# APPLYING THE CONCEPT ANSWERS

## Applying the Concept 10–1: Big Five Personality Types

Identify the personality type indicated by each comment.

A. extroversion

B. agreeableness

C. adjustment

D. conscientiousness

E. openness

**1. I really like working with Tanya because she always comes through with good work.**

D. Conscientiousness. The statement indicates a responsible worker.

**2. I really like working with Tyson because he is so cooperative. We get along great.**

B. Agreeableness. The statement indicates a person that is easy to work with.

**3. I really like working with Tianna because she always comes with creative ideas during meetings**

E. Openness to experience. The statement indicates a person that is willing to try new things.

**4. I really like working with Timmy because he is so easy to have a conversation with.**

A. Extroversion. The statement indicates a person that is social and talkative.

**5. I really like working with Terri because she isn’t a drama queen like some of the other employees that make a big deal of little things.**

C. Emotionalism. The statement indicates a person that is emotionally stable.

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## Applying the Concept 10–2: Perception Bias

Identify the perception bias indicated by each comment.

A. selectivity

B. frame of reference

C. stereotyping

D. expectations

E. “like me” assumption

**6.** **Hank, I know you’re a good worker, but I can’t give you the assignment again. You should understand that I have to be fair to everyone in the department.**

B. Frame of reference. This indicates Hank seeing things from his point of view, not the manager’s.

**7. Shawn, I thought you were my friend, and that you would back me on this.**

E. Like me. An assumption is made regarding thinking alike.

**8. Jamal, your point is weak. Don’t you understand that my ideas is much better?**

A. Selectivity. This statement indicates screening information in favor of getting his own way.

**9. The new guy Kit is a tall black, so I guess I should talk about basketball with him.**

C. Stereotyping. This is a generalization of a group to one individual.

**10. I usually know what Conroy is going to say at meetings. He is so predictable**

D. Expectations. This indicates seeing or hearing what is anticipated.

## Applying the Concept 10–3: Using Power

Identify the appropriate type of power to use in each situation.

A. coercive

B. connection

C. reward or legitimate

D. referent

E. information or expert

**11. You have to get an important customer order shipped today, and Sonia is not working to standard again. Sonia claims that she does not feel well and cannot afford to take time off, so she can’t get much work done today.**

C. Reward or Legitimate. You should make Sonia realize the importance of getting the order out through a legitimate request for doing her job or going home sick.

**12. Ari, one of your best workers, is currently not doing a good job as usual. You think Ari has a personal problem affecting her work.**

D. Referent. You will get the best results at influencing Ari by working on the relationship side of power. Show a personal concern and willingness to help.

**13. A new expensive robot machine is now available that can increase your department productivity. Major purchases must be approved by a committee, and its decisions tend to be influenced by politics.**

B. Connection. Working on the political connections is advisable to gain support for your request.

**14. Amita has talked to you about getting ahead and has asked you to help prepare her for a supervisor position when the next opportunity opens.**

E. Information or Expert. Amita is looking for information and your expertise to help him get promoted.

**154.** **Samuel is not wearing a required safety vest again, saying it is too hot.**

A. Coercive. When employees are intentionally not following orders or rules, discipline through coercion is appropriate.

## Applying the Concept 10–4: Political Behavior

Identify the political behavior in each situation as

A. effective

B. ineffective

**16. Juanita has to drop off daily reports at a certain office by noon. She brings them in around 10:00 on Monday and Wednesday so that she can run into some higher-level managers who meet at that time near the office. On the other days, Juanita drops the reports off around noon on her way to lunch**

A. Effective. This is a way of getting recognition and visibility and developing connections.

**17.** Ronnie signed up to play on the company softball team **that includes some higher-level managers.**

A. Effective. Ronnie can make some political connections by learning the power players.

**18. Hoang told his boss’s boss about a mistake her boss made yesterday.**

B. Ineffective. If Hoang’s boss finds out about this behavior, this could be a big surprise that his boss could hold against Hoang.

**19. Romeo avoids socializing so that he can be more productive on the job.**

B. Ineffective. Being a good worker is important, but you also need interpersonal relations to get things done politically. Socializing is an important part of power and politics.

**17. Juliet sent copies of a report that she wrote to three higher-level managers.**

A. Effective. This is a way of getting recognition and visibility for your work. However, you don’t want to sound like a bragger.

## Applying the Concept 10–5: Conflict Management Styles

Identify the most appropriate conflict management style to use in each situation.

A. avoiding style

B. accommodating style

C. forcing style

D. negotiating style

E. collaborating style

**21. Usain is over budget for labor this month. The store currently is not busy, so he asks Erica, a part-time employee, to leave work early. Erica tells him she doesn’t want to go because she needs the money.**

C. Forcing style. It is part of the manager’s job to implement unpopular decisions.

**22. Kendra joined a committee that she has no real interest in to make contacts. At a meeting, she makes a recommendation that is opposed by narcissist Kirkland, who is using a forcing style.**

B. Accommodating style. When the conflict is not important to you but is for the other party, let it go. If you take a stance against the other person, this person and others that side with this person will not help in networking.

**23. Deanna is on a task force that has to select a new high-tech machine. The four alternatives will all do the job, but team members disagree about the brand, price, and service.**

D. Negotiating style. This is a situation in which there is no simple clear solution, so a compromise is appropriate.

**24. Jessica is the sales manager. Competent sales rep Hemet is trying to close a big sale. The two are discussing the next sales call, and they disagree on the strategy to use to close the sale.**

E. Collaborating style. This is an important issue that requires an optimal solution. Hemet needs to feel comfortable going into the sale. If the manager forces Hemet to do it her way, he may rebel and intentionally lose the sale to show Jessica was wrong. If they both agree on the strategy, the odds of closing the sale will be higher.

**25. Donald is on his way to an important meeting and running a little late. As he leaves the office, at the other end of the work area he sees Bonita socializing instead of working.**

A. Avoiding style. Donald doesn’t have time to confront Bonita now; however, when he gets back, Donald should talk to her.