Chapter 01

Journey into Self-awareness

**True / False Questions**

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

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| 2. | Though self-awareness helps you develop the ability to know how you are feeling and why, it does not help you develop relationships with others.    True    False |

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| 3. | Managers who have low self-awareness are superior performers.    True    False |

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| 4. | Cultural differences are insignificant when assessing your own levels of self-awareness and that of others with whom you interact.    True    False |

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

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

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| 7. | Unlike job satisfaction, life satisfaction is not dispositionally based.    True    False |

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| 8. | Individuals who score high on openness to experience are considered to be uncaring, disrespectful, and unorganized.    True    False |

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| 9. | High self-monitors are least interested in what others think of them.    True    False |

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| 10. | High self-monitors freely display their feelings and attitude in every situation.    True    False |

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| 11. | Attitudes are easier to influence and change than our behaviors or values.    True    False |

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| 12. | At work, the best managers are those who augment their own perspective with the views of others.    True    False |

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| 13. | Selective perception facilitates communication with others.    True    False |

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

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

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

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

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

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| 19. | The social mirror is designed to help you learn about yourself, hence it is important to accept everything that others say to you as reality.    True    False |

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

**Multiple Choice Questions**

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| 21. | \_\_\_\_\_ 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 | |

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| 22. | In the context of self-awareness among managers, which of the following statements is NOT true?      |  |  | | --- | --- | | A. | Self-awareness leads to accurate judgments and enables managers to make good decisions. |  |  |  | | --- | --- | | B. | Self-aware managers do not need to make any modifications to their personal behavior. |  |  |  | | --- | --- | | C. | Self-awareness when low can lead to an unrealistic notion of one's competencies. |  |  |  | | --- | --- | | D. | Self-aware managers are not only aware of their strengths but also their weaknesses. | |

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| 23. | Walter is aware that he needs a job which provides a high percentage of performance incentives as financial rewards that will drive him to work hard at his job. Which of the following components of behavior is Walter primarily aware of in this scenario?      |  |  | | --- | --- | | A. | Motivation |  |  |  | | --- | --- | | B. | Cognition |  |  |  | | --- | --- | | C. | Modes of acting |  |  |  | | --- | --- | | D. | Modes of interacting | |

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| 24. | \_\_\_\_\_ 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 | |

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| 25. | 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. | interact and work with others in your organization. |  |  |  | | --- | --- | | C. | respond to a stimuli, events, and people. |  |  |  | | --- | --- | | D. | take in and make sense of information that helps you make judgments. | |

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| 26. | Nancy is aware that her morale suffers 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 should 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 | |

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| 27. | 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 | |

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| 28. | 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 | |

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| 29. | Which of the following statement is NOT true of personality traits?      |  |  | | --- | --- | | A. | Personality traits cannot be modified through training as they are inherited traits. |  |  |  | | --- | --- | | B. | Personality traits are enduring characteristics and they do not change frequently. |  |  |  | | --- | --- | | C. | Personality traits that predict job satisfaction also predict life satisfaction. |  |  |  | | --- | --- | | D. | Personality traits in an individual are thought to be a result of his or her environment. | |

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| 30. | Rosa's co-workers 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 | |

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| 31. | 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 | |

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| 32. | 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 | |

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| 33. | Justin's enthusiasm toward challenging projects has earned him a good reputation among his seniors at work. His co-workers 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 | |

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| 34. | 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. | |

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| 35. | Sophie is highly concerned about what others think of her. She is extremely careful about freely displaying 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. | |

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| 36. | 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. | |

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| 37. | \_\_\_\_\_ are best described as "learned predispositions to respond to an object, person or idea in a favorable or unfavorable way."      |  |  | | --- | --- | | A. | Morals |  |  |  | | --- | --- | | B. | Ethics |  |  |  | | --- | --- | | C. | Attitudes |  |  |  | | --- | --- | | D. | Rituals | |

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| 38. | 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. | |

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| 39. | \_\_\_\_\_ means making assumptions about an individual or a group based on generalized judgments rather than on facts.      |  |  | | --- | --- | | A. | Projecting |  |  |  | | --- | --- | | B. | Hacking |  |  |  | | --- | --- | | C. | Stereotyping |  |  |  | | --- | --- | | D. | Bootstrapping | |

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| 40. | Mark's boss has shortlisted three employees—Jack, Justin, and Grace—who are eligible for promotion. It is Mark's duty to promote any two employees from the chosen people. Mark decides not to promote Grace because he believes that women are not achievement-oriented, and they cannot completely focus on their work. Making such generalized assumptions that influence an individual's perceptions is known as:      |  |  | | --- | --- | | A. | selective perception. |  |  |  | | --- | --- | | B. | whistle blowing. |  |  |  | | --- | --- | | C. | stereotyping. |  |  |  | | --- | --- | | D. | projection. | |

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| 41. | Donna works in an auditing firm and her manager is extremely happy with the quality of her work. When the department head sends out an e-mail highlighting the common errors made while auditing a client's files, Donna does not bother to read the e-mail. This is because she knows that those errors were not made by her. This scenario best exemplifies:      |  |  | | --- | --- | | A. | stereotyping. |  |  |  | | --- | --- | | B. | self-monitoring. |  |  |  | | --- | --- | | C. | selective perception. |  |  |  | | --- | --- | | D. | projection. | |

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| 42. | \_\_\_\_\_ is best described as the act of attributing one's own attitudes, characteristics, or shortcomings to others.      |  |  | | --- | --- | | A. | Self-description |  |  |  | | --- | --- | | B. | Projection |  |  |  | | --- | --- | | C. | Selective perception |  |  |  | | --- | --- | | D. | Individualization | |

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| 43. | Derek always arrives late for meetings and conferences. He believes that everyone else will also take some time to arrive. In this scenario, Derek's perception is primarily influenced by \_\_\_\_\_.      |  |  | | --- | --- | | A. | stereotyping |  |  |  | | --- | --- | | B. | projection |  |  |  | | --- | --- | | C. | selective perception |  |  |  | | --- | --- | | D. | ethnocentrism | |

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| 44. | \_\_\_\_\_ 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 | |

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| 45. | 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 | |

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| 46. | 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 | |

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| 47. | 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 | |

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| 48. | Which of the following makes us overestimate internal factors for successes and blame external factors for failures?      |  |  | | --- | --- | | A. | Stereotyping tendency |  |  |  | | --- | --- | | B. | Fundamental attribution error |  |  |  | | --- | --- | | C. | Self-serving bias |  |  |  | | --- | --- | | D. | Protectionism | |

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| 49. | When Jamie's business was doing well he attributed the success to his leadership skills, creativity, and dedication. When the business started experiencing a fall in revenue, he blamed it on the declining economy and political instability. In this scenario, Jamie's behavior best illustrates:      |  |  | | --- | --- | | A. | stereotyping tendency. |  |  |  | | --- | --- | | B. | fundamental attribution error. |  |  |  | | --- | --- | | C. | self-serving bias. |  |  |  | | --- | --- | | D. | primacy error. | |

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| 50. | 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 | |

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| 51. | \_\_\_\_\_ is best described as the act of sharing your thoughts, feelings, and ideas with others without self-deception, without distortion.      |  |  | | --- | --- | | A. | Self-disclosure |  |  |  | | --- | --- | | B. | Groupthink |  |  |  | | --- | --- | | C. | Self-realization |  |  |  | | --- | --- | | D. | Stereotyping | |

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| 52. | 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. | Accepting what others say about you as partially correct | |

**Essay Questions**

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| 53. | List a few ways in which self-awareness can help a person. |

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| 54. | Discuss the primary components of the Big Five model. |

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| 55. | Define attitude. How does it affect our professional life? |

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| 56. | Describe some of the most common filters that can influence our perceptions. |

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| 57. | Write a short description of the attribution theory. |

Chapter 01 Journey into Self-awareness Answer Key

**True / False Questions**

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| 1. *(p. 5)* | Self-awareness involves a capacity to monitor and control biases that potentially affect your decision making.    **TRUE** |

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| *Difficulty: 1 Easy* |

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| 2. *(p. 6)* | Though self-awareness helps you develop the ability to know how you are feeling and why, it does not help you develop relationships with others.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 3. *(p. 6)* | Managers who have low self-awareness are superior performers.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 4. *(p. 6)* | Cultural differences are insignificant when assessing your own levels of self-awareness and that of others with whom you interact.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 5. *(p. 8)* | Patterns of behavior develop through reactions to events and actions over a period of time.    **TRUE** |

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| *Difficulty: 1 Easy* |

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| 6. *(p. 9)* | Personality traits of an individual are highly unstable; they change frequently depending on the situation.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 7. *(p. 9)* | Unlike job satisfaction, life satisfaction is not dispositionally based.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 8. *(p. 9)* | Individuals who score high on openness to experience are considered to be uncaring, disrespectful, and unorganized.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 9. *(p. 10)* | High self-monitors are least interested in what others think of them.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 10. *(p. 10)* | High self-monitors freely display their feelings and attitude in every situation.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 11. *(p. 10)* | Attitudes are easier to influence and change than our behaviors or values.    **TRUE** |

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| *Difficulty: 1 Easy* |

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| 12. *(p. 11)* | At work, the best managers are those who augment their own perspective with the views of others.    **TRUE** |

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| *Difficulty: 1 Easy* |

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| 13. *(p. 12)* | Selective perception facilitates communication with others.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 14. *(p. 12)* | Stereotyping involves attributing one's own attitudes, characteristics, or shortcomings to others.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 15. *(p. 13)* | Projecting our beliefs onto others allows them to provide us with a unique and fresh perspective.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 16. *(p. 14)* | Self-serving bias causes us to overestimate external factors for successes and blame internal factors for failures.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 17. *(p. 14)* | Fundamental attribution error involves underestimating the influence of internal factors when evaluating the behavior of others.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 18. *(p. 14)* | The social mirror is based on our memory of how others have reacted toward us or treated us.    **TRUE** |

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| *Difficulty: 1 Easy* |

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| --- | --- |
| 19. *(p. 14)* | 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.    **FALSE** |

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| *Difficulty: 1 Easy* |

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| 20. *(p. 15)* | Self-awareness can be increased by acquiring multiple experiences in diverse situations and with diverse others.    **TRUE** |

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| *Difficulty: 1 Easy* |

**Multiple Choice Questions**

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| 21. *(p. 5)* | \_\_\_\_\_ 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 | |

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| *Difficulty: 1 Easy* |

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| 22. *(p. 6)* | In the context of self-awareness among managers, which of the following statements is NOT true?      |  |  | | --- | --- | | A. | Self-awareness leads to accurate judgments and enables managers to make good decisions. |  |  |  | | --- | --- | | **B.** | Self-aware managers do not need to make any modifications to their personal behavior. |  |  |  | | --- | --- | | C. | Self-awareness when low can lead to an unrealistic notion of one's competencies. |  |  |  | | --- | --- | | D. | Self-aware managers are not only aware of their strengths but also their weaknesses. | |

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| *Difficulty: 1 Easy* |

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| 23. *(p. 8)* | Walter is aware that he needs a job which provides a high percentage of performance incentives as financial rewards that will drive him to work hard at his job. Which of the following components of behavior is Walter primarily aware of in this scenario?      |  |  | | --- | --- | | **A.** | Motivation |  |  |  | | --- | --- | | B. | Cognition |  |  |  | | --- | --- | | C. | Modes of acting |  |  |  | | --- | --- | | D. | Modes of interacting | |

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| *Difficulty: 2 Medium* |

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| 24. *(p. 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 | |

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| *Difficulty: 1 Easy* |

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| 25. *(p. 8)* | 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. | interact and work with others in your organization. |  |  |  | | --- | --- | | C. | respond to a stimuli, events, and people. |  |  |  | | --- | --- | | **D.** | take in and make sense of information that helps you make judgments. | |

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| *Difficulty: 1 Easy* |

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| 26. *(p. 8)* | Nancy is aware that her morale suffers 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 should 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 | |

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| *Difficulty: 2 Medium* |

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| 27. *(p. 9)* | 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 | |

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| *Difficulty: 1 Easy* |

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| 28. *(p. 9)* | 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 | |

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| *Difficulty: 1 Easy* |

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| 29. *(p. 9)* | Which of the following statement is NOT true of personality traits?      |  |  | | --- | --- | | **A.** | Personality traits cannot be modified through training as they are inherited traits. |  |  |  | | --- | --- | | B. | Personality traits are enduring characteristics and they do not change frequently. |  |  |  | | --- | --- | | C. | Personality traits that predict job satisfaction also predict life satisfaction. |  |  |  | | --- | --- | | D. | Personality traits in an individual are thought to be a result of his or her environment. | |

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| *Difficulty: 2 Medium* |

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| 30. *(p. 9)* | Rosa's co-workers 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 | |

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| *Difficulty: 2 Medium* |

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| 31. *(p. 9)* | 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 | |

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| *Difficulty: 1 Easy* |

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| 32. *(p. 9)* | 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 | |

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| *Difficulty: 2 Medium* |

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| 33. *(p. 9)* | Justin's enthusiasm toward challenging projects has earned him a good reputation among his seniors at work. His co-workers 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 | |

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| *Difficulty: 2 Medium* |

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| 34. *(p. 10)* | 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. | |

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| *Difficulty: 1 Easy* |

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| 35. *(p. 10)* | Sophie is highly concerned about what others think of her. She is extremely careful about freely displaying 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. | |

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| *Difficulty: 2 Medium* |

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| 36. *(p. 10)* | 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. | |

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| *Difficulty: 1 Easy* |

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| 37. *(p. 10)* | \_\_\_\_\_ are best described as "learned predispositions to respond to an object, person or idea in a favorable or unfavorable way."      |  |  | | --- | --- | | A. | Morals |  |  |  | | --- | --- | | B. | Ethics |  |  |  | | --- | --- | | **C.** | Attitudes |  |  |  | | --- | --- | | D. | Rituals | |

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| *Difficulty: 1 Easy* |

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| 38. *(p. 10)* | 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. | |

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| *Difficulty: 1 Easy* |

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| 39. *(p. 12)* | \_\_\_\_\_ means making assumptions about an individual or a group based on generalized judgments rather than on facts.      |  |  | | --- | --- | | A. | Projecting |  |  |  | | --- | --- | | B. | Hacking |  |  |  | | --- | --- | | **C.** | Stereotyping |  |  |  | | --- | --- | | D. | Bootstrapping | |

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| *Difficulty: 1 Easy* |

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| 40. *(p. 12)* | Mark's boss has shortlisted three employees—Jack, Justin, and Grace—who are eligible for promotion. It is Mark's duty to promote any two employees from the chosen people. Mark decides not to promote Grace because he believes that women are not achievement-oriented, and they cannot completely focus on their work. Making such generalized assumptions that influence an individual's perceptions is known as:      |  |  | | --- | --- | | A. | selective perception. |  |  |  | | --- | --- | | B. | whistle blowing. |  |  |  | | --- | --- | | **C.** | stereotyping. |  |  |  | | --- | --- | | D. | projection. | |

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| *Difficulty: 2 Medium* |

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| 41. *(p. 12)* | Donna works in an auditing firm and her manager is extremely happy with the quality of her work. When the department head sends out an e-mail highlighting the common errors made while auditing a client's files, Donna does not bother to read the e-mail. This is because she knows that those errors were not made by her. This scenario best exemplifies:      |  |  | | --- | --- | | A. | stereotyping. |  |  |  | | --- | --- | | B. | self-monitoring. |  |  |  | | --- | --- | | **C.** | selective perception. |  |  |  | | --- | --- | | D. | projection. | |

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| *Difficulty: 3 Hard* |

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| 42. *(p. 13)* | \_\_\_\_\_ is best described as the act of attributing one's own attitudes, characteristics, or shortcomings to others.      |  |  | | --- | --- | | A. | Self-description |  |  |  | | --- | --- | | **B.** | Projection |  |  |  | | --- | --- | | C. | Selective perception |  |  |  | | --- | --- | | D. | Individualization | |

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| *Difficulty: 1 Easy* |

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| 43. *(p. 13)* | Derek always arrives late for meetings and conferences. He believes that everyone else will also take some time to arrive. In this scenario, Derek's perception is primarily influenced by \_\_\_\_\_.      |  |  | | --- | --- | | A. | stereotyping |  |  |  | | --- | --- | | **B.** | projection |  |  |  | | --- | --- | | C. | selective perception |  |  |  | | --- | --- | | D. | ethnocentrism | |

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| *Difficulty: 2 Medium* |

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| 44. *(p. 13)* | \_\_\_\_\_ 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 | |

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| *Difficulty: 1 Easy* |

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| 45. *(p. 13)* | 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 | |

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| *Difficulty: 2 Medium* |

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| 46. *(p. 13)* | 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 | |

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| *Difficulty: 1 Easy* |

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| 47. *(p. 13)* | 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 | |

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| *Difficulty: 2 Medium* |

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| 48. *(p. 14)* | Which of the following makes us overestimate internal factors for successes and blame external factors for failures?      |  |  | | --- | --- | | A. | Stereotyping tendency |  |  |  | | --- | --- | | B. | Fundamental attribution error |  |  |  | | --- | --- | | **C.** | Self-serving bias |  |  |  | | --- | --- | | D. | Protectionism | |

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| *Difficulty: 1 Easy* |

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| 49. *(p. 14)* | When Jamie's business was doing well he attributed the success to his leadership skills, creativity, and dedication. When the business started experiencing a fall in revenue, he blamed it on the declining economy and political instability. In this scenario, Jamie's behavior best illustrates:      |  |  | | --- | --- | | A. | stereotyping tendency. |  |  |  | | --- | --- | | B. | fundamental attribution error. |  |  |  | | --- | --- | | **C.** | self-serving bias. |  |  |  | | --- | --- | | D. | primacy error. | |

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| *Difficulty: 2 Medium* |

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| 50. *(p. 14)* | 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 | |

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| *Difficulty: 1 Easy* |

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| 51. *(p. 15)* | \_\_\_\_\_ is best described as the act of sharing your thoughts, feelings, and ideas with others without self-deception, without distortion.      |  |  | | --- | --- | | **A.** | Self-disclosure |  |  |  | | --- | --- | | B. | Groupthink |  |  |  | | --- | --- | | C. | Self-realization |  |  |  | | --- | --- | | D. | Stereotyping | |

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| *Difficulty: 1 Easy* |

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| 52. *(p. 15)* | 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. | Accepting what others say about you as partially correct | |

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| *Difficulty: 1 Easy* |

**Essay Questions**

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| 53. *(p. 6)* | List a few ways in which self-awareness can help a person.     Self-awareness can help a person in various ways:  1) It helps a person to understand himself or herself in relation to others. 2) It helps a person to develop and implement a sound self-improvement program. 3) It helps a person to set meaningful life and career goals. 4) It helps a person to develop relationships with others. 5) It helps a person to understand the value of diversity. 6) It helps a person to manage others effectively. 7) It helps a person to increase productivity. 8) It helps a person to increase his or her ability to contribute to organizations, peers, employers, community, and family. |

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| *Difficulty: 1 Easy* |

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| 54. *(p. 9)* | Discuss the primary components of the Big Five model.     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" 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 co-workers, going to new places or restricting yourself to known places. Individuals who score high on this factor tend to be highly intellectual, broad-minded, curious, imaginative, and cultured. Those who rate lower tend to be more narrow-minded, less interested in the outside world, and uncomfortable in unfamiliar surroundings and situations. |

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| *Difficulty: 1 Easy* |

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| 55. *(p. 10-11)* | Define attitude. How does it affect our professional life?     Attitudes are evaluative statements or "learned predispositions to respond to an object, person or idea in a favorable or unfavorable way." 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, co-workers, and others are definitely influenced by our thoughts and feelings toward situations. As a manager, it is also important to recognize our employees are affected by the attitude we display toward them and toward the work that needs to get done. A manager's attitude is a large factor in how people feel about their jobs. If a manager is upbeat most of the time and supportive of his or her colleagues, employees will generally respond well and work hard to produce the desired results. On the other hand, if a manager is pessimistic and belittling toward his or her employees, staff morale will suffer and, ultimately, so will the expected outcomes. |

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| *Difficulty: 2 Medium* |

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| 56. *(p. 12-13)* | Describe some of the most common filters that can influence our perceptions.     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: 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: 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: 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: 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: basing our activities and inputs on things that are likeable or appealing to us. We tend to focus our time and attention—consciously or subconsciously—on those things that are enjoyable and meaningful to us. The tendency to be drawn to things that interest us can be positive, in that it helps conserve our energy for the things that matter to us. However, as you increase your own self-understanding, it is important to reach out to things that go beyond what interests you at the time. By doing this you can broaden yourself and your understanding of the things that are important and meaningful to others. |

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| 57. *(p. 13-14)* | Write a short description of the attribution theory.     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. |

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