Chapter 1

*Multiple-Choice*

(b) 1. People who are promoted to leadership positions in organizations, typically

a. focus much more on intellectual skills than human relations skills.

b. combine human relations skills with intellectual skills.

c. minimize face-to-face interaction with other workers.

d. tend to be mean and ruthless.

(d) 2. Your job is less likely to be outsourced if it

a. is highly technical in nature.

b. deals with finance or research.

c. is accomplished mostly online

d. involves established relationships with people.

(a) 3. From the standpoint of management, human relations is quite important because it contributes to

1. organizational effectiveness.
2. control over employees.
3. uniformity among the workers.
4. high turnover of employees.

(c) 4. A potential problem in benefiting from human relations knowledge is that

a. getting along well with work associates appears to be a fad.

b. such knowledge conflicts with fields such as accounting and information technology.

c. an individual’s personality could influence the potential benefits.

d. many employers prohibit the practice of human relations.

(b) 5. In terms of being perceived as having potential for advancement to a management

position, possessing human relations skills is

a. counterproductive.

b. usually an asset.

c. helpful mostly for human resources positions.

d. usually not important.

(b) 6. Bill suffers from chronic job dissatisfaction. It is likely that

1. his life satisfaction will be unaffected.
2. his life satisfaction will begin to decline.
3. his personal life satisfaction will improve.
4. he will get used to it.

(a) 7. Derek and Danielle, a married couple, want to have a happy, permanent marriage.

Long-term research with couples suggests that Derek and Danielle should

a. look for ways to emphasize the positive.

b. freely criticize each other.

c. make many mocking jokes about each other.

d. say no frequently to each other.

(c) 8. An inference from some research about relationships suggests that the way people manage their relationships in the workplace,

a. indicates whether or not they are married or single.

b. indicates whether or not they have a pet at home.

c. is linked to how personal relationships are managed.

d. usually the opposite of how personal relationships are managed.

(d) 9. What the person is communicating about himself or herself is contained in the

1. overall self-concept.
2. self-knowledge questionnaire.
3. private self.
4. public self.

(b) 10. Jenny says, “If I had only finished college and gone to work for a big company, today

I would be a CEO and the envy of my friends and family.” Jenny is referring to her

a. public self.

b. alternative self.

c. private self.

d. angry self.

(b) 11. A major purpose of feedback is to tell a person

1. how well he or she communicates the true self.
2. how well he or she has performed.
3. the difference between right and wrong.
4. when it is time to enhance self-esteem.

(b) 12. The term *developmental opportunity* in a performance evaluation system refers to a(n)

1. chance to take over for the manager for a while.
2. area of needed improvement.
3. area of outstanding strength.
4. chance to get promoted.

(d) 13. Marshall would like feedback on what coworkers really think of him. He is best

advised to get input from a

a. Johari Window

b. performance evaluation from his superior.

c. self-assessment quiz.

d. system of peer evaluations.

(c) 14. A basic premise of the model behind the Johari Window is that we can

improve our personal and professional relationships through

a. peeking into the lives of people we admire.

b. looking into the future.

c. understanding ourselves in depth.

d. exploring windows of opportunity.

(a) 15. The *blind area* in the Johari Window consists of information others

a. are aware of but we cannot see in ourselves.

b. want to hide from us because it is so embarrassing.

c. cannot see but we are clearly aware of.

d. . use to make us feel defensive.

(b) 16. A study about the self-evaluation of college students found that the students

1. underrated their generosity in dealing with others.
2. overrated their generosity in dealing with others.
3. were unwilling to help others did not fit their self-image.
4. rated themselves highly only when surrounded by students they perceived to be inferior.

(c) 17. A cultural difference observed about self-evaluation is that

a. North Americans tend to underestimate their abilities.

b. East Asians tend to overestimate their abilities.

c. North Americans tend to overestimate their abilities.

d. East Asians rarely think of improving themselves.

(a) 18. The focus of Frederick Taylor’s theory of scientific management was on

scientific methods to

a. increase individual worker’s productivity.

b. improve products from companies.

c. make employees get along with each other.

d. stop gossip in the workplace.

(d) 19. Gloria is the manager of a plant in Iowa that manufactures baby furniture. She wants

workers to be more productive so the plant can avoid being closed down and the work being shifted overseas. Which one of the following approaches or techniques should Gloria emphasize?

a. Theory X

b. the threat of unionization

c. the Hawthorne effect

d. scientific management

(c) 20. In the Hawthorne studies, worker productivity

1. increased with greater illumination but decreased with less illumination.
2. increased with less illumination but decreased with greater illumination.

c. increased with both greater and less illumination.

d. decreased with both greater and less illumination.

(d) 21. A major implication of the Hawthorne study was

1. employees are motivated by social needs.
2. employees desire rewarding on-the-job relationships.
3. employees are more responsive to pressures from co-workers than to control by the boss.
4. all of the above.

(b) 22. An assumption of Theory X is that

1. employees enjoy responsibility.
2. most employees must be coerced to work hard.
3. the average person enjoys work.
4. employees do not value job security.

(a) 23. An assumption of Theory Y is that

1. threat of punishment is not necessary to get effort from employees.
2. threat of punishment is the best way to get effort from employees.
3. most employees are not capable of accepting responsibility.
4. commitment has no relationship to rewards.

(c) 25. Industrial humanism is widely practiced today through such things as

1. threatening employees.
2. requiring employees to divulge information about their personal lives.
3. flexible work arrangements and benefits.
4. random drug testing.

(a) 25. Which one of the following is an *organizational factor* likely to have an influence on

job performance and behavior?

a. the culture or atmosphere and value of the company

b. the leadership style of the manager

c. the challenge built into the job

d. the motivation and interest of the employee

# True/False

(T) 1. Rocco is an outstanding engineering technician who at the same time is working on

developing his human relations skills. He is correct in assuming that this combination of skills will help him go a long way in his career.

(T) 2. Lucy attends a graduate program in one of the best-known colleges of business. Her program of studies will most likely include developing soft skills such as leadership, motivating others, and ethics.

(F) 3. To enhance the probability that he will live a long time, Luke chooses a field in

which his job satisfaction will be low so he will not have to invest too much energy in his career. Luke has developed an effective strategy for living a long time.

(T) 4. Tina, a beginner in her field, decides to work on her human relations skills to

increase the probability that she will advance to supervisory and high-level

leadership positions. Tina has chosen an effective strategy for career advancement.

(T) 5. Nikki knows how to deal effectively with others and get things accomplished on the

job, so it is likely she can use the same skills to enhance her personal life.

(T) 6. Self-understanding is an important starting point in developing good human relations.

(F) 7. The private self is the most distorted version of the self.

(T) 8. Maria is referring to her alternative self when she says, “I would much more successful in my career today if I had chosen the right mentors.”

(T) 9. Brain research suggests that the self is the sum of the brain’s subsystems.

(F) 10. Information about people in general has limited value in improving self-understanding.

(T) 11. Terry is terrified of talking in front of groups, even among coworkers. A developmental opportunity for Terry is to overcome his fear of public speaking.

(F) 12. The purpose of the Johari Window is to identify characteristics about yourself that others might think are strengths.

(T) 13. The hidden area of the Johari Window contains information known to us about ourselves but is hidden from others.

(F) 14. Rex is on the right track when he goes about hiding most of his true self from others in order to develop better relationships with people.

(F) 15. One of the self-evaluation traps is that people tend to rely too heavily on the perceptions of others in forming their self-evaluation.

(F) 16. In comparison to East Asians, North Americans tend to be quite modest when making self-evaluations.

(T) 17. One way of minimizing self-evaluation traps is to search for honest and objective feedback from others to help in your evaluation.

(T) 18. Martha constantly seeks feedback, and also sends frequent tweets and Facebook

postings to others describing her attitudes and feelings. Martha is running the risk of falling into a self-evaluation trap.

(F) 19. Scientific management proposed that all workers be paid the same, despite their level of productivity.

(T) 20. Business manager Bruce decides to boost productivity in his company, so he pays special attention to his employees including the occasional catered-in meal at lunchtime and massages given by certified massage specialists. Productivity does increase, and Bruce has most likely capitalized on the Hawthorne effect.

(T) 21. Worried that employees who were mistreated might seek to join a labor union, many employers years ago used human relations techniques in an attempt encourage workers to believe that they did not need a labor union.

(F) 22. A key Theory X assumption about human behavior is that the average

employee enjoys work considerably, and looks for opportunities to contribute

heavily to his or her employer.

(T) 23. Theory Y has prompted managers to grant more freedom to employees who are well-motivated and talented.

(F) 24. Employee performance and behavior is influenced by only factors related to themselves and the job. Factors related to the organization and the manager have little effect on employee performance.

(F) 25. The organizational culture, or general atmosphere in the company, has proven to be a

weak influence on employee performance and behavior.