Student name:\_\_\_\_\_\_\_\_\_\_

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**24)** Which of the following statements is true about attitudes?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

⊚ true  
 ⊚ false

**40)** Collectivists define themselves independent of group affiliation.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**51)** Selective perception facilitates communication with others.

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

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

⊚ true  
 ⊚ false

**Answer Key**Test name: chapter 1

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

2) The Big Five model is a powerful assessment that organizes numerous concepts into a "short list" of just five factors that are representative of the characteristics that can be linked with satisfaction and success. The Big Five model has five primary components: extroversion, agreeableness, emotional stability, conscientiousness, and openness to experience.  
 1) Extroversion assesses the degree to which you are social or antisocial, outgoing or shy, assertive or passive, active or inactive, and talkative or quiet. A person who rates high for the first traits in these pairs is extroverted, while someone who rates high for the second traits is introverted. Extroversion or introversion, in itself, is not necessarily bad, but extremes at both ends of the spectrum can be equally dysfunctional.  
 2) Agreeableness measures the degree to which you are friendly or reserved, cooperative or guarded, flexible or inflexible, trusting or cautious, good-natured or moody, soft-hearted or tough, and tolerant or judgmental. Those scoring high on the first element of these paired traits are viewed as agreeable and easy to work with, while those rating low are viewed as more disagreeable and difficult to work with.  
 3) Emotional stability measures the degree to which you are consistent in how you react to certain events, weigh options before acting, and look at a situation objectively. Those who rate high on emotional stability are viewed as generally calm, stable, having a positive attitude, able to manage their anger, secure, happy, and objective.  
 4) Conscientiousness represents the degree to which you are dependable, can be counted on, follow through on commitments, and keep promises. Those who rate high on conscientiousness are generally perceived to be careful, thorough, organized, persistent, achievement oriented, hardworking, and persevering. Those who score lower on this dimension are more likely to be viewed as inattentive to detail, uncaring, disrespectful, not interested or motivated, unorganized, apt to give up easily, and lazy.  
 5) Openness to experience considers whether you are interested in broadening your horizons or limiting them, learning new things or sticking with what you already know, meeting new people or associating with current friends and coworkers, going to new places, or restricting yourself to known places. Individuals who score high on this factor tend to be highly intellectual, broad-minded, curious, imaginative, and cultured. Those who rate lower tend to be more narrow-minded, less interested in the outside world, and uncomfortable in unfamiliar surroundings and situations.

3) Attitudes are “settled ways of thinking about someone or something, typically reflected in a person’s behavior.” As human beings, we can choose how we think and feel about a situation or event. Attitudes are derived from supervisors, parents, teachers, peers, society, and our own experiences. Attitudes are one of the less stable facets of our personality, which means they are easier to influence and change than our behaviors or values.  
 Strong attitudes can impact our professional and personal relationships. As a manager, it is helpful to remember how much of a role our attitude can play in our success. Our attitude can determine whether we think positively and take control of a situation or think negatively and feel helpless about our ability to change or respond to a situation. Attitude is important to being productive at work or in school.  
 Attitude can influence those around us. Being aware of our own attitude and making choices about which attitude to display to others is very important. Attitude can affect our job behavior as well as our interactions with others. Friends, significant others, family members, coworkers, and others are definitely influenced by our thoughts and feelings toward situations. As a manager, it is also important to recognize our employees are affected by the attitude we display toward them and toward the work that needs to get done. A manager's attitude is a large factor in how people feel about their jobs. If a manager is upbeat most of the time and supportive of his or her colleagues, employees will generally respond well and work hard to produce the desired results. On the other hand, if a manager is pessimistic and belittling toward his or her employees, staff morale will suffer and, ultimately, so will the expected outcomes.

4) Factors from a variety of sources may simultaneously impact our perception. Our past experience, belief system, family background, and personal values heavily influence our perceptions of others. Some of the more common filters that can influence our perceptions are stereotyping, selective perception, projection, expectations, and interest.  
 1) Stereotyping is making assumptions about an individual or a group based on generalized judgments rather than on facts. Many who stereotype others do so on the basis of observable demographic characteristics, such as race or ethnicity, gender, age, disability, religion, and sexual orientation. Rather than relying on a stereotype that is probably largely false, it is best to check your own perceptions and come to an event or meet a new person with an open mind.  
 2) Selective perception is interpreting information for meaning and accuracy and discarding information that is threatening or not relevant. Selective perception serves a useful purpose, but it hinders communication with others. Rather than automatically "tuning out" information with which you disagree, keep an open mind, being open to all new views about a situation before prematurely developing your own opinion.  
 3) Projection is attributing one's own attitudes, characteristics, or shortcomings to others. For example, someone who cheats and lies might make the assumption that everyone cheats and lies. This validates our own perceptions of the way things are, or at least the way we think things should be. However, projecting our beliefs onto others denies them the opportunity to provide us with a unique and fresh perspective.  
 4) Expectations involve forming an opinion about how we would like an event to unfold, a situation to develop, or a person to act, think, or feel. We tend to perceive, select, and interpret information according to how we expect it to appear. By understanding what your expectations are and viewing a situation with a clean slate—minus preconceived notions about what to expect—you are better able to approach situations and people and form your own opinions based on actual experience rather than on assumptions.  
 5) Interest is basing our activities and inputs on things that are likeable or appealing to us. We tend to focus our time and attention—consciously or subconsciously—on those things that are enjoyable and meaningful to us. The tendency to be drawn to things that interest us can be positive, in that it helps conserve our energy for the things that matter to us. However, as you increase your own self-understanding, it is important to reach out to things that go beyond what interests you at the time. By doing this you can broaden yourself and your understanding of the things that are important and meaningful to others.

5) Attribution theory demonstrates that individuals tend to decide that a behavior is caused by a particular characteristic or event. We make these attributions or judgments about what caused the resulting behavior based on our personal observation or evaluation of the situation. Understanding how and why you make these attributions is important because future decisions and behaviors are based more on your perception of why something happened rather than on the actual outcome. Therefore, we tend to reinforce our beliefs about ourselves and others based on the perceptions we gain from these experiences.  
 It is also important to evaluate whether these judgments are attributed more to internal or external factors. Attributing outcomes to controllable factors tends to be a stronger indicator of future behavior than attributing them to uncontrollable factors. Perceptions determine behavior in future situations based on the amount of personal control you believe you have over the situation.  
 Behavior and perception have an impact on your attributions. Self-serving bias causes us to overestimate internal factors for successes and blame external factors for failures. This may cause you to evaluate incorrectly your personal strengths and weaknesses. Another bias is fundamental attribution error, which causes individuals to overestimate the impact of internal factors and underestimate the influence of external factors when evaluating the behavior of others.

6) B

7) B

8) B

9) D

10) B

11) D

12) C

13) B

14) A

15) D

16) C

17) C

18) C

19) C

20) C

21) C

22) C

23) C

24) A

25) C

26) C

27) C

28) B

29) B

30) B

31) C

32) D

33) A

34) B

35) C

36) B

37) A

38) A

39) TRUE

40) FALSE

41) FALSE

42) FALSE

43) TRUE

44) FALSE

45) TRUE

46) FALSE

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55) FALSE

56) TRUE

57) FALSE

58) TRUE