXCEPT:
A. Tradition.
B. Power.
C. Conscientiousness.
D. Conformity.
E. Stimulation.

157. The main reason why a person's values do not always influence his or her behaviour is that:
A. the values are too specific.
B. values never affect behaviour under any circumstances.
C. values affect a person's ability but not his or her motivation to act.
D. values usually conflict with each other, making it difficult to determine which value to apply.
E. values tend to be too abstract to see the connection to specific situations.
158. Employees are more likely to apply their personal values to their behaviour when:
   A. someone reminds them of those values.
   B. those values conflict with the organization's values.
   C. the values are abstract.
   D. All of the answers are correct.
   E. None of the answers apply.

159. Incongruence between a company's dominant values and an employee's values is known to:
   A. increase employee stress.
   B. increase the employee's probability of quitting.
   C. increase the chance that the employee's decisions will differ from the organization's preferences.
   D. affect the employee's job satisfaction.
   E. All of the answers are correct.

160. Espoused-enacted values congruence occurs when:
   A. an employee and his or her spouse have similar values.
   B. an organization's values are consistent with the dominant values of the culture in which it operates.
   C. an employee's personal values are similar to the values of other employees on the same team.
   D. an employee's personal values are consistent with the organization's values.
   E. None of the answers apply.

161. The chief executive of a start-up high-technology company recently made several public announcements about the company's values. She emphasized that, although the company is less than one year old, its employees already have adopted a strong set of values around sharing, freedom, and achievement. However, you personally know two employees at the company who say that employees don't really have a common set of values, and they are certainly not unanimous about the three values stated by the CEO. The CEO is likely describing the company's:
   A. espoused values.
   B. ethical values.
   C. professional values.
   D. organizational values.
   E. enacted values.

162. Ethics is most closely related to:
   A. values.
   B. locus of control.
   C. the Myers-Briggs type Indicator.
   D. personality.
   E. ability.

163. Which of the following represents values that determine whether actions are right or wrong and outcomes are good or bad?
   A. Conscientiousness
   B. Sensing
   C. Moral intensity
   D. Self-monitoring
   E. Ethics

164. Which of the following is identified in the textbook as an ethical principle?
   A. Utilitarianism.
   B. Environmentalism.
   C. Moralism.
   D. Humanitarianism.
   E. Egalitarianism.
165. One problem with the utilitarian principle of ethics is that:
A. not all utilitarian rights are protected by law.
B. it is impossible to determine what factors should be relevant when distributing rewards.
C. it is difficult to predict the "trickle down" benefits to the least well off in society.
D. it judges morality by the results but not by the means to attaining those results.
E. the utilitarian principle has never been accepted by ethics experts as an ethical principle.

166. Which of the following is NOT a factor that influences perceived moral intensity?
A. Concentration of effect.
B. Magnitude of consequences.
C. Proximity.
D. Economic impact.
E. Temporal immediacy.

167. When assessing the ethics of a decision, you should:
A. rely mainly on the utilitarianism principle.
B. consider its implications against all three principles described in the textbook.
C. rely mainly on your level of collectivism.
D. avoid considering the decision's moral intensity until after the decision has been made.
E. apply any one—but NEVER more than one—of the four ethics principles to evaluate the decision.

168. Which of the following is an ethical principle stating that people have entitlements allowing them to act
in a certain way?
A. Utilitarianism.
B. Individual rights.
C. Moral intensity.
D. Distributive justice.
E. Ethical sensitivity.

169. The main limitation of the individual rights principle is that:
A. it really isn't an ethical principle at all.
B. some individual rights conflict with other individual rights.
C. it pays attention to whether consequences are ethical, but not to whether the means to those
   consequences are ethical.
D. it is almost impossible to evaluate the benefits or costs of decisions when many stakeholders are
   affected.
E. it can degenerate into unjust favouritism.

170. Senior executives at CyberForm must make a decision that will affect many people, and where the
decision may produce good or bad consequences for those affected. This decision:
A. has a high degree of ethical sensitivity.
B. is one in which decision makers should rely only on the utilitarianism rule of ethics.
C. has a low degree of ethical sensitivity.
D. has a high degree of moral intensity.
E. requires a low duty to care.

171. Moral intensity is higher when:
A. the issue produces good decisions but not bad decisions.
B. the decision has little or no effect on other people.
C. the decision maker is neutral and far removed from the issue or its consequences.
D. All of the answers are correct.
E. None of the answers apply.

172. People who have high moral sensitivity:
A. are always more ethical than people with a moderate or low level of ethical sensitivity.
B. tend to have higher empathy.
C. tend to have more information about the specific situation.
D. All of the answers are correct.
E. tend to have higher empathy and tend to have more information about the specific situation.
173. According to your text, which of the following is considered a moral intensity factor?
   A. Social consensus.
   B. Environmental impact.
   C. Economic impact.
   D. Social impact.
   E. None of the answers apply.

174. The ability to recognize the presence and determine the relative importance of an ethical issue is known as:
   A. neuroticism.
   B. moral intensity.
   C. moral sensitivity.
   D. utilitarianism.
   E. uncertainty avoidance.

175. Which of the following statements about ethical codes of conduct is FALSE?
   A. They establish the organization's ethical standards and inform employees.
   B. They signal how seriously the organization views the issue of ethics.
   C. Written ethical codes prevent unethical behaviour.
   D. Most large and medium-size organizations in Canada have such codes.
   E. Many organizations provide ethics training.

176. Moral intensity is higher when:
   A. it takes longer to make an ethical decision.
   B. the decision is made by a few people who are highly ethical.
   C. there are no clear legal guidelines to guide decision makers.
   D. many people agree the action is ethically good or bad.
   E. All of the answers are correct.

177. According to your text, the most effective way for organizations to establish a foundation that supports ethical conduct is by
   A. providing ethics training.
   B. writing codes of ethics.
   C. communicating ethical codes of conduct to employees.
   D. punishing wrongdoers.
   E. establishing a set of shared values that reinforce ethical conduct.

178. Which moral intensity factor best relates to the question, "How many people are affected by this action?"
   A. Immediacy of effect
   B. Concentration of effect
   C. Probability effect
   D. Butterfly effect
   E. Magnitude effect

179. People who value their independence and personal uniqueness have:
   A. high individualism.
   B. low collectivism.
   C. high power distance.
   D. low uncertainty avoidance.
   E. high individualism and low collectivism.

180. Which of the following statements about cross-cultural values is TRUE?
   A. People with a high achievement-orientation emphasize relationships and the well-being of others.
   B. People with high individualism can have any level (high or low) of collectivism.
   C. People with high power distance value independence and personal uniqueness.
   D. People with low uncertainty avoidance must also have high power distance.
   E. People in almost all cultures have high uncertainty avoidance.
181. People with high collectivism:
   A. accept unequal distribution of power.
   B. also have low individualism.
   C. value harmonious relationships in the groups to which they belong.
   D. value thrift, savings, and persistence.
   E. also have low individualism and value harmonious relationships in the groups to which they belong.

182. Employees from cultures with a high power distance are more likely to:
   A. use their existing power to gain more power.
   B. encourage consensus-oriented decision making.
   C. avoid people in positions of power.
   D. readily accept the high status of other people in the organization.
   E. give their power to others as a sign of friendship.

183. The cross-cultural value describing the degree to which people in a culture accept unequal distribution of power in a society refers to __________.
   A. power imbalance tolerance
   B. inequality tolerance
   C. power distance
   D. power differential
   E. submissiveness

184. The degree to which people tolerate ambiguity and uncertainty refers to the cross-cultural value called __________.
   A. risk tolerance
   B. ambiguity tolerance
   C. high uncertainty avoidance
   D. uncertainty avoidance
   E. self-confidence

185. People with a high _____ value assertiveness, competitiveness, and materialism.
   A. individualism
   B. collectivism
   C. power distance
   D. uncertainty avoidance
   E. achievement orientation

186. Which of the following countries generally has high achievement orientation values?
   A. Canada
   B. Russia
   C. Japan
   D. Sweden
   E. The Netherlands

187. Motowa is a new employee who comes from a culture that values respect for people in higher positions and values the well-being of others more than goal achievement. Motowa's culture would have:
   A. a high power distance and nurturing orientation.
   B. high collectivism and short-term orientation.
   C. low uncertainty avoidance and high individualism.
   D. low power distance and strong nurturing orientation.
   E. None of the answers apply.

188. Which of the following values represents people who value duty to groups to which they belong, and to group harmony?
   A. High individualism.
   B. High uncertainty avoidance.
   C. Low uncertainty avoidance.
   D. High nurturing orientation.
   E. High collectivism.
189. Canadians tend to have:
   A. a high collectivism value orientation.
   B. a high nurturing-orientation value.
   C. a low individualistic value orientation.
   D. a high individualistic value orientation.
   E. a high nurturing-orientation value and a low individualistic value orientation.

190. In the section on cross-cultural values, the authors warn that:
   A. the cross-cultural data presented are based on a very small sample (less than 10 people in each country
       studied).
   B. the definitions of most values have changed over the past decade, so most cross-cultural information
       has little meaning anymore.
   C. several cultures don't have any values.
   D. multicultural societies such as Canada have a wide range of values even though the information
       presented assumes that everyone in the country has similar values.
   E. All of the answers are correct.

191. In Canada, Anglophone and Francophone values:
   A. are identical to each other.
   B. have become increasingly different from each other in recent years.
   C. are almost completely opposite to each other.
   D. have converged (become more similar) in recent years.
   E. do not really exist.

192. Which of these cultures within Canada has a high collectivist value orientation?
   A. Anglophone Canadians
   B. Francophone Canadians
   C. First Nations people in Canada
   D. Allophone Canadians
   E. None of these cultures has a high collectivist orientation.

193. Which of the following cultures has/have the strongest preference for patriarchal authority?
   A. Anglophone Canadians
   B. Francophone Canadians
   C. Americans
   D. All of the answers are correct.
   E. Anglophone and Francophone Canadians

194. Compared with Americans, Canadians are more likely to
   A. question authority.
   B. be associated with a religious institution.
   C. value patriarchal authority.
   D. be materialistic.
   E. None of the answers apply.

195. Studies comparing American and Canadian values indicate that:
   A. American and Canadian values have become more similar in recent years.
   B. American values are closer to Francophone than Anglophone values.
   C. Canadians have lower tolerance for moral permissiveness than do Americans.
   D. All of the answers are correct.
   E. None of the answers apply.
196. The sales office of a large industrial products wholesale company has an increasing problem that salespeople are arriving late at the office each morning. Some sales reps go directly to visit clients rather than showing up at the office as required by company policy. Others arrive several minutes after their appointed start time. The vice president of sales doesn't want to introduce time clocks, but this may be necessary if the lateness problem isn't corrected. Using the MARS model of individual behaviour, diagnose the possible reasons why salespeople may be engaging in this "lateness" behaviour.

197. Employees in the company's warehouse are making numerous errors in inventory control and breaking items shipped. An analysis of the situation reveals that individual competencies are poorly matched with the job requirements. Describe three different strategies that would potentially improve this person-job matching.

198. Store #34 of CDA Hardware Associates has had below average sales over the past few years. As head of franchise operations, you are concerned with the continued low sales volume. The store manager wants you to diagnose the problem and recommend possible causes. Use the MARS model of individual behaviour and performance to provide four different types of reasons why employees at Store #34 might be performing below average. Provide one example for each type of explanation.

199. Contrast organizational citizenship behaviour with task performance.

200. Explain why you agree or disagree with the following statement: "Hiring and keeping talented employees is the most important task for managers."
201. An ongoing debate in organizational behaviour is whether we should consider the personality traits of job applicants when selecting them into the organization. Take the view that personality traits SHOULD be considered in the selection process and provide arguments for your position.

202. Explain the three distinct types of ethical principles and discuss the limitations of each:

203. Comment on the accuracy of the following statement and explain your answer:

   "Organizations are most successful when employee values are identical to the company's dominant values."

204. Several international sales representatives in your organization have faced the murky question of paying foreign government officials under the table in order to do business in other countries. Describe three strategies that the organization should consider to resolve these and other ethical dilemmas for foreign sales representatives.

205. A middle manager in Malaysia is about to be stationed for two years to Canada. Canada has relatively low power distance whereas employees in Malaysia have quite high power distance. Advise the Malaysian manager about what to expect from Canadian employees based on the differences in power distance. Your answer should also define power distance.
A visiting professor in international business recently spoke to students in an organizational behaviour class about cultural differences between Canadians and Japanese employees. Relying on a famous study in the 1960s, the scholar explained that Japanese employees have a high degree of collectivism. The visitor then pointed out how this is completely opposite to the values of Canadian employees. The visitor concluded by saying that by identifying someone's nationality, such as Canadian, one can easily determine a person's level of collectivism, individualism, uncertainty avoidance, and achievement-nurturing orientation. Identify and discuss three concerns about cross-cultural knowledge the visiting professor's statements should pay attention to.
Chapter 02_9ce Key

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Lateness may also occur because sales reps are not motivated to attend work. Perhaps there are stressful conditions at work or the jobs are not interesting to the people in those jobs. Similarly, there might be a ‘lateness culture’ in which other employees support those who show up late. A third factor may be situational factors. In the short term, some employees might be late due to road construction, conflicts with family responsibilities, and so forth. This is usually a short-run explanation, however, because employees should be able to adjust their schedule in the longer term. Ability is the least likely explanation for lateness. It would occur if an employee lacked the capacity to show up for work on time.

The MARS model suggests that individual behaviour and performance are a function of ability, motivation, role perceptions, and situational factors. With respect to lateness, all four of these factors may be relevant. Salespeople may be late for work because of incorrect role perceptions. Specifically, they might not know that they must show up at the office before visiting clients. Others may be late in the morning because they incorrectly believe they can do so after working late the previous day. (While both policies should be reviewed, the point here is that sales rep role perceptions may be inconsistent with the executive’s expectations.)

Redesign the job. This involves re-assigning specific tasks to employees based on their current knowledge and skills. For example, if an employee is good at stocking inventory but lacks skills and knowledge to use the inventory control system, then this person might be assigned only the task of stocking inventory.

Provide training. Employees who lack certain skills and knowledge should receive training in those areas.

Select qualified applicants. This involves measuring competencies of job applicants and selecting those whose competencies most closely align with the job requirements.

The textbook identifies the following three strategies. Students should describe each of these:

Situation factors. Employees at Store #34 might have lower performance due to unfavourable situational factors. For example, Store #34 might be located in an area with an economic recession. Alternatively, the store might have had difficulty getting inventory from the company’s warehouse, resulting in lack of sales.

Role perceptions. Store #34 employees might have role perceptions that result in lower sales. For example, they might not realize that certain procedures or sales practices are less effective than those used at other stores. Alternatively, employees might not realize that their level of sales is below an acceptable level.

Motivation. Store #34 employees might not be as motivated to serve customers and sell the product. For example, the store might have a different reward system, one that is not as effective at encouraging store sales. Alternatively, employees at this store might have different needs and therefore are not as motivated by the company’s compensation system.

Ability. It is possible that employees at Store #34 lack the necessary skills or knowledge to complete sales transactions effectively. For example, the store might have high turnover, so most employees lack the necessary experience. Alternatively, the store manager might have hired people who lack the necessary skills and knowledge.

Students should answer this question by describing the four causes of individual behaviour and applying these causes to the situation.

Organizational citizenship behaviours, on the other hand, are activities that extend beyond the task normally required by the organization. They include avoiding unnecessary conflicts, helping others without selfish intent, gracefully tolerating occasional impositions, being involved in organizational activities and performing tasks that extend beyond normal role requirements.

Task performance refers to goal-oriented activities that are under the individual’s control. As goals, job performance standards and objectives are explicitly required by the organization for employees in those jobs.
c) Much of an organization's intellectual capital is the knowledge employees carry around in their heads. Long-service staff members, in particular, have valuable information about work processes, corporate values, and customer needs. Very little of this is documented anywhere. Thus, knowledge management involves keeping valuable employees with the organization.
b) Attracting and retaining talented people is becoming particularly important as worries about skills shortages heat up. As skill shortages increase, attracting and retaining talent will logically become a critical factor in an organization's success.
200. a) Task performance, organizational citizenship, and the lack of counterproductive work behaviours are obviously important, but if qualified people don't join and stay with the organization, none of these performance-related behaviours would occur.

201. Students should be evaluated not only on factual knowledge from the textbook, but also their logic and persuasive argument skills. Factually, the textbook presents two arguments in favour of using personality testing in selection. First, some personality dimensions, particularly conscientiousness and internal locus of control, predict job performance in almost every job group. This suggests that if we can accurately measure people who have this trait, we can better determine whether they will perform their job well. Second, personality traits may affect the types of jobs in which people are interested. In fact, vocational counsellors use personality testing to determine vocational interests. Placing people in jobs that match their personalities would potentially reduce employee turnover and perhaps absenteeism. If employees are happier in their jobs as a result of better vocational fit, then the improved job satisfaction might also result in better performance and organizational citizenship behaviours (see Chapter 1).

Distributive justice: This principle suggests that people who are similar to one another should receive similar benefits and burdens; those who are dissimilar should receive different benefits and burdens in proportion to their dissimilarity. A variation of the distributive justice principle says that inequalities are acceptable when they benefit the least well off in society. Thus, employees in risky jobs should be paid more if their work benefits others who are less well off. One problem with the distributive justice principle is that it is difficult to agree on who is "similar" and what factors are "relevant."

Individual rights: This principle reflects the belief that everyone has entitlements that let him/her act in a certain way. Some of the most widely cited rights are freedom of movement, physical security, freedom of speech, fair trial, and freedom from torture. The individual rights principle includes more than legal rights; it also includes human rights that everyone is granted as a moral norm of society.

Utilitarianism: This principle advises us to seek the greatest good for the greatest number of people. In other words, we should choose the option that provides the highest degree of satisfaction to those affected. This is sometimes known as a consequential principle, because it focuses on the consequences of our actions, not on how we achieve those consequences. One problem with utilitarianism is that it is almost impossible to evaluate the benefits or costs of many decisions, particularly when many stakeholders have wide-ranging needs and values.

202. The three distinct types of ethical principles are: utilitarianism, individual rights, and distributive justice.

The problem with identical values—that is, perfect congruence—is that employees with diverse values offer different perspectives to issues, which may lead to better decision making. The conflict resulting from values incongruence among employees can sharpen everyone's thinking about the definition of the problem and the rationale for preferred choices. Moreover, too much congruence can create a "corporate cult" that potentially undermines creativity, organizational flexibility, and business ethics.

In terms of benefits of congruence, the textbook explains that incongruence causes several negative outcomes. Values are guideposts, so employees whose values differ significantly from the organization's values might make decisions incompatible with the organization's goals. Incongruence also leads to lower job satisfaction and organizational commitment, as well as higher stress and turnover among employees.

203. This statement is FALSE. To answer this question fully, students should note both the benefits of having values congruence and the problems with having perfect congruence.

204. First, the company should develop and make its salespeople aware of a written ethical code of conduct. This code may help employees resolve some of the decision-making dilemmas they face. Second, the value of the ethics code would increase if sales representatives received training on ethical conduct. These seminars help employees work through ethical dilemmas by applying the corporate code of ethical conduct. The long-term objective is to help participants internalize these standards so that ethical considerations are addressed almost intuitively. Third, the organization should develop an ethics committee consisting of senior management, sales representatives and/or Board of Directors to discuss and resolve ethical dilemmas that are presented to them as well as dilemmas that might face foreign salespeople in the future. The conclusions of this committee should be communicated clearly to all employees. Finally, the foreign sales representatives' ethical behaviour should be linked to the reward system. This might be a difficult task, but the perceived link would maintain consistency with the company's interest in ethical decision making.
In contrast, Canadians (at least those with a low power distance value) expect relatively equal power sharing. They view the relationship with their boss as one of their interdependence, not dependence; that is, they believe their boss is also dependent on them, so they expect power sharing and consultation before decisions affecting them are made. Those with low power distance readily approach and contradict boss.

In Malaysia, employees tend to value obedience to authority and are comfortable receiving commands from their superiors without consultation or debate. They also prefer resolving differences or contradict their boss indirectly through formal procedures rather than directly.

Power distance is the extent that people accept unequal distribution of power in a society. This answer should provide specific information about how employees interact differently in Canada versus Malaysia in terms of power distance.

A third concern is that cross-cultural research and writing continues to rely on a major study conducted almost 40 years ago, the findings of which may have become out of date as values in some cultures have shifted over the years.

Second is that cross-cultural studies often assume that each country has one culture, while in reality many countries are culturally diverse. While this assumption may be true, in some countries, (particularly if isolated and lack immigration) it certainly does not apply to Canada and many other countries. People have diverse values within Canada, so statements about Canada's cultural values represent very broad generalizations.

One is that many research studies have relied on small, convenient samples, and these studies may draw conclusions that might not generalize to the cultures they represent.

206. Here are the three areas of concerns:
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