Test Bank for Art of Leadership and Supervision Version 1 1 1st Edition by Portolese

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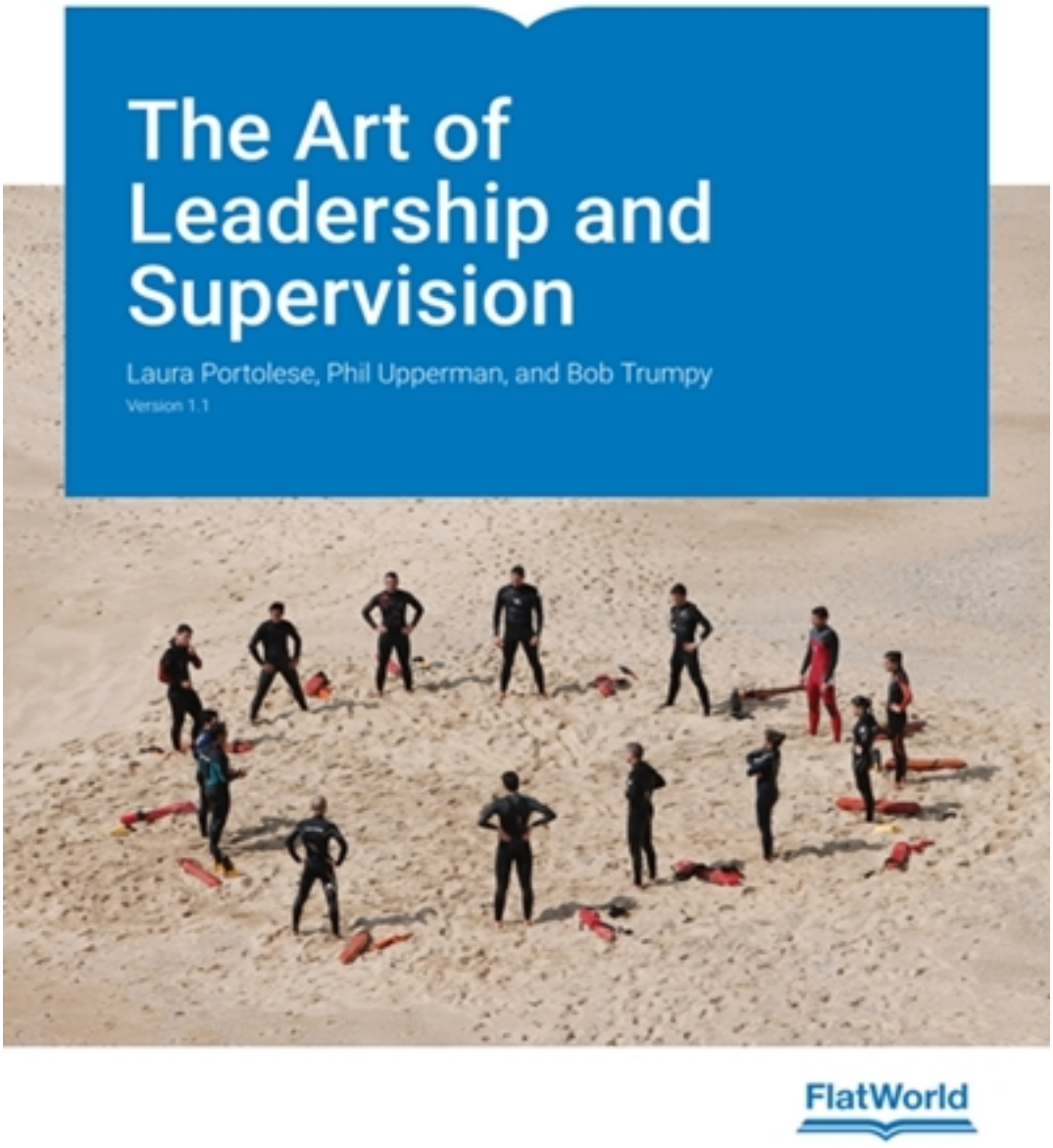

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Chapter 2

1. _____ are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views.
   a. Skills
   b. Innate factors
   c. Goals
   d. Phenotypic traits

Correct answer: B
Feedback: Traits are primarily viewed as human characteristics that are “hard wired,” or innate in nature. Innate factors are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views, also known as governing variables.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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2. Which of the following statements is true of traits?
   a. They are very easy to change.
   b. As motivating factors, they are viewed as subconscious and not unconscious.
   c. They hold major power over the ability to assess uncomfortable situations.
   d. They are not related to skills.

Correct answer: C
Feedback: Traits hold major power over our ability to benefit from constructive feedback, the ability to assess uncomfortable situations, engage in critical personal insight, and learn new skills or refine current skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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3. Which of the following skills primarily encompass those competencies specific to a field, or occupational grouping?
   a. Technical skills
   b. Analytical skills
   c. Interpersonal skills
   d. Conceptual skills

Correct answer: A
Feedback: Technical skills encompass those competencies specific to a field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration).
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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4. Which of the following examples tests the technical skills of interviewees?
   a. Vani was given a situation and asked to solve it with reasoning and logical ability during her interview.

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b. Roger was asked questions on accounting during his interview for the position of an accountant.
c. Ali was asked to choose any topic and talk about it for a few minutes at his interview to test his communication skills.
d. Suresh was given a problem in an imaginary corporate setting and was asked to make a decision to test his judgment.

Correct answer: B
Feedback: Technical skills encompass those competencies specific to a field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration). The interview involving Roger in which he is asked questions on accounting during for the position of an accountant tests his technical skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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5. George applied for the position of Associate Civil Engineer at Reddinson Inc. He attended a panel interview in which he was asked a series of questions on civil engineering and infrastructure maintenance. This example shows that George was primarily being tested for his _____.
   a. conceptual skills
   b. technical skills
   c. interpersonal skills
   d. analytical skills

Correct answer: B
Feedback: Technical skills encompass those competencies specific to our field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration). In the given scenario, George is being tested for his technical skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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6. Jonathan attended an interview at Harper Inc. The first round of the interview was a written round in which he had to answer questions with reasoning and analytical ability. Which of the following skills were specifically tested in the first round of the interview?
   a. Occupational skills
   b. Interpersonal skills
   c. Conceptual skills
   d. Technical skills

Correct answer: C
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability. Jonathan was being tested for his conceptual skills as he had to answer the questions with reasoning and analytical ability.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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7. Which of the following examples best illustrates the testing of conceptual skills?

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a. Janet was given a hypothetical problem and asked to solve it to test her judgment.
b. Dianne was asked to explain the different methods of coding software at her interview for the position of a software engineer.
c. Sadia was asked questions about marketing and product promotion during her interview for the position of a marketing manager.
d. Ira was asked to explain how she would empathize if her coworker was in a stressful situation.

Correct answer: A
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability. Janet was being tested for her conceptual skills as she was given an hypothetical problem and asked to solve it to test her judgment.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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8. Which of the following statements is true of interpersonal skills?
   a. They encompass reasoning and analytical ability.
   b. They involve the ability to persuasively communicate and listen effectively.
   c. They encompass those competencies specific to a field, or occupational grouping.
   d. They involve making sense of effective judgment, intuition, and foresight.

Correct answer: B
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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9. Interpersonal skills:
   a. primarily encompass making sense of effective judgment.
   b. focus on reasoning and analytical ability.
   c. involve assessing human interactions and motives.
   d. encompass those competencies specific to a field or occupational grouping.

Correct answer: C
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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10. Which of the following is an interpersonal skill?
    a. Reasoning ability
    b. Application of empathy
    c. Implementation of accounting knowledge
    d. Analytical ability

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Correct answer: B
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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11. Identify the correct statement regarding interpersonal skills.
    a. They are generalizable skills for assessing risk, uncovering and exploiting patterns and connections, and application of theories or research.
    b. They are commonly referred to as “soft skills.”
    c. They are skills specific to an occupational or scientific area.
    d. They primarily encompass making sense of foresight, reasoning, and analytical ability.

Correct answer: B
Feedback: The category of interpersonal skills compromises emotional intelligence, persuasion, and is commonly referred to as “soft skills.”
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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12. The managers of Nero Inc. conducted a brainstorming session for candidates at a campus recruitment to test their communication and listening skills. The managers were testing the _____ of the candidates.
    a. conceptual skills
    b. reasoning skills
    c. technical skills
    d. interpersonal skills

Correct answer: D
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively. In this scenario, the managers of Nero Inc. holding a brainstorrming session to test the candidates' communication and listening skills indicates testing of conceptual skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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13. Which of the following statements is true of people who score high on openness?
    a. They struggle with change.
    b. They have overt levels of creative energy, curiosity, and insight into new ideas.
    c. They tend to shy away from innovations.
    d. They see no use for critical personal feedback.

Correct answer: B

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Feedback: Those who score high on openness have overt levels of creative energy, curiosity, and insight into new ideas. They have the ability to, and a value of, accepting critical feedback, and are more prone to explore and act on entrepreneurial opportunities.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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14. Identify the right statement regarding individuals with high levels of openness.
    a. They are more prone to explore and act on entrepreneurial opportunities.
    b. They find the impact of new information on recently made decisions very uncomfortable.
    c. They struggle with change.
    d. They are often viewed as sullen and uninterested in communication.

Correct answer: A
Feedback: Individuals who score high on openness have overt levels of creative energy, curiosity, and insight into new ideas. They have the ability to, and a value of, accepting critical feedback, and are more prone to explore and act on entrepreneurial opportunities.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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15. Identify the correct statement about people with low levels of openness.
    a. They find the impact of new information on recently made decisions very comfortable.
    b. They tend to shy away from innovations.
    c. They are more prone to explore and act on entrepreneurial opportunities.
    d. They accept critical feedback.

Correct answer: B
Feedback: Leaders who have low levels of openness usually struggle with change, find the impact of new information on recently made decisions very uncomfortable, and tend to shy away from innovations, improved procedures they see no use for, or critical personal feedback.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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16. Which of the following statements is true about people who score high on conscientiousness?
    a. They tend to view timelines and commitments as flexible and more negotiable than is appropriate for a situation.
    b. They tend to have low trust and perceived procedural injustice by followers.
    c. They are predicted to have decreased rates of effective leadership experiences.
    d. They have high impulse control and good organization and orientation to detail.

Correct answer: D
Feedback: A high score on conscientiousness implies a high level of thoughtfulness, meeting timelines and commitments, high impulse control, and good organization and orientation to detail. Those who score high on conscientiousness are predicted to have increased rates of effective leadership experiences.
Item difficulty: Medium

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Item cognitive level (Bloom's): Understand
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17. Which of the following statements is true of conscientiousness?
    a. Leaders who score high on conscientiousness are predicted to have decreased rates of effective leadership experiences.
    b. Leaders with low levels of conscientiousness tend to have high impulse control.
    c. Leaders with low levels of conscientiousness tend to view timelines and commitments as flexible and more negotiable than is appropriate for a situation.
    d. Leaders who score high on conscientiousness tend to have low trust and perceived procedural injustice by followers.

Correct answer: C
Feedback: Leaders with low levels of conscientiousness tend to view timelines and commitments as flexible and more negotiable than is appropriate for the situation. Furthermore, low conscientiousness leads to low trust and perceived procedural injustice by followers.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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18. The trait of _____ includes the amount of excitability, sociability, talkativeness, and ability to assert one's self.
    a. extraversion
    b. neuroticism
    c. ethnocentism
    d. conscientiousness

Correct answer: A
Feedback: Extraversion includes the amount of excitability, sociability, talkativeness, and ability to assert one's self. Extraversion also allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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19. Which of the following statements is true of neuroticism?
    a. People low in neuroticism may view critical/constructive feedback as a personal attack and unsupportive.
    b. People high in neuroticism tend to be unstable emotionally, especially during stressful situations.
    c. People high in neuroticism have the ability to be cool under pressure and not emotionally escalate situations that involve receiving critical feedback.
    d. People low in neuroticism are likely to become defensive, may confuse loyalty with ubiquitous agreement, and are more often depressed.

Correct answer: B

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Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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20. People with high levels of _____ have kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others.
    a. neuroticism
    b. agreeableness
    c. introversion
    d. dominance

Correct answer: B
Feedback: Agreeableness includes kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others. Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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21. Which of the following statements is true of persuasion?
    a. It is used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process.
    b. It uses a "one-sided balancing" strategy found effective in raising resistance.
    c. It fails to demonstrate comprehension of an issue.
    d. It decreases the speaker’s credibility.

Correct answer: A
Feedback: Persuasion is a communication style, primarily used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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22. Identify the correct statement regarding persuasion.
    a. It uses a “two-sided balancing” strategy.
    b. It fails to demonstrate comprehension of an issue.
    c. It increases resistance during an interaction.
    d. It is viewed as an unconscious reaction formed from our interpretations of previous life events.

Correct answer: A
Feedback: Persuasion is a communication style that uses a “two-sided balancing” strategy (presenting both sides of an issue) found effective in reducing resistance, demonstrating comprehension of the

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issue, increasing speaker's credibility, and increasing the likelihood of the listener safely reviewing world-view/governing variables.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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23. Which of the following is an example of an individual with high levels of agreeableness or tact?
    a. Diya prefers to be quiet in meetings to avoid conflicts.
    b. Nina prefers to interrupt her coworkers when they give ideas.
    c. Calvin evaluates a problem quickly and makes decisions accordingly.
    d. Sergei possesses high levels of introversion.

Correct answer: C
Feedback: Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. In the above case, Calvin has high levels of agreeableness as he evaluates a problem quickly and makes decisions accordingly.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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24. Which of the following statements is true of people with high levels of agreeableness?
    a. They are likely to become defensive.
    b. They can be over-focused on image or impression management.
    c. They avoid interrupting or being dismissive.
    d. They avoid postponing critical comments until the time is right.

Correct answer: C
Feedback: Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. Therefore, they will postpone critical comments until the time is right, and use a persuasion style when critiquing an idea, position, plan, or world-view presented by others.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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25. Which of the following individuals exemplify low levels of extraversion?
    a. Aaron is generally not interested in talking to his colleagues.
    b. Sarah is usually not sullen.
    c. Carlo is the most talkative student in his class.
    d. Fatima is calm and firm in stressful situations.

Correct answer: A
Feedback: People with low levels of extraversion are often viewed as sullen, uninterested in communication, insecure, and unsuitable to lead groups in problem solving and exploring unresolved issues.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply

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26. Which of the following statements is true of neuroticism?
    a. People high in neuroticism may confuse loyalty with ubiquitous agreement.
    b. People high in neuroticism tend to view critical/constructive feedback as supportive.
    c. People low in neuroticism tend to emotionally escalate situations that involve receiving critical feedback, and/or unexpected information.
    d. People low in neuroticism tend to be unstable emotionally, especially during stressful situations.

Correct answer: A
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They are likely to become defensive, may confuse loyalty with ubiquitous agreement, are more often depressed, and report more anxiety than those that score low on this trait.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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27. Which of the following is an example of an individual with high levels of neuroticism?
    a. Farah solves stressful situations by creating a peaceful mindset in her team.
    b. Giselle gets defensive when she receives feedback from her supervisor.
    c. Jiang is highly sociable and cheerful.
    d. Benny possesses high levels of introversion.

Correct answer: B
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management. Giselle is an individual with high levels of neuroticism because she tends to get defensive while receiving feedback from her supervisor.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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28. _____ refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
    a. Social skill
    b. Empathy
    c. Self-awareness
    d. Self-regulation

Correct answer: C
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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29. Kiara has the competence to identify and recognize her strong and weak characteristics. This indicates that Kiara possesses _____.
    a. empathy
    b. self-awareness
    c. antipathy
    d. sympathy

Correct answer: B
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations. Kiara has high levels of self-awareness as she has the ability to identify and recognize her strong and weak characteristics.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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30. Ralph executes his role as a leader effectively by controlling his emotions. He does not get anxious when interacting with his managers or his subordinates. Which of the following aspects of emotional intelligence does Ralph possess?
    a. Empathy
    b. Self-regulation
    c. Neuroticism
    d. Introversion

Correct answer: B
Feedback: Self-regulation involves being able to control your emotions, based on outside stimuli. Ralph possesses the quality of self-regulation as he has the ability to control his emotions.
Item difficulty: Hard
Item cognitive level (Bloom's): Apply
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31. Which of the following statements best describes social skill?
    a. It primarily involves personal observation and reflection.
    b. It is the ability to manage relationships.
    c. It refers to the ability to know one's strengths, weakness, drives, and motivations.
    d. It refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.

Correct answer: B
Feedback: Social skill is the ability to manage relationships.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
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32. Tara is a manager at Yale Inc. Her primary strength is that she can maintain and manage effective relationships with everybody efficiently. She has the ability to provide suggestions to others and maintain trust with others. Tara possesses _____.
    a. introversion traits
    b. technical skills

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c. extraversion traits
d. social skills

Correct answer: D
Feedback: Social skill is the ability to manage relationships. Tara possesses social skills as she has the ability to maintain and manage effective relationships with all her coworkers.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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33. _____ refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.
    a. Self-awareness
    b. Empathy
    c. Social skill
    d. Self-regulation

Correct answer: B
Feedback: Empathy refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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34. Zhong, a manager at Sheng Corp., has the ability to identify others' feelings and thoughts. He puts himself in others' shoes to understand their feelings. This scenario implies that Zhong possesses _____.
    a. self-regulation
    b. introversion
    c. empathy
    d. neuroticism

Correct answer: C
Feedback: Empathy refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position. Zhong possesses empathy as he puts himself in others' shoes to understand their feelings.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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35. Which of the following steps should be used by leaders to improve their emotional intelligence skills?
    a. A leader should practice humility.
    b. A leader should refrain from controlling emotions based on outside stimuli.
    c. A leader should be dismissive.
    d. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.

Correct answer: A

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Feedback: A leader can improve emotional intelligence skills by practicing humility and an appreciation of the contributions of the team. Humility can go a long way in relationship management and social skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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36. Identify the correct step that should be adopted by leaders to improve their emotional intelligence skills.
    a. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    b. A leader should be dismissive.
    c. A leader should be aware of body language and the impact of nonverbal communication on building rapport.
    d. A leader should refrain from practicing humility as it reduces the followers' respect for their leader.

Correct answer: C
Feedback: A leader can improve emotional intelligence skills by being aware of body language and the impact of nonverbal communication on building rapport. Understanding one's body language and the body language of others can improve self-awareness, develop social skills, and result in greater empathy for others.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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37. Which of the following should be kept in mind while trying to improve emotional intelligence skills?
    a. A leader should be dismissive.
    b. A leader should be aware of how he or she reacts to stress.
    c. A leader should refrain from practicing humility as it reduces the followers' respect for their leader.
    d. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.

Correct answer: B
Feedback: A leader should be aware of how he or she reacts to stress. Understanding how he or she manages stress—and managing it, can result in better self-regulation and social skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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38. Harry has been appointed as a manager. He wants to improve his emotional intelligence skills to be an effective leader. Which of the following steps should be followed by Harry?
    a. Harry should practice personal observation and reflection.
    b. Harry should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    c. Harry should refrain from practicing humility as it will reduce the followers' respect for him.

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d. Harry should be dismissive.

Correct answer: A
Feedback: A leader can improve emotional intelligence skills by practicing personal observation and reflection. Harry should look at how he works with others. He should be able to honestly assess how he interacts with others. This can improve his self-awareness and self-regulation skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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39. Sonam wants to execute her leadership role efficiently by improving her emotional intelligence skills. Identify the correct step that she should be adopted by Sonam to achieve her goal.
    a. She should be dismissive.
    b. She should refrain from practicing humility as it will reduce the followers' respect for her.
    c. She should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    d. She should consider how her actions will affect others.

Correct answer: D
Feedback: A leader can improve emotional intelligence skills by considering how his or her actions will affect others. This can be both a social skill as well as a self-regulation skill. If leaders consider how their actions will affect others, they can be more ethical in their decision-making. Sonam can improve her emotional intelligence skills by considering how her actions will affect others.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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40. Daniel, the sales manager of Taipan Corp., wants to motivate his subordinates to increase their productivity. Which of the following steps should he adopt to achieve his aim efficiently?
    a. He should be dismissive.
    b. He should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    c. He should present his advice in a manner that reduces the likelihood of resistance.
    d. He should work toward increasing his levels of introversion.

Correct answer: C
Feedback: A leader can improve emotional intelligence skills by learning good listening and persuasion skills. Presenting advice and feedback in a manner that reduces the likelihood of resistance helps leaders to be viewed as thorough, informed, and balanced; it will also help others to see the “reasonableness of their ways.” To achieve his aim efficiently, Daniel should present his advice in a manner that reduces the likelihood of resistance.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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41. According to the Myers-Briggs Personality indicator, sensing (S) versus intuition (I):
    a. gives a view of how a person prefers to interact with the world around him or her.
    b. reveals a person's main values in reviewing fairness, accountability, or justice.

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c. helps to indicate what are a person's preferred sources of trusted information.
d. serves as a source for what energizes a person.

Correct answer: C
Feedback: According to the Myers-Briggs Personality indicator, sensing (S) versus intuition (I) helps to indicate what are a person's preferred sources of trusted information.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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42. According to the Myers-Briggs Personality indicator, judging (J) versus perceiving (P):
    a. serves as a source for what energizes a person.
    b. helps to indicate peoples preferred sources of trusted information.
    c. reveals the main values in reviewing fairness, accountability, or justice.
    d. gives a view of how people prefer to interact with the world around them.

Correct answer: D
Feedback: According to the Myers-Briggs Personality indicator, judging (J) versus perceiving (P) gives a view of how people prefer to interact with the world around them.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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43. According to the Myers-Briggs Personality indicator, _____ refers to how one makes decisions based upon the heart/compassion for the individual or via consistency, logic, and fairness for all.
    a. thinking or feeling
    b. sensing or intuition
    c. judging or perceiving
    d. extraversion or introversion

Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, thinking or feeling refers to how one makes decisions based upon the heart/compassion for the individual or via consistency, logic, and fairness for all.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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44. According to the Myers-Briggs Personality indicator, a leader uses the thinking aspect by:
    a. concentrating more on structure and firm decisions.
    b. focusing more on making decisions using facts and objective data.
    c. focusing on facts and details and preferring a hands-on experience.
    d. solving situations in a spontaneous style with the outside world.

Correct answer: B
Feedback: According to the Myers-Briggs Personality indicator, a leader uses the thinking aspect by focusing more on making decisions using facts and objective data and tend to be logical in making a decision.
Item difficulty: Medium

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Item cognitive level (Bloom's): Understand
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45. According to the Myers-Briggs Personality indicator, a leader who leans toward _____ focuses on structure and firm decisions.
    a. perceiving
    b. judging
    c. feeling
    d. sensing

Correct answer: B
Feedback: According to the Myers-Briggs Personality indicator, a leader who leans toward judging focuses on structure and firm decisions.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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46. According to the Myers-Briggs Personality indicator, which of the following leadership styles should be used when the commitment from others is critical?
    a. Participative leadership
    b. Ideological leadership
    c. Change-oriented leadership
    d. Visionary leadership

Correct answer: A
Feedback: Participative leadership is people-oriented and builds personal relationships. It should be used when the commitment from others is critical.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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47. Which of the following guidelines should leaders follow to be more effective?
    a. Leaders should depend solely on their own style for leadership as it is easier to understand their own leadership style.
    b. Leaders should adapt their leadership styles to the situation and the person rather than solely using their own style for leadership.
    c. Leaders should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    d. Leaders should be dismissive.

Correct answer: B
Feedback: In a leadership position, it is imperative to understand one's own leadership style, but also understand, based on another’s personality, the right way to lead them. Rather than solely use, or over-depend on one's own style for leadership, he or she should adapt their leadership style to the situation and the person.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Section 1: Personality Types and Leadership Traits

48. The inter-relationship between the MBTI and the Big 5 reveals that:
    a. people who are judging tend to be very tactful, yet find difficulty with equal application of accountability.
    b. people who are perceiving are usually very conscientious.
    c. people who use thinking tend to be emotionally stable, yet not naturally tactful.
    d. people who use sensing find difficulty discussing uncomfortable topics related to poor performance.

Correct answer: C
Feedback: The inter-relationship between the MBTI and the Big 5 reveals that people who use thinking tend to be emotionally stable, yet not naturally tactful.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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49. The inter-relationship between the MBTI and the Big 5 reveals that people who are judging are usually very conscientious, but when combined with a _____ profile tend to be less than open to inquiry or new ideas.
    a. sensing
    b. intuition
    c. extraversion
    d. introversion

Correct answer: A
Feedback: The inter-relationship between the MBTI and the Big 5 reveals that people who are judging are usually very conscientious, but when combined with a sensing profile tend to be less than open to inquiry or new ideas.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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50. According to the inter-relationship between the MBTI and the Big 5, extraversion in social situations is key to communication and _____.
    a. openness
    b. emotional intelligence
    c. conscientiousness
    d. neuroticism

Correct answer: B
Feedback: According to the inter-relationship between the MBTI and the Big 5, extraversion in social situations is key to communication and emotional intelligence.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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51. Which of the following Myers-Briggs characteristics correspond to the Big 5 characteristic of conscientiousness?
    a. Sensing and judging
    b. Intuitive and perceiving
    c. Extraversion
    d. Thinking and introversion

Correct answer: A
Feedback: Myers-Briggs type can be used in different situations. The MBTI characteristics of sensing and judging correspond to the Big 5 characteristic of conscientiousness
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

52. Which of the following statements is true of single-loop learning?
    a. It allows an individual to simply perform a job effectively and avoid negative consequences.
    b. An individual using this style is more likely to look at, review, or contemplate changing his or her world-view.
    c. An individual using this style is more likely to modify the internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
    d. It allows an individual to understand why certain actions worked and why others didn’t and the beliefs and governing variables that drive these behaviors.

Correct answer: A
Feedback: Single loop learning is what allows an individual to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if his or her behavior has negative consequences, he or she will change it to reduce consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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53. Identify the correct statement regarding single-loop learning.
    a. An individual using this style has the ability to understand why a certain action was successful, or unsuccessful.
    b. It can be viewed as mostly transactional in nature.
    c. It allows an individual to understand why certain actions worked and why others didn’t and the beliefs and governing variables that drive these behaviors.
    d. An individual using this style is more likely to look at, review, or contemplate changing his or her world-view.

Correct answer: B
Feedback: Single loop learning is what allows an individual to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if his or her behavior has negative consequences, he or she will change it to reduce consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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54. Which of the following is a feature of double-loop learning?
    a. It helps to understand why certain actions worked and why others didn't.
    b. It is viewed as primarily transactional in nature.
    c. An individual using this style is less likely to look at, review, or contemplate changing his or her world-view.
    d. An individual using this style is less likely to modify the internal "governing variables" that justified or drove his or her initial behavior that resulted in negative consequences.

Correct answer: A
Feedback: The advantage of a double-loop learning style in a self-assessment perspective, is one begins to understand, not only why certain actions worked and why others didn't, but the beliefs and governing variables that drive these behaviors.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

55. Identify the correct statement regarding double-loop learning style.
    a. It allows an individual to merely perform a job effectively in avoiding negative consequences.
    b. An individual using this style is less likely to modify the internal "governing variables" that justified or drove his or her initial behavior that resulted in negative consequences.
    c. It alters the world-view/governing variables that drive or justified an individual's behavior.
    d. An individual using this style is less likely to look at, review, or contemplate changing his or her world-view.

Correct answer: C
Feedback: The advantage of a double-loop learning style in a self-assessment perspective, is one begins to understand, not only why certain actions worked and why others didn't, but the beliefs and governing variables that drive these behaviors.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

56. Leaders who _____ are more likely to be double-loop learners.
    a. are more dismissive
    b. do not see the benefit of taking feedback
    c. do not determine why a certain action was unsuccessful.
    d. are more open to inquiry

Correct answer: D
Feedback: Leaders who are either naturally open to inquiry (Big 5), or see the benefit of taking feedback, are more likely to be double-loop learners.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

57. Single-loop learners:
    a. are likely to have high levels of neurosis.
    b. are less likely to see accountability as a form of oppression.

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c. are likely to look at, review, or contemplate changing their internal “governing variables” that justified or drove my initial behavior that resulted in negative consequences.
d. are less likely to be defensive.

Correct answer: A
Feedback: Single-loop learners are likely to have high levels of neurosis, defensiveness, and resistance to change.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

58. Stacey always gets oversensitive and defensive after she attends feedback sessions with her manager. She is not open to criticism about her performance. This behavior indicates that Stacey:
    a. is low in neuroticism.
    b. has low levels of resistance to change.
    c. tries to understand why a certain action was successful or unsuccessful.
    d. is a single-loop learner.

Correct answer: D
Feedback: Single-loop learners are likely to have high levels of neurosis, defensiveness, and resistance to change.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 2: Developing Interpersonal Skills for Success
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59. Which of the following statements is true of double-loop learners?
    a. They are less open to inquiry.
    b. They are most likely to see accountability as a form of oppression.
    c. They are open and emotionally stable.
    d. They do not see the benefit of taking feedback.

Correct answer: C
Feedback: Double-loop learners are open and emotionally stable.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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60. Which of the following is an example of a single-loop learner?
    a. Andrew has low levels of neurosis and defensiveness.
    b. Susan sees accountability as a form of persecution.
    c. Rohan is more likely to review internal “governing variables” that justified or drove his initial behavior that resulted in negative consequences.
    d. Nadia tries to understand why a certain action was successful, or unsuccessful.

Correct answer: B
Feedback: Single-loop learners are more likely to see accountability as a form of oppression. Susan is likely to be asingle-loop learner.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply

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Chapter 2: Developing Interpersonal Skills for Success
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61. Double-loop learners:
    a. do not have the ability to take responsibility for mistakes.
    b. report more internal locus of control.
    c. are more likely to view accountability as persecution or oppressive in nature.
    d. are likely to have high levels of neurosis.

Correct answer: B
Feedback: Double-loop learners report more internal locus of control, and the ability to take responsibility for mistakes, without experiencing significant destabilization of their identity, need to defend themselves, or need to interpret critical feedback as persecution or oppressive in nature.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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62. Traits, as motivating factors, are very hard to change.
    a. True
    b. False

Correct answer: A
Feedback: Traits, as motivating factors, are very hard to change, and are viewed as both subconscious and sometimes unconscious.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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63. The Big 5 is a personality assessment generally based upon Carl Jung's theories of world-view and personal preference characteristics.
    a. True
    b. False

Correct answer: B
Feedback: Derived from numerous studies on effective leaders, the Big 5 is a summary of the top five traits and values exhibited by successful leaders. The Myers-Briggs Type Indicator is a personality assessment based upon Carl Jung's theories of world-view and personal preference characteristics.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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64. Extraversion allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
    a. True
    b. False

Correct answer: A

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Feedback: Extraversion includes the amount of excitability, sociability, talkativeness, and ability to assert one's self. Extraversion also allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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65. People low in neuroticism tend to be unstable emotionally, especially during stressful situations.
    a. True
    b. False

Correct answer: B
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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66. Emotional intelligence is the ability to assess and control one's own emotions, and understand the emotions of those around him or her.
    a. True
    b. False

Correct answer: A
Feedback: Emotional intelligence is the ability to assess and control one's own emotions, and understand the emotions of those around him or her.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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67. According to the Myers-Briggs Personality indicator, thinking versus feeling reveals an individual's main values in reviewing fairness, accountability, or justice.
    a. True
    b. False

Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, thinking versus feeling reveals an individual's main values in reviewing fairness, accountability, or justice.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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68. According to the Myers-Briggs Personality indicator, a leader uses sensing by focusing on facts and details and prefer a hands-on experience.
    a. True
    b. False

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Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, a leader uses sensing by focusing on facts and details and prefer a hands-on experience.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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69. In a single-loop learning style, a leader is likely to look at, review, and contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
    a. True
    b. False

Correct answer: B
Feedback: In a single loop learning style, a leader is unlikely to look at, review, and contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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70. Leaders who see the benefit of taking feedback are more likely to be single-loop learners.
    a. True
    b. False

Correct answer: B
Feedback: Leaders who are either naturally open to inquiry, or see the benefit of taking feedback, are more likely to be double-loop learners.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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71. To review one's world-view, and possibly refine the world-view, requires openness and emotional stability.
    a. True
    b. False

Correct answer: A
Feedback: To review one's world-view, and possibly refine the world-view, requires openness and emotional stability. This indicates that the double-loop learning style is more effective for leaders.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
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72. The double-loop learning style excludes the underlying assumptions and values behind what people do.
    a. True

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b. False
Correct answer: B
Feedback: Double-loop learning in leadership can help people understand the underlying assumptions and beliefs about what they do as leaders.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
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73. As a leader, one should continually self-assess.
    a. True
    b. False
Correct answer: A
Feedback: As a leader, one should continually self-assess, self-reflect, and identify where he or she may need to develop skills, in spite of needing to challenge deep seated, long-term held beliefs (world-views/governing variables).
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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74. In a double-loop learning style, the ability to understand why a certain action was successful, or unsuccessful is also known as “know-why.”
    a. True
    b. False
Correct answer: A
Feedback: In the double-loop learning, the ability to understand why a certain action was successful, or unsuccessful—also known as “know-why,” is expanded to include a review of the world-view/governing variables.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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75. _____ skills encompass making sense of effective judgment, intuition, foresight, reasoning, and analytical ability.
Correct answer: Conceptual
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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76. The two main factors that interact to drive an individual's motivation and behavior are viewed as traits and _____.
Correct answer: skills

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Feedback: Leaders are commonly judged and evaluated based upon their respective behavioral abilities and perceived sources of motivation. Generally, the two main factors that interact to drive an individual's motivation and behavior are viewed as traits and skills.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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77. _____ refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Correct answer: Self-awareness
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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78. _____ involves being able to control one's emotions, based on outside stimuli.
Correct answer: Self-regulation
Feedback: Self-regulation involves being able to control your emotions, based on outside stimuli.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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79. According to the Myers-Briggs Personality indicator, _____ serves as a source for what energizes an individual.
Correct answer: extraversion versus introversion
Feedback: The Myers-Briggs Personality indicator looks at extraversion (E) versus introversion (I) as a source for what energizes an individual.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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80. Briefly describe traits.
Correct answer: Traits are primarily viewed as human characteristics that are “hard wired,” or innate in nature. Innate factors are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views, also known as governing variables. Traits, as motivating factors, are very hard to change, and are viewed as both subconscious and sometimes unconscious. Yet, these important factors hold major power over our ability to benefit from constructive feedback, the ability to assess uncomfortable situations, engage in critical personal insight, and learn new skills or refine current skills.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Section 1: Personality Types and Leadership Traits

81. What are world-view/governing variables? Explain.
Correct answer: World-view/governing variables are beliefs, feelings, intentions, and interpretations of events (e.g., interactions, consequences, accountability issues) that govern people's reactions to, and learning from, life events. Governing variables are usually considered sub-conscious, and formed in reaction to individuals' interpretations of previous life events, and their tendency to generalize (accurately or inaccurately) these interpretations to current and future events.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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82. Describe the Big 5 trait of agreeableness/tact.
Correct answer: Agreeableness/tact includes kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others. Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. Therefore, they will postpone critical comments until the time is right, and use a persuasion style when critiquing an idea, position, plan, or world-view presented by others.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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83. Briefly explain persuasion.
Correct answer: Persuasion is a communication style, primarily used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process. The style uses a “two-sided balancing” strategy (presenting both sides of an issue) found effective in reducing resistance, demonstrating comprehension of the issue, increasing speaker’s credibility, and increasing the likelihood of the listener safely reviewing world-view/governing variables.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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84. Distinguish between single-loop learning style and double-loop learning style.
Correct answer: Single loop learning is what allows one to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if one's behavior has negative consequences, he or she will change it to reduce consequences. In this type of learning style, an individual is unlikely to look at, review, or contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences. In double-loop learning style, the ability to understand why a certain action was successful, or unsuccessful—also known as “know-why,” is expanded to include a review of people's world-view/governing variables. The advantage to this type of learning, in a self-assessment

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perspective, is one begins to understand, not only why certain actions worked and why others didn’t, but the beliefs and governing variables that drive these behaviors.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Chapter 2

1. _____ are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views.
   a. Skills
   b. Innate factors
   c. Goals
   d. Phenotypic traits

Correct answer: B
Feedback: Traits are primarily viewed as human characteristics that are “hard wired,” or innate in nature. Innate factors are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views, also known as governing variables.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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2. Which of the following statements is true of traits?
   a. They are very easy to change.
   b. As motivating factors, they are viewed as subconscious and not unconscious.
   c. They hold major power over the ability to assess uncomfortable situations.
   d. They are not related to skills.

Correct answer: C
Feedback: Traits hold major power over our ability to benefit from constructive feedback, the ability to assess uncomfortable situations, engage in critical personal insight, and learn new skills or refine current skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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3. Which of the following skills primarily encompass those competencies specific to a field, or occupational grouping?
   a. Technical skills
   b. Analytical skills
   c. Interpersonal skills
   d. Conceptual skills

Correct answer: A
Feedback: Technical skills encompass those competencies specific to a field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration).
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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4. Which of the following examples tests the technical skills of interviewees?
   a. Vani was given a situation and asked to solve it with reasoning and logical ability during her interview.

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b. Roger was asked questions on accounting during his interview for the position of an accountant.
c. Ali was asked to choose any topic and talk about it for a few minutes at his interview to test his communication skills.
d. Suresh was given a problem in an imaginary corporate setting and was asked to make a decision to test his judgment.

Correct answer: B
Feedback: Technical skills encompass those competencies specific to a field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration). The interview involving Roger in which he is asked questions on accounting during for the position of an accountant tests his technical skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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5. George applied for the position of Associate Civil Engineer at Reddinson Inc. He attended a panel interview in which he was asked a series of questions on civil engineering and infrastructure maintenance. This example shows that George was primarily being tested for his _____.
   a. conceptual skills
   b. technical skills
   c. interpersonal skills
   d. analytical skills

Correct answer: B
Feedback: Technical skills encompass those competencies specific to our field, or occupational grouping (e.g., medical, accounting, information technology, teaching, business administration). In the given scenario, George is being tested for his technical skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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6. Jonathan attended an interview at Harper Inc. The first round of the interview was a written round in which he had to answer questions with reasoning and analytical ability. Which of the following skills were specifically tested in the first round of the interview?
   a. Occupational skills
   b. Interpersonal skills
   c. Conceptual skills
   d. Technical skills

Correct answer: C
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability. Jonathan was being tested for his conceptual skills as he had to answer the questions with reasoning and analytical ability.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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7. Which of the following examples best illustrates the testing of conceptual skills?

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a. Janet was given a hypothetical problem and asked to solve it to test her judgment.
b. Dianne was asked to explain the different methods of coding software at her interview for the position of a software engineer.
c. Sadia was asked questions about marketing and product promotion during her interview for the position of a marketing manager.
d. Ira was asked to explain how she would empathize if her coworker was in a stressful situation.

Correct answer: A
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability. Janet was being tested for her conceptual skills as she was given an hypothetical problem and asked to solve it to test her judgment.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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8. Which of the following statements is true of interpersonal skills?
   a. They encompass reasoning and analytical ability.
   b. They involve the ability to persuasively communicate and listen effectively.
   c. They encompass those competencies specific to a field, or occupational grouping.
   d. They involve making sense of effective judgment, intuition, and foresight.

Correct answer: B
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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9. Interpersonal skills:
   a. primarily encompass making sense of effective judgment.
   b. focus on reasoning and analytical ability.
   c. involve assessing human interactions and motives.
   d. encompass those competencies specific to a field or occupational grouping.

Correct answer: C
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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10. Which of the following is an interpersonal skill?
    a. Reasoning ability
    b. Application of empathy
    c. Implementation of accounting knowledge
    d. Analytical ability

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Correct answer: B
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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11. Identify the correct statement regarding interpersonal skills.
    a. They are generalizable skills for assessing risk, uncovering and exploiting patterns and connections, and application of theories or research.
    b. They are commonly referred to as “soft skills.”
    c. They are skills specific to an occupational or scientific area.
    d. They primarily encompass making sense of foresight, reasoning, and analytical ability.

Correct answer: B
Feedback: The category of interpersonal skills compromises emotional intelligence, persuasion, and is commonly referred to as “soft skills.”
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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12. The managers of Nero Inc. conducted a brainstorming session for candidates at a campus recruitment to test their communication and listening skills. The managers were testing the _____ of the candidates.
    a. conceptual skills
    b. reasoning skills
    c. technical skills
    d. interpersonal skills

Correct answer: D
Feedback: Interpersonal skills involve assessing human interactions and motives, comprehension of the emotions and feelings of our self and others, application of empathy and situational social sensitivity, and the ability to persuasively communicate and listen effectively. In this scenario, the managers of Nero Inc. holding a brainstorrming session to test the candidates' communication and listening skills indicates testing of conceptual skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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13. Which of the following statements is true of people who score high on openness?
    a. They struggle with change.
    b. They have overt levels of creative energy, curiosity, and insight into new ideas.
    c. They tend to shy away from innovations.
    d. They see no use for critical personal feedback.

Correct answer: B

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Feedback: Those who score high on openness have overt levels of creative energy, curiosity, and insight into new ideas. They have the ability to, and a value of, accepting critical feedback, and are more prone to explore and act on entrepreneurial opportunities.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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14. Identify the right statement regarding individuals with high levels of openness.
    a. They are more prone to explore and act on entrepreneurial opportunities.
    b. They find the impact of new information on recently made decisions very uncomfortable.
    c. They struggle with change.
    d. They are often viewed as sullen and uninterested in communication.

Correct answer: A
Feedback: Individuals who score high on openness have overt levels of creative energy, curiosity, and insight into new ideas. They have the ability to, and a value of, accepting critical feedback, and are more prone to explore and act on entrepreneurial opportunities.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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15. Identify the correct statement about people with low levels of openness.
    a. They find the impact of new information on recently made decisions very comfortable.
    b. They tend to shy away from innovations.
    c. They are more prone to explore and act on entrepreneurial opportunities.
    d. They accept critical feedback.

Correct answer: B
Feedback: Leaders who have low levels of openness usually struggle with change, find the impact of new information on recently made decisions very uncomfortable, and tend to shy away from innovations, improved procedures they see no use for, or critical personal feedback.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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16. Which of the following statements is true about people who score high on conscientiousness?
    a. They tend to view timelines and commitments as flexible and more negotiable than is appropriate for a situation.
    b. They tend to have low trust and perceived procedural injustice by followers.
    c. They are predicted to have decreased rates of effective leadership experiences.
    d. They have high impulse control and good organization and orientation to detail.

Correct answer: D
Feedback: A high score on conscientiousness implies a high level of thoughtfulness, meeting timelines and commitments, high impulse control, and good organization and orientation to detail. Those who score high on conscientiousness are predicted to have increased rates of effective leadership experiences.
Item difficulty: Medium

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17. Which of the following statements is true of conscientiousness?
    a. Leaders who score high on conscientiousness are predicted to have decreased rates of effective leadership experiences.
    b. Leaders with low levels of conscientiousness tend to have high impulse control.
    c. Leaders with low levels of conscientiousness tend to view timelines and commitments as flexible and more negotiable than is appropriate for a situation.
    d. Leaders who score high on conscientiousness tend to have low trust and perceived procedural injustice by followers.

Correct answer: C
Feedback: Leaders with low levels of conscientiousness tend to view timelines and commitments as flexible and more negotiable than is appropriate for the situation. Furthermore, low conscientiousness leads to low trust and perceived procedural injustice by followers.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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18. The trait of _____ includes the amount of excitability, sociability, talkativeness, and ability to assert one's self.
    a. extraversion
    b. neuroticism
    c. ethnocentism
    d. conscientiousness

Correct answer: A
Feedback: Extraversion includes the amount of excitability, sociability, talkativeness, and ability to assert one's self. Extraversion also allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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19. Which of the following statements is true of neuroticism?
    a. People low in neuroticism may view critical/constructive feedback as a personal attack and unsupportive.
    b. People high in neuroticism tend to be unstable emotionally, especially during stressful situations.
    c. People high in neuroticism have the ability to be cool under pressure and not emotionally escalate situations that involve receiving critical feedback.
    d. People low in neuroticism are likely to become defensive, may confuse loyalty with ubiquitous agreement, and are more often depressed.

Correct answer: B

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Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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20. People with high levels of _____ have kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others.
    a. neuroticism
    b. agreeableness
    c. introversion
    d. dominance

Correct answer: B
Feedback: Agreeableness includes kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others. Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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21. Which of the following statements is true of persuasion?
    a. It is used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process.
    b. It uses a "one-sided balancing" strategy found effective in raising resistance.
    c. It fails to demonstrate comprehension of an issue.
    d. It decreases the speaker’s credibility.

Correct answer: A
Feedback: Persuasion is a communication style, primarily used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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22. Identify the correct statement regarding persuasion.
    a. It uses a “two-sided balancing” strategy.
    b. It fails to demonstrate comprehension of an issue.
    c. It increases resistance during an interaction.
    d. It is viewed as an unconscious reaction formed from our interpretations of previous life events.

Correct answer: A
Feedback: Persuasion is a communication style that uses a “two-sided balancing” strategy (presenting both sides of an issue) found effective in reducing resistance, demonstrating comprehension of the

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issue, increasing speaker's credibility, and increasing the likelihood of the listener safely reviewing world-view/governing variables.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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23. Which of the following is an example of an individual with high levels of agreeableness or tact?
    a. Diya prefers to be quiet in meetings to avoid conflicts.
    b. Nina prefers to interrupt her coworkers when they give ideas.
    c. Calvin evaluates a problem quickly and makes decisions accordingly.
    d. Sergei possesses high levels of introversion.

Correct answer: C
Feedback: Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. In the above case, Calvin has high levels of agreeableness as he evaluates a problem quickly and makes decisions accordingly.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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24. Which of the following statements is true of people with high levels of agreeableness?
    a. They are likely to become defensive.
    b. They can be over-focused on image or impression management.
    c. They avoid interrupting or being dismissive.
    d. They avoid postponing critical comments until the time is right.

Correct answer: C
Feedback: Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. Therefore, they will postpone critical comments until the time is right, and use a persuasion style when critiquing an idea, position, plan, or world-view presented by others.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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25. Which of the following individuals exemplify low levels of extraversion?
    a. Aaron is generally not interested in talking to his colleagues.
    b. Sarah is usually not sullen.
    c. Carlo is the most talkative student in his class.
    d. Fatima is calm and firm in stressful situations.

Correct answer: A
Feedback: People with low levels of extraversion are often viewed as sullen, uninterested in communication, insecure, and unsuitable to lead groups in problem solving and exploring unresolved issues.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply

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26. Which of the following statements is true of neuroticism?
    a. People high in neuroticism may confuse loyalty with ubiquitous agreement.
    b. People high in neuroticism tend to view critical/constructive feedback as supportive.
    c. People low in neuroticism tend to emotionally escalate situations that involve receiving critical feedback, and/or unexpected information.
    d. People low in neuroticism tend to be unstable emotionally, especially during stressful situations.

Correct answer: A
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They are likely to become defensive, may confuse loyalty with ubiquitous agreement, are more often depressed, and report more anxiety than those that score low on this trait.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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27. Which of the following is an example of an individual with high levels of neuroticism?
    a. Farah solves stressful situations by creating a peaceful mindset in her team.
    b. Giselle gets defensive when she receives feedback from her supervisor.
    c. Jiang is highly sociable and cheerful.
    d. Benny possesses high levels of introversion.

Correct answer: B
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management. Giselle is an individual with high levels of neuroticism because she tends to get defensive while receiving feedback from her supervisor.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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28. _____ refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
    a. Social skill
    b. Empathy
    c. Self-awareness
    d. Self-regulation

Correct answer: C
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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29. Kiara has the competence to identify and recognize her strong and weak characteristics. This indicates that Kiara possesses _____.
    a. empathy
    b. self-awareness
    c. antipathy
    d. sympathy

Correct answer: B
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations. Kiara has high levels of self-awareness as she has the ability to identify and recognize her strong and weak characteristics.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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30. Ralph executes his role as a leader effectively by controlling his emotions. He does not get anxious when interacting with his managers or his subordinates. Which of the following aspects of emotional intelligence does Ralph possess?
    a. Empathy
    b. Self-regulation
    c. Neuroticism
    d. Introversion

Correct answer: B
Feedback: Self-regulation involves being able to control your emotions, based on outside stimuli. Ralph possesses the quality of self-regulation as he has the ability to control his emotions.
Item difficulty: Hard
Item cognitive level (Bloom's): Apply
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31. Which of the following statements best describes social skill?
    a. It primarily involves personal observation and reflection.
    b. It is the ability to manage relationships.
    c. It refers to the ability to know one's strengths, weakness, drives, and motivations.
    d. It refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.

Correct answer: B
Feedback: Social skill is the ability to manage relationships.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
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32. Tara is a manager at Yale Inc. Her primary strength is that she can maintain and manage effective relationships with everybody efficiently. She has the ability to provide suggestions to others and maintain trust with others. Tara possesses _____.
    a. introversion traits
    b. technical skills

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c. extraversion traits
d. social skills

Correct answer: D
Feedback: Social skill is the ability to manage relationships. Tara possesses social skills as she has the ability to maintain and manage effective relationships with all her coworkers.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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33. _____ refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.
    a. Self-awareness
    b. Empathy
    c. Social skill
    d. Self-regulation

Correct answer: B
Feedback: Empathy refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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34. Zhong, a manager at Sheng Corp., has the ability to identify others' feelings and thoughts. He puts himself in others' shoes to understand their feelings. This scenario implies that Zhong possesses _____.
    a. self-regulation
    b. introversion
    c. empathy
    d. neuroticism

Correct answer: C
Feedback: Empathy refers to the ability to consider others' feelings, thoughts and be able to put yourself in their position. Zhong possesses empathy as he puts himself in others' shoes to understand their feelings.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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35. Which of the following steps should be used by leaders to improve their emotional intelligence skills?
    a. A leader should practice humility.
    b. A leader should refrain from controlling emotions based on outside stimuli.
    c. A leader should be dismissive.
    d. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.

Correct answer: A

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Feedback: A leader can improve emotional intelligence skills by practicing humility and an appreciation of the contributions of the team. Humility can go a long way in relationship management and social skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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36. Identify the correct step that should be adopted by leaders to improve their emotional intelligence skills.
    a. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    b. A leader should be dismissive.
    c. A leader should be aware of body language and the impact of nonverbal communication on building rapport.
    d. A leader should refrain from practicing humility as it reduces the followers' respect for their leader.

Correct answer: C
Feedback: A leader can improve emotional intelligence skills by being aware of body language and the impact of nonverbal communication on building rapport. Understanding one's body language and the body language of others can improve self-awareness, develop social skills, and result in greater empathy for others.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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37. Which of the following should be kept in mind while trying to improve emotional intelligence skills?
    a. A leader should be dismissive.
    b. A leader should be aware of how he or she reacts to stress.
    c. A leader should refrain from practicing humility as it reduces the followers' respect for their leader.
    d. A leader should emotionally escalate situations that involve receiving critical feedback and unexpected information.

Correct answer: B
Feedback: A leader should be aware of how he or she reacts to stress. Understanding how he or she manages stress—and managing it, can result in better self-regulation and social skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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38. Harry has been appointed as a manager. He wants to improve his emotional intelligence skills to be an effective leader. Which of the following steps should be followed by Harry?
    a. Harry should practice personal observation and reflection.
    b. Harry should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    c. Harry should refrain from practicing humility as it will reduce the followers' respect for him.

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d. Harry should be dismissive.

Correct answer: A
Feedback: A leader can improve emotional intelligence skills by practicing personal observation and reflection. Harry should look at how he works with others. He should be able to honestly assess how he interacts with others. This can improve his self-awareness and self-regulation skills.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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39. Sonam wants to execute her leadership role efficiently by improving her emotional intelligence skills. Identify the correct step that she should be adopted by Sonam to achieve her goal.
    a. She should be dismissive.
    b. She should refrain from practicing humility as it will reduce the followers' respect for her.
    c. She should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    d. She should consider how her actions will affect others.

Correct answer: D
Feedback: A leader can improve emotional intelligence skills by considering how his or her actions will affect others. This can be both a social skill as well as a self-regulation skill. If leaders consider how their actions will affect others, they can be more ethical in their decision-making. Sonam can improve her emotional intelligence skills by considering how her actions will affect others.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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40. Daniel, the sales manager of Taipan Corp., wants to motivate his subordinates to increase their productivity. Which of the following steps should he adopt to achieve his aim efficiently?
    a. He should be dismissive.
    b. He should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    c. He should present his advice in a manner that reduces the likelihood of resistance.
    d. He should work toward increasing his levels of introversion.

Correct answer: C
Feedback: A leader can improve emotional intelligence skills by learning good listening and persuasion skills. Presenting advice and feedback in a manner that reduces the likelihood of resistance helps leaders to be viewed as thorough, informed, and balanced; it will also help others to see the “reasonableness of their ways.” To achieve his aim efficiently, Daniel should present his advice in a manner that reduces the likelihood of resistance.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
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41. According to the Myers-Briggs Personality indicator, sensing (S) versus intuition (I):
    a. gives a view of how a person prefers to interact with the world around him or her.
    b. reveals a person's main values in reviewing fairness, accountability, or justice.

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c. helps to indicate what are a person's preferred sources of trusted information.
d. serves as a source for what energizes a person.

Correct answer: C
Feedback: According to the Myers-Briggs Personality indicator, sensing (S) versus intuition (I) helps to indicate what are a person's preferred sources of trusted information.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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42. According to the Myers-Briggs Personality indicator, judging (J) versus perceiving (P):
    a. serves as a source for what energizes a person.
    b. helps to indicate peoples preferred sources of trusted information.
    c. reveals the main values in reviewing fairness, accountability, or justice.
    d. gives a view of how people prefer to interact with the world around them.

Correct answer: D
Feedback: According to the Myers-Briggs Personality indicator, judging (J) versus perceiving (P) gives a view of how people prefer to interact with the world around them.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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43. According to the Myers-Briggs Personality indicator, _____ refers to how one makes decisions based upon the heart/compassion for the individual or via consistency, logic, and fairness for all.
    a. thinking or feeling
    b. sensing or intuition
    c. judging or perceiving
    d. extraversion or introversion

Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, thinking or feeling refers to how one makes decisions based upon the heart/compassion for the individual or via consistency, logic, and fairness for all.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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44. According to the Myers-Briggs Personality indicator, a leader uses the thinking aspect by:
    a. concentrating more on structure and firm decisions.
    b. focusing more on making decisions using facts and objective data.
    c. focusing on facts and details and preferring a hands-on experience.
    d. solving situations in a spontaneous style with the outside world.

Correct answer: B
Feedback: According to the Myers-Briggs Personality indicator, a leader uses the thinking aspect by focusing more on making decisions using facts and objective data and tend to be logical in making a decision.
Item difficulty: Medium

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45. According to the Myers-Briggs Personality indicator, a leader who leans toward _____ focuses on structure and firm decisions.
    a. perceiving
    b. judging
    c. feeling
    d. sensing

Correct answer: B
Feedback: According to the Myers-Briggs Personality indicator, a leader who leans toward judging focuses on structure and firm decisions.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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46. According to the Myers-Briggs Personality indicator, which of the following leadership styles should be used when the commitment from others is critical?
    a. Participative leadership
    b. Ideological leadership
    c. Change-oriented leadership
    d. Visionary leadership

Correct answer: A
Feedback: Participative leadership is people-oriented and builds personal relationships. It should be used when the commitment from others is critical.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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47. Which of the following guidelines should leaders follow to be more effective?
    a. Leaders should depend solely on their own style for leadership as it is easier to understand their own leadership style.
    b. Leaders should adapt their leadership styles to the situation and the person rather than solely using their own style for leadership.
    c. Leaders should emotionally escalate situations that involve receiving critical feedback and unexpected information.
    d. Leaders should be dismissive.

Correct answer: B
Feedback: In a leadership position, it is imperative to understand one's own leadership style, but also understand, based on another’s personality, the right way to lead them. Rather than solely use, or over-depend on one's own style for leadership, he or she should adapt their leadership style to the situation and the person.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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48. The inter-relationship between the MBTI and the Big 5 reveals that:
    a. people who are judging tend to be very tactful, yet find difficulty with equal application of accountability.
    b. people who are perceiving are usually very conscientious.
    c. people who use thinking tend to be emotionally stable, yet not naturally tactful.
    d. people who use sensing find difficulty discussing uncomfortable topics related to poor performance.

Correct answer: C
Feedback: The inter-relationship between the MBTI and the Big 5 reveals that people who use thinking tend to be emotionally stable, yet not naturally tactful.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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49. The inter-relationship between the MBTI and the Big 5 reveals that people who are judging are usually very conscientious, but when combined with a _____ profile tend to be less than open to inquiry or new ideas.
    a. sensing
    b. intuition
    c. extraversion
    d. introversion

Correct answer: A
Feedback: The inter-relationship between the MBTI and the Big 5 reveals that people who are judging are usually very conscientious, but when combined with a sensing profile tend to be less than open to inquiry or new ideas.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

50. According to the inter-relationship between the MBTI and the Big 5, extraversion in social situations is key to communication and _____.
    a. openness
    b. emotional intelligence
    c. conscientiousness
    d. neuroticism

Correct answer: B
Feedback: According to the inter-relationship between the MBTI and the Big 5, extraversion in social situations is key to communication and emotional intelligence.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
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51. Which of the following Myers-Briggs characteristics correspond to the Big 5 characteristic of conscientiousness?
    a. Sensing and judging
    b. Intuitive and perceiving
    c. Extraversion
    d. Thinking and introversion

Correct answer: A
Feedback: Myers-Briggs type can be used in different situations. The MBTI characteristics of sensing and judging correspond to the Big 5 characteristic of conscientiousness
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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52. Which of the following statements is true of single-loop learning?
    a. It allows an individual to simply perform a job effectively and avoid negative consequences.
    b. An individual using this style is more likely to look at, review, or contemplate changing his or her world-view.
    c. An individual using this style is more likely to modify the internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
    d. It allows an individual to understand why certain actions worked and why others didn’t and the beliefs and governing variables that drive these behaviors.

Correct answer: A
Feedback: Single loop learning is what allows an individual to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if his or her behavior has negative consequences, he or she will change it to reduce consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

53. Identify the correct statement regarding single-loop learning.
    a. An individual using this style has the ability to understand why a certain action was successful, or unsuccessful.
    b. It can be viewed as mostly transactional in nature.
    c. It allows an individual to understand why certain actions worked and why others didn’t and the beliefs and governing variables that drive these behaviors.
    d. An individual using this style is more likely to look at, review, or contemplate changing his or her world-view.

Correct answer: B
Feedback: Single loop learning is what allows an individual to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if his or her behavior has negative consequences, he or she will change it to reduce consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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54. Which of the following is a feature of double-loop learning?
    a. It helps to understand why certain actions worked and why others didn't.
    b. It is viewed as primarily transactional in nature.
    c. An individual using this style is less likely to look at, review, or contemplate changing his or her world-view.
    d. An individual using this style is less likely to modify the internal "governing variables" that justified or drove his or her initial behavior that resulted in negative consequences.

Correct answer: A
Feedback: The advantage of a double-loop learning style in a self-assessment perspective, is one begins to understand, not only why certain actions worked and why others didn't, but the beliefs and governing variables that drive these behaviors.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

55. Identify the correct statement regarding double-loop learning style.
    a. It allows an individual to merely perform a job effectively in avoiding negative consequences.
    b. An individual using this style is less likely to modify the internal "governing variables" that justified or drove his or her initial behavior that resulted in negative consequences.
    c. It alters the world-view/governing variables that drive or justified an individual's behavior.
    d. An individual using this style is less likely to look at, review, or contemplate changing his or her world-view.

Correct answer: C
Feedback: The advantage of a double-loop learning style in a self-assessment perspective, is one begins to understand, not only why certain actions worked and why others didn't, but the beliefs and governing variables that drive these behaviors.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

56. Leaders who _____ are more likely to be double-loop learners.
    a. are more dismissive
    b. do not see the benefit of taking feedback
    c. do not determine why a certain action was unsuccessful.
    d. are more open to inquiry

Correct answer: D
Feedback: Leaders who are either naturally open to inquiry (Big 5), or see the benefit of taking feedback, are more likely to be double-loop learners.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

57. Single-loop learners:
    a. are likely to have high levels of neurosis.
    b. are less likely to see accountability as a form of oppression.

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c. are likely to look at, review, or contemplate changing their internal “governing variables” that justified or drove my initial behavior that resulted in negative consequences.
d. are less likely to be defensive.

Correct answer: A
Feedback: Single-loop learners are likely to have high levels of neurosis, defensiveness, and resistance to change.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

58. Stacey always gets oversensitive and defensive after she attends feedback sessions with her manager. She is not open to criticism about her performance. This behavior indicates that Stacey:
    a. is low in neuroticism.
    b. has low levels of resistance to change.
    c. tries to understand why a certain action was successful or unsuccessful.
    d. is a single-loop learner.

Correct answer: D
Feedback: Single-loop learners are likely to have high levels of neurosis, defensiveness, and resistance to change.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

59. Which of the following statements is true of double-loop learners?
    a. They are less open to inquiry.
    b. They are most likely to see accountability as a form of oppression.
    c. They are open and emotionally stable.
    d. They do not see the benefit of taking feedback.

Correct answer: C
Feedback: Double-loop learners are open and emotionally stable.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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60. Which of the following is an example of a single-loop learner?
    a. Andrew has low levels of neurosis and defensiveness.
    b. Susan sees accountability as a form of persecution.
    c. Rohan is more likely to review internal “governing variables” that justified or drove his initial behavior that resulted in negative consequences.
    d. Nadia tries to understand why a certain action was successful, or unsuccessful.

Correct answer: B
Feedback: Single-loop learners are more likely to see accountability as a form of oppression. Susan is likely to be asingle-loop learner.
Item difficulty: Medium
Item cognitive level (Bloom's): Apply

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Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

61. Double-loop learners:
    a. do not have the ability to take responsibility for mistakes.
    b. report more internal locus of control.
    c. are more likely to view accountability as persecution or oppressive in nature.
    d. are likely to have high levels of neurosis.

Correct answer: B
Feedback: Double-loop learners report more internal locus of control, and the ability to take responsibility for mistakes, without experiencing significant destabilization of their identity, need to defend themselves, or need to interpret critical feedback as persecution or oppressive in nature.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

62. Traits, as motivating factors, are very hard to change.
    a. True
    b. False

Correct answer: A
Feedback: Traits, as motivating factors, are very hard to change, and are viewed as both subconscious and sometimes unconscious.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

63. The Big 5 is a personality assessment generally based upon Carl Jung's theories of world-view and personal preference characteristics.
    a. True
    b. False

Correct answer: B
Feedback: Derived from numerous studies on effective leaders, the Big 5 is a summary of the top five traits and values exhibited by successful leaders. The Myers-Briggs Type Indicator is a personality assessment based upon Carl Jung's theories of world-view and personal preference characteristics.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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64. Extraversion allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
    a. True
    b. False

Correct answer: A

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Feedback: Extraversion includes the amount of excitability, sociability, talkativeness, and ability to assert one's self. Extraversion also allows leaders to naturally navigate business and social situations with ease and comfort, especially with new people in new situations.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

65. People low in neuroticism tend to be unstable emotionally, especially during stressful situations.
    a. True
    b. False

Correct answer: B
Feedback: People high in neuroticism tend to be unstable emotionally, especially during stressful situations. They may view critical/constructive feedback as a personal attack and unsupportive, and can be over-focused on image or impression management.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

66. Emotional intelligence is the ability to assess and control one's own emotions, and understand the emotions of those around him or her.
    a. True
    b. False

Correct answer: A
Feedback: Emotional intelligence is the ability to assess and control one's own emotions, and understand the emotions of those around him or her.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

67. According to the Myers-Briggs Personality indicator, thinking versus feeling reveals an individual's main values in reviewing fairness, accountability, or justice.
    a. True
    b. False

Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, thinking versus feeling reveals an individual's main values in reviewing fairness, accountability, or justice.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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68. According to the Myers-Briggs Personality indicator, a leader uses sensing by focusing on facts and details and prefer a hands-on experience.
    a. True
    b. False

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Correct answer: A
Feedback: According to the Myers-Briggs Personality indicator, a leader uses sensing by focusing on facts and details and prefer a hands-on experience.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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69. In a single-loop learning style, a leader is likely to look at, review, and contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
    a. True
    b. False

Correct answer: B
Feedback: In a single loop learning style, a leader is unlikely to look at, review, and contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences.
Item difficulty: Medium
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 2: Single- and Double-Loop Learning

70. Leaders who see the benefit of taking feedback are more likely to be single-loop learners.
    a. True
    b. False

Correct answer: B
Feedback: Leaders who are either naturally open to inquiry, or see the benefit of taking feedback, are more likely to be double-loop learners.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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71. To review one's world-view, and possibly refine the world-view, requires openness and emotional stability.
    a. True
    b. False

Correct answer: A
Feedback: To review one's world-view, and possibly refine the world-view, requires openness and emotional stability. This indicates that the double-loop learning style is more effective for leaders.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
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72. The double-loop learning style excludes the underlying assumptions and values behind what people do.
    a. True

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b. False
Correct answer: B
Feedback: Double-loop learning in leadership can help people understand the underlying assumptions and beliefs about what they do as leaders.
Item difficulty: Easy
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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73. As a leader, one should continually self-assess.
    a. True
    b. False
Correct answer: A
Feedback: As a leader, one should continually self-assess, self-reflect, and identify where he or she may need to develop skills, in spite of needing to challenge deep seated, long-term held beliefs (world-views/governing variables).
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
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74. In a double-loop learning style, the ability to understand why a certain action was successful, or unsuccessful is also known as “know-why.”
    a. True
    b. False
Correct answer: A
Feedback: In the double-loop learning, the ability to understand why a certain action was successful, or unsuccessful—also known as “know-why,” is expanded to include a review of the world-view/governing variables.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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75. _____ skills encompass making sense of effective judgment, intuition, foresight, reasoning, and analytical ability.
Correct answer: Conceptual
Feedback: Conceptual skills encompass making sense of inter-relationships, effective judgment, intuition, foresight, reasoning, and analytical ability.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

76. The two main factors that interact to drive an individual's motivation and behavior are viewed as traits and _____.
Correct answer: skills

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Feedback: Leaders are commonly judged and evaluated based upon their respective behavioral abilities and perceived sources of motivation. Generally, the two main factors that interact to drive an individual's motivation and behavior are viewed as traits and skills.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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77. _____ refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Correct answer: Self-awareness
Feedback: Self-awareness refers to the ability of an individual to know his or her strengths, weakness, drives, and motivations.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
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78. _____ involves being able to control one's emotions, based on outside stimuli.
Correct answer: Self-regulation
Feedback: Self-regulation involves being able to control your emotions, based on outside stimuli.
Item difficulty: Easy
Item cognitive level (Bloom's): Recall
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

79. According to the Myers-Briggs Personality indicator, _____ serves as a source for what energizes an individual.
Correct answer: extraversion versus introversion
Feedback: The Myers-Briggs Personality indicator looks at extraversion (E) versus introversion (I) as a source for what energizes an individual.
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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80. Briefly describe traits.
Correct answer: Traits are primarily viewed as human characteristics that are “hard wired,” or innate in nature. Innate factors are usually described as a combination of inherited propensities and enculturated tendencies that form our world-views, also known as governing variables. Traits, as motivating factors, are very hard to change, and are viewed as both subconscious and sometimes unconscious. Yet, these important factors hold major power over our ability to benefit from constructive feedback, the ability to assess uncomfortable situations, engage in critical personal insight, and learn new skills or refine current skills.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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Section 1: Personality Types and Leadership Traits

81. What are world-view/governing variables? Explain.
Correct answer: World-view/governing variables are beliefs, feelings, intentions, and interpretations of events (e.g., interactions, consequences, accountability issues) that govern people's reactions to, and learning from, life events. Governing variables are usually considered sub-conscious, and formed in reaction to individuals' interpretations of previous life events, and their tendency to generalize (accurately or inaccurately) these interpretations to current and future events.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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82. Describe the Big 5 trait of agreeableness/tact.
Correct answer: Agreeableness/tact includes kindness, excellent timing when asked to critique ideas and activities, good emotional intelligence, a giving nature, and high levels of affection and ability to trust others. Agreeableness/tact is seen in leaders who can quickly assess a situation and ascertain what behavior or style is indicated, and then act accordingly. They will avoid interrupting or being dismissive. Therefore, they will postpone critical comments until the time is right, and use a persuasion style when critiquing an idea, position, plan, or world-view presented by others.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
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83. Briefly explain persuasion.
Correct answer: Persuasion is a communication style, primarily used to present thoughts, data, research, and other evidence to justify a position, opinion, or decision in a “respectful” process. The style uses a “two-sided balancing” strategy (presenting both sides of an issue) found effective in reducing resistance, demonstrating comprehension of the issue, increasing speaker’s credibility, and increasing the likelihood of the listener safely reviewing world-view/governing variables.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
Chapter 2: Developing Interpersonal Skills for Success
Section 1: Personality Types and Leadership Traits

84. Distinguish between single-loop learning style and double-loop learning style.
Correct answer: Single loop learning is what allows one to simply perform a job effectively in avoiding negative consequences. Single-loop learning can be viewed as mostly transactional in nature—where if one's behavior has negative consequences, he or she will change it to reduce consequences. In this type of learning style, an individual is unlikely to look at, review, or contemplate changing his or her world-view or internal “governing variables” that justified or drove his or her initial behavior that resulted in negative consequences. In double-loop learning style, the ability to understand why a certain action was successful, or unsuccessful—also known as “know-why,” is expanded to include a review of people's world-view/governing variables. The advantage to this type of learning, in a self-assessment

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perspective, is one begins to understand, not only why certain actions worked and why others didn’t, but the beliefs and governing variables that drive these behaviors.
Feedback:
Item difficulty: Medium
Item cognitive level (Bloom's): Understand
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