



Chapter 4 Emotions and Moods

Organizational Behavior (National Taiwan University)



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Organizational Behavior, 18e (Robbins)
Chapter 4 Emotions and Moods

1) Which of the following is a generic term that covers a broad range of feelings that people experience?

- A) affect
- B) knowledge
- C) insight
- D) attention
- E) cognition

Answer: A

Explanation: *Affect* is a generic term that covers a broad range of feelings people experience, including both emotions and moods. Emotions are intense discrete and short-lived feeling experiences that are often caused by a specific event. Moods are less intense feelings than emotions and often, though not always, lack a contextual stimulus.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

2) Which of the following is a characteristic of emotions?

- A) Emotions are short-lived feeling experiences.
- B) Emotions last for a longer time period than moods.
- C) Emotions are never action-oriented in nature.
- D) Emotions lack a contextual stimulus.
- E) Emotions involve less intense feelings than moods.

Answer: A

Explanation: Emotions are intense, discrete and short-lived feeling experiences that are often caused by a specific event. Emotions are reactions to a person. For instance, seeing a friend at work may make one feel glad or an event dealing with a rude client may make one feel angry.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

3) Which of the following terms best describes an intense, discrete and short-lived feeling experiences that are often caused by a specific event?

- A) perception
- B) cognition
- C) mood
- D) reasoning
- E) emotion

Answer: E

Explanation: Emotions are intense, discrete and short-lived feeling experiences that are often caused by a specific event. Emotions are reactions to a person. For instance, seeing a friend at work may make one feel glad or an event dealing with a rude client may make one feel angry.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

4) Anna Madison works as a receptionist at a fashion magazine. One morning, her boss walks into the office and yells at her, telling her that the front office is a mess and she needs to clean it immediately. After her boss leaves the room, Madison goes to the front office and violently slams trash into the bin. Which of the following best describes Madison's anger?

- A) a recognition
- B) an insight
- C) a mood
- D) an emotion
- E) a perception

Answer: D

Explanation: Madison is experiencing an intense feeling of anger, which is an emotion directed toward her boss. Emotions are intense, discrete and short-lived feeling experiences that are often caused by a specific event.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

5) _____ refers to feelings that tend to be less intense than emotions and that lack a contextual stimulus.

- A) Affect
- B) Cognition
- C) Mood
- D) Thought
- E) Reaction

Answer: C

Explanation: Moods are feelings that tend to be less intense than emotions and that lack a contextual stimulus.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

6) Robert Springer woke up in the morning and felt a sense of joy and peace as he got ready for work. At work, though challenges came his way, he tackled them without getting stressed about them. This feeling lasted for several days that week. What is one of the reasons that Springer's feeling can be categorized as a mood and not as an emotion?

- A) It is more intense than emotions.
- B) It is brought about by a specific event.
- C) It is prolonged in nature.
- D) It is a positive feeling.
- E) It is indicated by a facial expression.

Answer: C

Explanation: Springer's general ambiguous feeling of happiness is ongoing or prolonged, which is a characteristic of a mood. Contextual stimulus, strong feelings, and being directed at an event or person are characteristics of an emotion. In addition, both mood and emotion can be positive.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

7) When Ariana Winter is told that her dog has been killed by a car, she feels deeply saddened. Her feelings are then overcome by a surge of anger at the car driver. However, minutes later, she is able to laugh and talk about the good memories spent with her pet. What is one of the reasons that Winter's reaction can be categorized as an emotion?

- A) Its cause is general and ambiguous.
- B) It lasted for a brief time period.
- C) It is not action-oriented.
- D) It is a negative feeling.
- E) It is cognitive in nature.

Answer: B

Explanation: Emotions are intense, discrete and short-lived feeling experiences that are often caused by a specific event. Most experts believe emotions are more fleeting than moods. Emotions tend to come and go fairly quickly, maybe even in a matter of seconds.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

8) Which of the following statements is most likely to be true regarding moods?

- A) Moods are always brought about by a specific event.
- B) Moods last for a very short period of time, such as a few seconds.
- C) As compared to emotions, moods are more likely to be clearly revealed by facial expressions.
- D) Moods are more fleeting than emotions.
- E) Moods are cognitive in nature.

Answer: E

Explanation: Moods are cognitive in nature and their cause is often general and unclear. They are generally not indicated by distinct facial expressions. Unlike moods, emotions like anger and disgust tend to be more clearly revealed by facial expressions. Emotions are more likely to be caused by a specific event, and emotions are more fleeting than moods.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

9) Katherine Connor started her day with a cup of coffee while reading the newspaper. However, something about the day makes her feel low. When she reaches the office, she feels upset and distracted from work although she cannot pinpoint a reason for feeling this way. She continues to feel upset and distracted through the rest of the day. Which of the following is she most likely to be experiencing?

- A) a response
- B) a reaction
- C) a counteraction
- D) an attitude
- E) a mood

Answer: E

Explanation: Moods are cognitive in nature and their cause is often general and unclear. They last longer than emotions—for several hours or days.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

10) Erin Corbett works at a software company and is in charge of the help desk. A short while ago, she received a call from a discontented customer about a problem he is facing due to the company's software. Though she tried to help the customer with the software, he refused to listen to her. He continued yelling at her and finally banged the phone down. Corbett feels exasperated after hanging up the phone and goes for a cup of coffee to calm herself down. What makes Corbett's anger an emotion, rather than a mood?

- A) The cause of her behavior is unclear.
- B) The feeling of being angry is prolonged.
- C) The anger has a contextual stimulus.
- D) The response is void of action.
- E) The response is cognitive in nature.

Answer: C

Explanation: Corbett's feelings are brought about by being yelled at, which is a contextual stimulus for her behavior. Her response is short, rather than prolonged. These are characteristics of an emotion.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

11) Alana Gore works as a campaign manager at a nonprofit organization in Manhattan. She was recently asked by her supervisor to give a presentation on the progress of the ongoing climate campaign. However, throughout the presentation, her colleague Kelly Simmons interrupts her by asking irrelevant questions. In addition, she tries to insult her by constantly criticizing key findings and objectives achieved. Though Gore initially tried to be patient, she eventually loses her cool and retorts back, asking her to keep her questions and clarifications for the end of the presentation. Which of the following is a reason why Gore's reaction can be categorized as an emotion instead of a mood?

- A) Its cause is general and ambiguous.
- B) It is not action-oriented.
- C) It incorporates both positive and negative dimensions of affect.
- D) It is less cognitive in nature than moods.
- E) It is caused by a specific event.

Answer: E

Explanation: Gore's anger results in action when she retorts back at Simmons, which is a characteristic of emotion. Emotions are caused by a specific event, which in this scenario is Simmons criticizing and interrupting her presentation.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

12) _____ are cognitive in nature, have an unclear, general cause, and last for several hours or days.

- A) Emotions
- B) Feelings
- C) Perceptions
- D) Moods
- E) Reactions

Answer: D

Explanation: Moods are cognitive in nature and their causes are often general and unclear. They are generally not indicated by distinct facial expressions.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

13) _____ are caused by a specific event, are very brief, and are accompanied by distinct facial expressions.

- A) Emotions
- B) Perceptions
- C) Attitudes
- D) Moods
- E) Reactions

Answer: A

Explanation: Emotions are intense feelings directed at someone or something. Most experts believe emotions are more fleeting than moods. Emotions tend to come and go fairly quickly, maybe even in a matter of seconds. Unlike moods, emotions like anger and disgust tend to be more clearly revealed by facial expressions.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

14) Which of the following is *not* true regarding positive and negative emotions in different cultures?

- A) In Japan, people embrace negative emotions.
- B) Compared to Russia, people in Mexico emphasize positive emotions and expressions.
- C) The Chinese consider negative emotions as potentially more useful than do people in the United States.
- D) Compared to people in the United States, Chinese are more likely to believe negative emotions are constructive.
- E) In Brazil, people embrace negative emotions and expressions.

Answer: E

Explanation: Some cultures embrace negative emotions, such as Japan and Russia, while others emphasize positive emotions and expressions, such as Mexico and Brazil. There may also be a difference in the value of negative emotions between collectivist and individualist countries. The difference may be the reason negative emotions are less detrimental to the health of those of Eastern, as opposed to Western, cultures. For example, the Chinese consider negative emotions — while not always pleasant — as potentially more useful and constructive than do people in the United States.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Diverse and multicultural work environments

Difficulty: Moderate

Quest. Category: Concept

15) Which of the following is *not* an example of moral emotions?

- A) sympathy for the suffering of others
- B) contempt for those who behave ethically
- C) guilt about our own immoral behavior
- D) anger about injustice done to others
- E) disgust at violations of moral norms

Answer: B

Explanation: Examples of moral emotions include sympathy for the suffering of others, contempt for those who behave unethically, guilt about our own immoral behavior, anger about injustice done to others, and disgust at violations of moral norms.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

16) Which of the following is one of the five essentially universal emotions agreed on by a majority of researchers?

- A) anger
- B) shame
- C) apathy
- D) indifference
- E) distress

Answer: A

Explanation: Many researchers agree on five essentially universal emotions. These comprise anger, fear, sadness, happiness, disgust, and surprise.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

17) _____ is a pure marker of low negative affect.

- A) Bored
- B) Nervous
- C) Content
- D) Relaxed
- E) Serene

Answer: D

Explanation: Relaxed is a pure marker of low negative affect.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

18) _____ is a pure marker of high positive affect.

- A) Content
- B) Excited
- C) Fatigued
- D) Bored
- E) Relaxed

Answer: B

Explanation: Excited is a pure marker of high positive affect, while boredom is a pure marker of low positive affect.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

19) _____ is a pure marker of low positive affect.

- A) Stressed
- B) Relaxed
- C) Bored
- D) Nervous
- E) Alert

Answer: C

Explanation: Bored is a pure marker of low positive affect, while excited is a pure marker of high positive affect.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

20) Which of the following mood dimensions is a pure marker of high negative affect?

- A) depression
- B) relaxation
- C) fatigue
- D) boredom
- E) nervousness

Answer: E

Explanation: Nervousness is a pure marker of high negative affect.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

21) Negative affect is a mood dimension consisting of _____ at the high end.

- A) nervousness
- B) relaxation
- C) contentment
- D) serenity
- E) depression

Answer: A

Explanation: Negative affect is a mood dimension consisting of nervousness, stress, and anxiety at the high end.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

22) Jane Hastings recently joined her first job as a communication executive and is working on creating press releases for an upcoming campaign. The campaign is getting launched publicly in the next week and Hastings will need to interact with the media and give sound bites on the issue. This is the first time she will be interacting with the press and she is experiencing emotions of anxiousness, nervousness, and stress. Which of the following mood dimensions is she experiencing?

- A) low positive affect
- B) neutral affect
- C) low negative affect
- D) high positive affect
- E) high negative affect

Answer: E

Explanation: Negative affect is a mood dimension consisting of nervousness, stress, and anxiety at the high end.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

23) Heather Donahue, who works as a receptionist at a finance firm in New Jersey, has been dissatisfied with her job for several months now. She finds the job uninteresting because of its monotonous nature where all she needs to do is receive calls. During work hours, she often experiences emotions such as tiredness, weariness, and boredom. Which of the following mood dimensions is she most likely to be experiencing?

- A) low positive affect
- B) neutral affect
- C) low negative affect
- D) high positive affect
- E) high negative affect

Answer: A

Explanation: Signs of positive affect are boredom, sluggishness, and tiredness at the low end.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

24) Jean Ervin works as a fund raising executive at a women's rights organization in San Diego. Though she has been with the organization for only a year now, she has already been promoted and often gets excellent feedback from her manager. Her manager says that the key to Ervin's good performance is that she is happy with the work she does and she is excited about the challenges in tasks, which she takes up with a lot of enthusiasm. Which of the following mood dimensions is Ervin most likely to be feeling?

- A) low positive affect
- B) neutral affect
- C) low negative affect
- D) high positive affect
- E) high negative affect

Answer: D

Explanation: Positive affect is a mood dimension consisting of positive emotions such as excitement, self-assurance, and cheerfulness at the high end.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Easy

Quest. Category: Application

25) Emotions such as relaxation, serenity, and calmness comprise the _____ mood dimension.

- A) low positive affect
- B) neutral affect
- C) low negative affect
- D) high positive affect
- E) high negative affect

Answer: C

Explanation: Low negative affect is a mood dimension consisting of relaxation, calmness, and serenity.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

26) _____ refers to the tendency of most individuals to experience a mildly positive mood at zero input when nothing in particular is going on.

- A) Low positive affect
- B) Positivity offset
- C) Blunted affect
- D) Negativity bias
- E) Residual positivity

Answer: B

Explanation: Positivity offset means that at zero input, most individuals experience a mildly positive mood. For most people, positive moods are somewhat more common than negative moods.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

27) Which of the following is most likely to be experienced during a positivity offset?

- A) nervousness
- B) depression
- C) stress
- D) anxiety
- E) relaxation

Answer: E

Explanation: Positivity offset is defined as the tendency of most individuals to experience a mildly positive mood at zero input. Relaxation is an example of a mildly positive mood.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

28) A research group in Arizona recently conducted a survey among workers of a coal power plant to understand emotions and their happiness quotient. Employees at the plant often complained about poor working conditions and low insurance benefits. However, the group was surprised with the findings of the survey because employees had a positive mood 70 percent of the time during work hours. Which of the following concepts would best explain such findings?

- A) butterfly effect
- B) framing effect
- C) anchoring bias
- D) distinction bias
- E) positivity offset

Answer: E

Explanation: Positivity offset is defined as the tendency of most individuals to experience a mildly positive mood at zero input.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

29) Moods are more intense than emotions and invariably arise because of a specific event acting as a stimulus.

Answer: FALSE

Explanation: Emotions are defined as intense, discrete and short-lived feeling experiences that are often caused by a specific event. Moods are feelings that tend to be less intense than emotions and often lack a contextual stimulus.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

30) According to the "boss effect" the amount of power and status a person feels over another person dictates who will smile first.

Answer: TRUE

Explanation: Research on the "boss effect" suggests that the amount of power and status a person feels over another person dictates who will smile first.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

31) Moods are usually accompanied by distinct facial expressions.

Answer: FALSE

Explanation: Moods are generally not indicated by distinct facial expressions.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

32) Emotions tend to last for several days, for a much longer time period than moods.

Answer: FALSE

Explanation: Emotions are more fleeting than moods. Moods last longer than emotions—for hours or even days.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

33) Studying facial expressions is a good way to identify basic emotions.

Answer: FALSE

Explanation: Psychologists try to identify basic emotions by studying facial expressions but have found the process difficult. One problem is that some emotions are too complex to be easily represented on our faces.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

34) Nervousness is a pure marker of low negative affect.

Answer: FALSE

Explanation: Nervousness is a pure marker of high negative affect; boredom is a pure marker of low negative affect.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

35) Negative affect is a mood dimension consisting of nervousness, stress, and anxiety at the high end and relaxation, tranquility, and poise at the low end.

Answer: FALSE

Explanation: Negative affect is a mood dimension consisting of nervousness, stress, and anxiety at the high end and boredom, depression, and fatigue at the low end.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

36) Positivity offset may be defined as the tendency of most individuals to experience a negative mood when nothing in particular is going on.

Answer: FALSE

Explanation: Positivity offset may be defined as the tendency of most individuals to experience a mildly positive mood when nothing in particular is going on. So, for most people, positive moods are somewhat more common than negative moods.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

37) Interestingly, research indicates that our responses to moral emotions differ from our responses to other emotions.

Answer: TRUE

Explanation: When we feel moral anger, for instance, we may be more likely to confront the situation that causes it. However, we cannot assume our emotional reactions to events on a moral level will be the same as someone else's. Moral emotions are learned, usually in childhood, and thus they are not universal like innate emotions.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

38) Explain the significance of emotions.

Answer: Research indicates that emotions are actually critical for rational thinking. We must have the ability to experience emotions to be rational. This is because our emotions provide important information about how we understand the world around us. The key to good decision making is to employ both thinking and feeling in our decisions.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Easy

Quest. Category: Concept

39) What are affect, emotions, and moods?

Answer: *Affect* is a generic term that covers a broad range of feelings that people experience. It is a concept that encompasses both emotions and moods. Emotions are intense, discrete and short-lived feeling experiences that are often caused by a specific event. On the other hand, moods are feelings that tend to be less intense than emotions and that lack a contextual stimulus.

LO: 4.1: Differentiate between emotions and moods.

Difficulty: Moderate

Quest. Category: Concept

40) Explain how emotions and moods are different from each other.

Answer: Emotions are more likely to be caused by a specific event, and emotions are more fleeting than moods. Unlike moods, emotions like anger and disgust tend to be more clearly revealed by facial expressions. In addition, some researchers state that emotions may be more action-oriented and they may lead one to take some immediate action. On the other hand, moods may be more cognitive, meaning they may cause one to think or brood for a while.

LO: 4.1: Differentiate between emotions and moods.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Synthesis

41) Which of the following is true about emotions?

A) They are experienced over several days or months.

B) They are never caused by specific events.

C) They are less intense than moods.

D) They are critical to rational thinking.

E) They are less fleeting than moods.

Answer: D

Explanation: Emotions are critical to rational thinking. It is important to have the ability to experience emotions in order to be rational. Our emotions provide important information about how we understand the world around us.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

42) _____ refers to individual differences in strength with which individuals experience their emotions.

A) The Hawthorne effects

B) Affect intensity

C) Intelligence quotient

D) Positivity offset

E) Ambiguity effect

Answer: B

Explanation: Affect intensity is defined as the individual differences in the strength with which individuals experience their emotions. Affectively intense people experience both positive and negative emotions more deeply. For instance, when they are sad, they are very sad, and when they are happy, they are very happy.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

43) Ben Ervin often experiences emotions in a much stronger manner than most of his other colleagues. Events that do not provoke any significant emotional response from another person send him into fits of happiness, anger, or depression. In view of such a situation, Ervin is displaying a high level of _____.

- A) intelligence quotient
- B) sentience quotient
- C) intellectual giftedness
- D) butterfly effect
- E) affect intensity

Answer: E

Explanation: Affect intensity is defined as the individual differences in the strength with which individuals experience their emotions. Affectively intense people experience both positive and negative emotions more deeply: when they are sad, they are very sad, and when they are happy, they are very happy.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

44) _____ refers to the tendency of people to associate two events when there is no connection.

- A) Affect intensity
- B) Focusing effect
- C) Distinction bias
- D) Omission bias
- E) Illusory correlation

Answer: E

Explanation: Illusory correlation is the tendency of people to associate two events that have no connection.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

45) Gerard Yoder believes that every time he picks up his daughter, Penny, from school, it brings him good luck. The last time he picked her up from school, he won a lottery ticket. Today, after he received her from school, he reached his office and found out that he has been promoted.

Which of the following concepts best describes Yoder's belief?

- A) affect intensity
- B) bandwagon effect
- C) illusory superiority
- D) positive bias
- E) illusory correlation

Answer: E

Explanation: Illusory correlation is the tendency of people to associate two events when there is no connection.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

46) On which day of the week does the positive affect tend to be highest for U.S., China, Germany and Japan?

- A) Sundays
- B) Mondays
- C) Saturdays
- D) Tuesdays
- E) Wednesdays

Answer: A

Explanation: In these four cultures, people tend to experience the highest level of positive moods on Sundays. Refer to exhibit 4-4.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

47) Which of the following is an example of an epicurean activity which helps increase a person's positive mood?

- A) attending a meeting
- B) playing video games
- C) going on a ski vacation
- D) eating a meal with friends
- E) watching a movie

Answer: D

Explanation: For most people, social activities increase positive mood and have little effect on negative mood. Research suggests activities that are physical, such as skiing or hiking with friends, or epicurean, such as eating with others, are more strongly associated with increases in positive mood than events that are formal, such as attending a meeting.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

48) Which of the following is an example of a sedentary activity that does not play a crucial role in increasing positive mood?

- A) playing video games at home
- B) going for a hike in the mountains
- C) going on a ski vacation
- D) eating a meal with family members
- E) going to a party with friends

Answer: A

Explanation: For most people, social activities increase positive mood and have little effect on negative mood. Research suggests activities that are physical, such as skiing or hiking with friends, or epicurean, such as eating with others, are more strongly associated with increases in positive mood than events that are formal, such as attending a meeting.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

49) Which of the following statements is true regarding sources of moods and emotions?

- A) Reduced sleep makes a person more alert during waking hours.
- B) Physical and informal activities increase positive mood.
- C) Weather has a controlling effect on moods.
- D) Intensity of negative emotions increases with age.
- E) Mounting levels of stress at work create positive emotions.

Answer: B

Explanation: Research suggests activities that are physical, such as skiing or hiking with friends, informal, such as going to a party, or epicurean, like eating with others, are more strongly associated with increases in positive mood than events that are formal or sedentary.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

50) Carlos is upset because his boss gave him work to finish over the weekend. It is Friday. Which of the following is most likely to help Carlos lift his spirits?

- A) watching TV with his friends
- B) playing a video game at home
- C) attending a meeting
- D) going to a party with his friends
- E) attending a training session

Answer: D

Explanation: Social activities increase positive mood. Activities that are physical (skiing or hiking with friends), informal (going to a party), or epicurean (eating with others) are more strongly associated with increases in positive mood than events that are formal (attending a meeting) or sedentary (watching TV or playing video games with friends).

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

The findings of a recent company survey at Rader Industries showed that employees are experiencing high levels of work stress. To offset this, a manager suggests instituting a leave policy whereby employees must go on a mandatory vacation for seven days in the year.

51) The manager's suggestion is based on which of the following assumptions?

- A) Employees are not experiencing a lack of work-life balance.
- B) Employees' workload can be adjusted to accommodate their requests to go on leave.
- C) Employees have been misusing the company's policy that allows them to exchange unused leave for cash.
- D) Employees have been able to go on leave whenever they wanted to.
- E) Employees have been working on regular working days of the year.

Answer: B

Explanation: If employees must go on a mandatory vacation for seven days in a year, then it is assumed that their workload can be adjusted during these periods. The manager would not suggest a mandatory vacation if employees already had work-life balance. Given that the employees themselves have reported high levels of work stress, the manager is not assuming that they are misusing the company's policy of exchanging unused leave for cash. The manager would not suggest a mandatory vacation policy if employees have been able to go on leave whenever they wanted to and have been working on the normal working days of the year.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

52) Under which of the following conditions, if true, would the manager's suggestion most likely be accepted?

- A) The company recently acquired a new client and work volumes are expected to increase.
- B) The company halted its hiring plans for the year to focus on developing talent in-house.
- C) The company allows employees to exchange their unused leave for cash at the end of every year.
- D) The company promotes work-life balance, by offering employees flexible working arrangements.
- E) The company has a policy whereby unused leave lapses at the end of every year.

Answer: E

Explanation: If the company has a policy whereby unused leave lapses at the end of every year, then employees would most likely accept the manager's suggestion of mandatory seven-day vacation. If work volumes are expected to increase, then this would weaken the likelihood that the manager's suggestion will be accepted. It is irrelevant or, at the most, weakens the manager's suggestion if the company halts hiring to develop talent in-house. If the company allows employees to exchange their unused leave for cash at the end of every year, then this would weaken the likelihood that the manager's suggestion will be accepted. If the company already promotes work-life balance through flexible working arrangements, then this would reduce the likelihood that the manager's idea will be accepted.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

53) Under which of the following conditions, if true, would the manager's suggestion least likely be accepted?

- A) The company conducts one-day offsite events on an annual basis to allow employees some time to unwind.
- B) The skills required by the company are highly specialized, and hence the company is short-staffed.
- C) The employees, though experiencing high levels of stress, also report high levels of job engagement.
- D) The company's employees have reported high stress levels for more than three years in a row.
- E) The company's leading competitor was recently voted as one of the best places to work due to its focus on employee well-being.

Answer: B

Explanation: If the company is short staffed, then the company will most likely not be able to allow each of its employees to go on a seven-day mandatory vacation. Hence, this would weaken the likelihood that the manager's suggestion will be accepted. If the company's employees have reported high stress levels for more than three years in a row, then this would increase the likelihood that the manager's suggestion will be accepted. The fact that the company's leading competitor was recently voted as one of the best places to work due to its focus on employee well-being only slightly increases the likelihood that the manager's suggestion will be accepted. If the company conducts one-day offsite events on an annual basis, it only enhances the likelihood that the manager's suggestion will be accepted, as one-day events are not sufficient to combat work stress. The fact that the employees report high levels of stress as well as job engagement neither increases nor decreases the likelihood that the manager's suggestion will be accepted.

LO: 4.2: Identify the sources of emotions and moods.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

54) Which of the following statements is most likely to be true about differences between men and women in relation to emotional reactions?

- A) Men are more emotionally expressive than women.
- B) Men experience emotions more intensely than women.
- C) Women express anger more frequently than men.
- D) Women tend to hold onto emotions longer than men.
- E) Men display positive emotions more frequently than women.

Answer: D

Explanation: Evidence confirms that women are more emotionally expressive than men; they experience emotions more intensely, they tend to "hold onto" emotions longer than men, and they display more frequent expressions of both positive and negative emotions, except anger.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Moderate

Quest. Category: Concept

55) The term *affect intensity* refers to the individual differences in the strength with which individuals experience their emotions.

Answer: TRUE

Explanation: The term *affect intensity* refers to the individual differences in the strength with which individuals experience their emotions.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

56) Activities that are formal or sedentary are more strongly associated with increases in positive mood than activities that are physical, informal, or epicurean.

Answer: FALSE

Explanation: Activities that are physical, informal, or epicurean are more strongly associated with increases in positive mood than activities that are formal or sedentary.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

57) Poor or reduced sleep impairs decision making and makes it difficult to control emotions.

Answer: TRUE

Explanation: Poor or reduced sleep impairs decision making and makes it difficult to control emotions.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

58) Explain how stress affects emotions and moods.

Answer: Stressful daily events at work, such as a nasty e-mail, an impending deadline, the loss of a big sale, or a reprimand from the boss, negatively affect moods. The effects of stress also build over time. Mounting levels of stress can worsen our moods, and we experience more negative emotions.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Easy

Quest. Category: Concept

59) What impact do social activities have on one's moods?

Answer: For most people, social activities increase positive mood and have little effect on negative mood. Research suggests activities that are physical, such as skiing or hiking with friends, or informal, such as going to a party, or epicurean, like eating with others, are more strongly associated with increases in positive mood than events that are formal or sedentary, such as watching TV with friends.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Moderate

Quest. Category: Concept

60) Discuss whether there are gender differences regarding emotions.

Answer: The common belief is that women are more emotional than are men. Evidence confirms that women are more emotionally expressive than are men, they experience emotions more intensely, and they tend to "hold onto" emotions longer than men. They also display more frequent expressions of both positive and negative emotions, except anger. Evidence from a study of participants from 37 different countries found that men consistently report higher levels of powerful emotions like anger, whereas women report more powerless emotions like sadness and fear. Thus, there are some sex differences in the experience and expression of emotions.

LO: 4.2: Identify the sources of emotions and moods.

Difficulty: Moderate

Quest. Category: Concept

61) A situation in which an employee expresses organizationally desired emotions during interpersonal transactions at work is known as _____.

- A) emotional labor
- B) self-concordance
- C) emotional liability
- D) negative affect
- E) cognitive deviance

Answer: A

Explanation: Emotional labor is defined as a situation in which an employee expresses organizationally desired emotions during interpersonal transactions at work, meaning that his/her job demands a certain set of emotional responses regardless of true feelings.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

62) Johanna Godfrey works as a guest relations executive at a five-star deluxe hotel in Washington. During her job, she needs to greet and smile at guests irrespective of her state of mind. In addition, when any guest faces problems, she needs to be calm and composed and help resolve issues. This shows that Johanna's job requires _____.

- A) emotional labor
- B) cognitive dissonance
- C) self-concordance
- D) positivity offset
- E) social loafing

Answer: A

Explanation: Emotional labor is defined as a situation in which an employee expresses organizationally desired emotions during interpersonal transactions at work, meaning that his/her job demands a certain set of emotional responses regardless of true feelings.

LO: 4.3: Show the impact emotional labor has on employees.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

63) Sally works as a customer care executive at a telecom office in Ohio. She often needs to interact with a regular customer and she finds him extremely annoying. However, because of the nature of her work, she conceals her emotions well and politely talks to him and clarifies all his questions. Which of the following is being experienced by Sally?

- A) illusory correlation
- B) emotional dissonance
- C) positive affect
- D) emotional selection
- E) positivity offset

Answer: B

Explanation: Emotional dissonance is defined as the inconsistency between the emotions people feel and the emotions they project.

LO: 4.3: Show the impact emotional labor has on employees.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

64) Carrie recently received the Employee of the Year award at the call center where she works as a customer service representative. She was chosen for the award because she is known to be highly courteous toward even the most difficult of callers and is efficient at handling their queries. A month after receiving the award, Carrie submits her resignation. According to her exit interview, she felt burnt out. Which of the following best explains this situation?

- A) Carrie was overwhelmed by the award.
- B) Carrie lacked the skills and motivation to perform her job in an effective manner.
- C) Carrie felt the strain of having to constantly fake positive emotions towards her customers.
- D) Carrie was demotivated by the lack of recognition and respect from her peers.
- E) Carrie was unable to empathize with her callers and the problems that they faced.

Answer: C

Explanation: This situation relates to emotional dissonance. Carrie was most likely feeling the strain of having to project one emotion while feeling another, especially when dealing with difficult callers, which ultimately caused her to feel burnt out. It cannot be argued that Carrie was overwhelmed by the award as it would not cause her to feel burnt out. The fact that Carrie won the Employee of the Year award proves that she was skilled and motivated, and that she received recognition for her work. It cannot be argued that she lacked empathy as she was courteous with her callers and efficiently handled their queries.

LO: 4.3: Show the impact emotional labor has on employees.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

65) _____ refers to inconsistencies between the emotions people feel and the emotions they project.

- A) Collective efficacy
- B) Emotional dissonance
- C) Social loafing
- D) Positivity offset
- E) Self-concordance

Answer: B

Explanation: Emotional dissonance is defined as the inconsistency between the emotions people feel and the emotions they project.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

66) _____ emotions are emotions that people experience, despite what they might display.

- A) Felt
- B) Conditional
- C) Surface
- D) Disseminative
- E) Cognitive

Answer: A

Explanation: Felt emotions are an individual's actual emotions. In contrast, displayed emotions are those that the organization requires workers to show and considers appropriate in each job.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

67) Which of the following terms refers to the practice of hiding feelings and foregoing emotional expressions in response to display rules?

- A) surface acting
- B) anchoring bias
- C) active camouflage
- D) bandwagon effect
- E) framing effect

Answer: A

Explanation: Surface acting is defined as hiding one's feelings and foregoing emotional expressions in response to display rules, or rather outwardly showing emotions that are different from those that are felt.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

68) Which of the following statements is true regarding surface acting?

- A) It involves foregoing emotional expressions in response to display rules.
- B) It involves changing one's likes and dislikes to be in sync with display rules.
- C) It involves displaying one's true feelings explicitly toward a person.
- D) It deals with expressing felt emotions toward a person or event.
- E) It involves trying to modify one's true feelings based on display rules.

Answer: A

Explanation: Surface acting is hiding feelings and foregoing emotional expressions in response to display rules. Surface acting deals with displayed emotions, and deep acting deals with felt emotions. Research shows surface acting is more stressful to employees because it entails feigning their true emotions.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

69) Which of the following is an example of surface acting?

- A) an employee expressing her true admiration for her colleague
- B) an employee masking her emotions of distrust toward the management
- C) an employee striving to like her job even though it feels uninteresting
- D) an employee retorting back at an annoying customer
- E) a colleague trying to get along with a difficult team mate

Answer: B

Explanation: Surface acting is hiding feelings and foregoing emotional expressions in response to display rules. An employee masking her emotions of distrust toward the management is an example of surface acting.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

70) The practice of modifying one's true feelings based on display rules is known as _____.

- A) surface acting
- B) deep acting
- C) social loafing
- D) behavioral contagion
- E) collective efficacy

Answer: B

Explanation: Deep acting refers to the practice of modifying one's true feelings based on display rules.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

71) Which of the following is an example of deep acting?

- A) Sasha ignores a colleague's question because she knows he has a personal grudge against her.
- B) Andy conceals her emotions and politely talks to a customer even though he is annoying her.
- C) Liza smiles at her manager even though last week she was passed over for a promotion.
- D) Dave tries to get along with a co-worker because they will soon be working together on a project.
- E) Javier is tired of working long hours and calls in sick on Monday to skip work.

Answer: D

Explanation: Deep acting refers to trying to modify one's true feelings based on display rules. In this situation, Dave is trying to know his colleague better because they will soon be working together on a project.

LO: 4.3: Show the impact emotional labor has on employees.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

72) Surface acting deals only with _____ emotions.

- A) negative
- B) weak
- C) cognitive
- D) strong
- E) displayed

Answer: E

Explanation: Displayed emotions are those that the organization requires workers to show and considers appropriate in each job, therefore a person engaging in surface acting is only concerned with displayed emotions. Deep acting deals with felt emotions. Surface acting is not defined regarding negative, weak, or strong emotions.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

73) Displayed emotions are innate and cannot be learned.

Answer: FALSE

Explanation: Displayed emotions are those that the organization requires workers to show and considers appropriate in each job. They are not innate and are learned.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

74) Deep acting is hiding feelings and foregoing emotional expressions in response to display rules.

Answer: FALSE

Explanation: Surface acting is hiding feelings and foregoing emotional expressions in response to display rules. Deep acting is trying to modify one's true feelings based on display rules.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

75) What is the difference between felt emotions and displayed emotions?

Answer: Felt emotions are an individual's actual emotions. In contrast, displayed emotions are those that the organization requires workers to show and considers appropriate in each job.

They're not innate; they're learned.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Easy

Quest. Category: Concept

76) What is emotional labor? What is its relation to emotional dissonance? Explain.

Answer: Emotional labor may be defined as a situation in which an employee expresses organizationally desired emotions during interpersonal transactions at work. Emotional labor creates dilemmas and emotional dissonance for employees. Emotional dissonance may be explained as inconsistencies between the emotions people feel and the emotions they project. Emotional dissonance can take a heavy toll on employees, and bottled-up feelings of frustration, anger, and resentment can eventually lead to emotional exhaustion and burnout.

LO: 4.3: Show the impact emotional labor has on employees.

Difficulty: Moderate

Quest. Category: Concept

77) _____ refers to a model which suggests that workplace events cause emotional reactions on the part of employees, which then influence workplace attitudes and behaviors.

- A) Irony process theory
- B) Implicit personality theory
- C) Disengagement theory
- D) Affective events theory
- E) Construal level theory

Answer: D

Explanation: Affective events theory (AET) refers to a model that suggests that workplace events cause emotional reactions on the part of employees, which then influence workplace attitudes and behaviors.

LO: 4.4: Describe affective events theory.

Difficulty: Easy

Quest. Category: Concept

78) Which of the following is true according to the affective events theory?

- A) Employees react emotionally to events at work, which affects their job performance and satisfaction.
- B) Employees who score high on emotional stability are more likely to react strongly to negative events.
- C) Employees who experience emotional dissonance at work can only be motivated with the help of money.
- D) An employee's emotions are independent of the employee's age and gender.
- E) Employees scoring high on the personality trait of extraversion tend to be more successful at the workplace.

Answer: A

Explanation: Affective events theory (AET) demonstrates that employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction.

LO: 4.4: Describe affective events theory.

Difficulty: Moderate

Quest. Category: Concept

79) Which of the following is an example of an uplifting event according to the affective events theory?

- A) meeting a project milestone
- B) being passed over for a promotion
- C) colleagues refusing to carry their share of work
- D) receiving conflicting directions from different managers
- E) receiving a gift from a colleague on a birthday

Answer: A

Explanation: The affective events theory recognizes that emotions are a response to an event in the work environment. This environment creates work events that can be hassles, uplifting events, or both. Uplifting events include meeting a goal, getting support from a colleague, and receiving recognition for an accomplishment.

LO: 4.4: Describe affective events theory.

Difficulty: Easy

Quest. Category: Concept

80) According to the affective events theory, work events trigger positive or negative emotional reactions among employees and these reactions influence their job performance and satisfaction.

Answer: TRUE

Explanation: The affective events theory (AET) demonstrates that employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction. Work events trigger positive or negative emotional reactions, to which employees' personalities and moods predispose them to respond with greater or lesser intensity.

LO: 4.4: Describe affective events theory.

Difficulty: Easy

Quest. Category: Concept

81) Discuss the affective events theory.

Answer: A model called affective events theory (AET) demonstrates that employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction. The theory begins by recognizing that emotions are a response to an event in the work environment. This environment creates work events that can be hassles, uplifting events, or both. These work events trigger positive or negative emotional reactions, to which employees' personalities and moods predispose them to respond with greater or lesser intensity. People who score low on emotional stability are more likely to react strongly to negative events.

LO: 4.4: Describe affective events theory.

Difficulty: Moderate

Quest. Category: Concept

82) Rachel Hartley is a former top management graduate student who now works as a project manager at a retail firm. However, despite her strong educational background, she often finds it difficult to manage her team efficiently. She is not able to understand her team's emotions when they feel frustrated with a work challenge or when they need appreciation for a job well done. Which of the following does Hartley suffer from?

- A) downing effect
- B) low emotional dissonance
- C) depressive realism
- D) low cognitive dissonance
- E) low emotional intelligence

Answer: E

Explanation: Emotional intelligence (EI) refers to the ability to detect and to manage emotional cues and information.

LO: 4.5: Describe emotional intelligence.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

83) Which of the following terms refers to a person's ability to detect and to manage emotional cues and information?

- A) emotional intelligence
- B) self-concordance
- C) emotional spectrum
- D) illusory correlation
- E) cognitive dissonance

Answer: A

Explanation: Emotional intelligence (EI) is a person's ability to (1) perceive emotions in the self and others, (2) understand the meaning of these emotions, and (3) regulate one's emotions.

LO: 4.5: Describe emotional intelligence.

Difficulty: Easy

Quest. Category: Concept

84) Alejandro is constantly annoying people in the office. He speaks his mind freely without taking into consideration how it will affect others, doesn't try to smile when he's in a bad mood, and can't understand why other people are upset with him. Alejandro's inability to be self-aware indicates that he has a very low _____.

- A) cognitive intelligence
- B) self-esteem
- C) negative affect
- D) emotional intelligence
- E) job satisfaction

Answer: D

Explanation: *Emotional intelligence* (EI) is a commonly accepted term that is based on three factors: a person's ability to (1) be self-aware (to recognize one's own emotions when experiencing them), (2) detect emotions in others, and (3) manage emotional cues and information. In general, people who know their emotions, or EI, are more effective. Alejandro shows that he is incapable of reading his own emotions, or those of others, revealing a low EI.

LO: 4.5: Describe emotional intelligence.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

85) Wanda Elder works as a human resource executive. Being helpful is inherent in her nature, and she regularly interacts with employees, helping them understand their needs and easing difficulties. She reads emotional cues of people with ease and knows how to express her emotions without violating organizational norms. Which of the following is Elder characterized by?

- A) high cognitive dissonance
- B) low self-esteem
- C) high emotional dissonance
- D) high emotional intelligence
- E) low job satisfaction

Answer: D

Explanation: Emotional intelligence (EI) is a person's ability to (1) perceive emotions in the self and others, (2) understand the meaning of these emotions, and (3) regulate one's emotions.

LO: 4.5: Describe emotional intelligence.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

86) Whether a candidate has high emotional intelligence would be a significant factor when considering a candidate for the job of a(n) _____.

- A) event planner who needs to coordinate with several people
- B) engineer working on developing a software program
- C) web researcher who needs to consolidate online travel information
- D) copy-editor who checks spelling and grammatical errors in manuscripts
- E) technical writer who needs to create a 1000-word article every day

Answer: A

Explanation: Emotional intelligence (EI) is a person's ability to (1) perceive emotions in the self and others, (2) understand the meaning of these emotions, and (3) regulate one's emotions. It is specifically useful in a job that needs one to interact with several other people.

LO: 4.5: Describe emotional intelligence.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

87) Which of the following statements is true regarding emotional intelligence (EI)?

- A) It refers to a score derived from standardized tests to measure intelligence.
- B) It refers to an aptitude for intellectual activities that cannot be acquired with personal effort.
- C) It comprises a person's ability to detect others' and one's own feelings.
- D) It is based on rationality instead of intuitive appeal to make judgments.
- E) It refers to a person's ability to suppress his/her true emotions and express organizationally accurate emotions.

Answer: C

Explanation: The term *emotional intelligence* refers to a person's ability to detect and to manage emotional cues and information.

LO: 4.5: Describe emotional intelligence.

Difficulty: Moderate

Quest. Category: Concept

88) Which of the following is an argument used against emotional intelligence?

- A) It is not genetically influenced and thus is void of an underlying biological factor.
- B) It does not have the capacity to predict criteria that matter.
- C) It can be learned by experience.
- D) It cannot be measured easily and measures of EI are diverse.
- E) It is not closely related to intelligence and personality.

Answer: D

Explanation: Many critics have raised questions about measuring EI. Because EI is a form of intelligence, they argue, there must be right and wrong answers for it on tests. The measures of EI are diverse, and researchers have not subjected them to as much rigorous study as they have measures of personality and general intelligence.

LO: 4.5: Describe emotional intelligence.

Difficulty: Easy

Quest. Category: Concept

89) Elvira wants to hire three new customer service representatives. She is considering using a measure of EI to help select her new employees. Explain what EI is and how it could be useful to Elvira for the job that she's hiring for. Include the reasons why she should not depend entirely on the EI measures for her selection.

Answer: Emotional intelligence (EI) is a person's ability to (1) be self-aware (to recognize his/her own emotions when he/she experiences them), (2) detect emotions in others, and (3) manage emotional cues and information. People who know their own emotions and are good at reading emotional cues—for instance, knowing why they're angry and how to express themselves without violating norms—are most likely to be effective. One implication from the evidence on EI to date is that employers should consider it a factor in hiring employees, especially in jobs that demand a high degree of social interaction. Elvira is hiring for customer service, which requires a great deal of social interaction. Elvira should also consider that EI is hard to measure and is very vaguely defined so she should not entirely depend on EI measures for her selection.

LO: 4.5: Describe emotional intelligence.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Synthesis

90) What is emotional intelligence? Briefly explain the arguments for and against emotional intelligence.

Answer: Emotional intelligence is a person's ability to: (a) be self-aware (to recognize his/her own emotions when he/she experiences them), (b) detect emotions in others, and (c) manage emotional cues and information. People who know their own emotions and are good at reading emotional cues—for instance, knowing why they're angry and how to express without violating norms—are more likely to be effective.

The arguments for EI include:

- a) Intuitive Appeal: There's a lot of intuitive appeal to the EI concept. Most everyone would agree that it is good to possess street smarts and social intelligence.
- b) EI Predicts Criteria That Matter: Evidence is mounting that suggests a high level of EI means a person will perform well on the job.
- c) EI Is Biologically Based: One study has shown that people with damage to the part of the brain that governs emotional processing (lesions in an area of the prefrontal cortex) score significantly lower on EI tests.

The arguments against EI include:

- a) EI Is Too Vague a Concept: To many researchers, it's not clear what EI is.
- b) EI Can't Be Measured: Many critics have raised questions about measuring EI. Because EI is a form of intelligence, for instance, then there must be right and wrong answers about it on tests, they argue.
- c) The Validity of EI Is Suspect: Some critics argue that because EI is so closely related to intelligence and personality, once you control for these factors, EI has nothing unique to offer.

LO: 4.5: Describe emotional intelligence.

Difficulty: Hard

Quest. Category: Concept

91) Which of the following is *not* true regarding emotion regulation?

- A) It can be defined as a person's ability to understand the meaning of emotions.
- B) Persons engaging in emotion regulation might try to cheer themselves when they're feeling down.
- C) It involves identifying and modifying the emotions one feels.
- D) Emotion regulation is a strong predictor of task performance for some jobs and organization citizenship behavior.
- E) Surface acting has only a minimal effect on emotion regulation.

Answer: A

Explanation: The central idea behind emotion regulation is to identify and modify the emotions one feels. Recent research suggests that emotion regulation is a strong predictor of task performance for some jobs and organizational citizenship behaviors. One strategy people use to change their emotions is surface acting. However, surface acting doesn't change the emotions, so the regulation effect is minimal.

LO: 4.6: Identify strategies for emotion regulation.

Difficulty: Easy

Quest. Category: Concept

92) As part of their sales training, the staff at Penny Stores is encouraged to build personal relationships with the store's patrons. Apart from receiving product training, the staff is taught to follow a scripted sales process wherein they must greet the customers, introduce themselves, and enquire about their purchase. They are also encouraged to engage in casual conversation with the customer. In a recent survey conducted by the marketing department, it was revealed that customers were dissatisfied with the level of service at Penny Stores. Which of the following, if true, best explains this situation?

- A) Customers come to Penny Stores to make high-involvement purchases.
- B) Customers associate superior service with efficiency and not friendliness.
- C) Penny Stores offer an extensive range of consumer products.
- D) The training period for the staff is three weeks long.
- E) The staff at Penny Stores is friendly but not familiar.

Answer: B

Explanation: If customers associate superior service with efficiency and not friendliness, then this would most likely explain why Penny Stores received low customer satisfaction scores. The store's scripted sales process and encouragement of casual conversation with the customer would probably be time consuming. If customers come to Penny Stores to make high-involvement purchases then it does not explain their dissatisfaction as the staff has received product training. Even if the training period for the staff is three weeks long it does not explain customers' dissatisfaction. In customer service, one is expected to be friendly but not familiar with the customer, hence, this too would not explain customers' dissatisfaction. The fact that Penny Stores offers an extensive range of consumer products should result in customer satisfaction.

LO: 4.6: Identify strategies for emotion regulation.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

93) Racial diversity also has an effect: if diversity is low, the minority will engage in emotion regulation, perhaps to "fit in" with the majority race as much as possible; if diversity is high and many different races are represented, the majority race will employ emotion regulation, perhaps to integrate themselves with the whole group.

Answer: TRUE

Explanation: These findings suggest a beneficial outcome of diversity—it may cause us to regulate our emotions more consciously and effectively. While regulating your emotions might seem beneficial, research suggests there is a downside to trying to change the way you feel. Changing your emotions takes effort, and as we noted when discussing emotional labor, this effort can be exhausting.

LO: 4.6: Identify strategies for emotion regulation.

Difficulty: Moderate

Quest. Category: Concept

94) Cognitive reappraisal is one method to regulate emotions effectively.

Answer: TRUE

Explanation: Cognitive reappraisal, or reframing our outlook on an emotional situation, is one way to regulate emotions effectively.

LO: 4.6: Identify strategies for emotion regulation.

Difficulty: Easy

Quest. Category: Concept

95) Mindfulness can lead to improved job performance, work-life balance, and sleep quality as well as reduced turnover intentions, retaliatory behaviors, and counterproductive work behaviors.

Answer: TRUE

Explanation: Mindfulness, receptively paying attention to an being aware of the present moment, events, and experiences, has started to become popular in organizations. Preliminary studies suggest that mindfulness can lead to improved job performance, work-life balance, and sleep quality as well as reduced turnover intentions, retaliatory behaviors, and counterproductive work behaviors.

LO: 4.6: Identify strategies for emotion regulation.

Difficulty: Easy

Quest. Category: Concept

96) Zach is a pharmaceutical sales representative and must put on a smile every day at work with his clients. Discuss the emotional labor exerted by Zach. Explain the significance of the emotional intelligence demanded of Zach to be successful, and describe how he applies his emotions and moods in his job.

Answer: Zach must engage in surface acting daily. He must smile and act positive regardless of his felt emotions to be successful. Certainly, there will be times when Zach has emotional dissonance, or feels a disparity between his true emotions and how he must appear to his clients. Zach uses his emotions and moods positively to guide his clients into making quick decisions in the purchase of his products. People in good moods tend to make quicker decisions. Finally, Zach applies his moods and positive emotions to provide excellent customer service to his clients. He spreads his good mood through emotional contagion and can get his customers to make larger orders and remain loyal to him in the competitive pharmaceutical industry.

LO: 4.6: Identify strategies for emotion regulation.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Synthesis

97) Discuss the emotional labor experienced by a customer service executive. Explain how a worker's emotional state can affect customer service and customers.

Answer: Most jobs require emotional labor, an employee's expression of organizationally desired emotions during interpersonal transactions at work. A worker's emotional state influences customer service, which influences levels of repeat business and levels of customer satisfaction. Providing quality customer service makes demands on employees because it often puts them in a state of emotional dissonance. Over time, this state can lead to job burnout, decline in job performance, and lower job satisfaction. In addition, employees' emotions may also transfer to the customer. Studies indicate a matching effect between employee and customer emotions, an effect that is called emotional contagion, the "catching" of emotions from others. The primary explanation of emotional contagion is that when someone experiences positive emotions and laughs and smiles at you, you begin to copy that person's behavior. So, when employees express positive emotions, customers tend to respond positively. Emotional contagion is important because when customers catch the positive moods or emotions of employees, they shop longer. When an employee feels unfairly treated by a customer, for example, it's harder for him to display the positive emotions his organization expects of him.

LO: 4.6: Identify strategies for emotion regulation.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Synthesis

98) Which of the following statements is true regarding the effects of moods and emotions on decision making?

- A) Moods and emotions have no direct influence on decision making.
- B) People in good moods are less likely than others to use heuristics to make decisions.
- C) Positive emotions tend to diminish problem-solving skills and analytical skills.
- D) People with positive emotions are slower at processing information than depressed people.
- E) Individuals in a negative mood may take higher risks than they do in a positive mood.

Answer: E

Explanation: OB researchers are increasingly finding that moods and emotions have important effects on decision making. People in good moods or experiencing positive emotions are more likely than others to use heuristics, or rules of thumb, to help make good decisions quickly. Positive emotions enhance problem-solving skills. Individuals in a negative mood may take higher risks than they do in a positive mood.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Moderate

Quest. Category: Concept

99) Amber and Emma were recently hired by a marketing agency. Though there is a lot of work that has been allotted to both, Amber is always in a good mood. Emma, on the other hand, appears to be in a negative mood. Compared to Emma, Amber is more likely to _____.

- A) take an extended time at processing information
- B) have poor problem-solving skills
- C) make poorer decisions
- D) find more original solutions to problems
- E) weigh all possible options rather than the most likely ones

Answer: D

Explanation: People in good moods or experiencing positive emotions are more likely than others to use heuristics, or rules of thumb, to help make good decisions quickly. Positive emotions enhance problem-solving skills. OB researchers continue to debate the role of negative emotions and moods in decision making. One study shows that participants made choices reflecting more originality in a negative mood.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

100) Dawn Wang heads an ad agency in Texas and regularly needs to work with copywriters, artists, and designers to come up with effective branding solutions for products. For one of the company's esteemed clients, Wang and her team need to brainstorm ideas for a slogan for the client's new line of clothing. In such a situation, why is it particularly important for Wang to keep her team happy?

- A) People take a long time at processing information when they are in a good mood.
- B) People tend to weigh all options to make less likely decisions when in a good mood.
- C) People are less likely to use rules of thumb when they are in a good mood.
- D) People tend to make decisions quickly when they are in a good mood.
- E) People are more creative and produce more ideas when they are in a good mood.

Answer: E

Explanation: People in good moods tend to be more creative than people in bad moods. They produce more ideas and more options, and others think their ideas are original.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

101) Which of the following statements is true regarding negotiation?

- A) Displaying a negative emotion at a negotiation can never be effective.
- B) Angry negotiators who have less power than opponents have better outcomes.
- C) Individuals who do poorly in a negotiation are more willing to be cooperative in future negotiations.
- D) Feeling bad about your performance during a negotiation tends to impair future negotiations.
- E) Individuals who do poorly in a negotiation develop positive perceptions of their counterpart.

Answer: D

Explanation: Displaying a negative emotion (such as anger) can be effective, but feeling bad about your performance appears to impair future negotiations. Individuals who do poorly in a negative emotion, develop negative perceptions of their counterpart, and are less willing to share information or be cooperative in future negotiations. Anger should be used selectively in negotiation: angry negotiators who have less information or less power than their opponents have significantly worse outcomes.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Moderate

Quest. Category: Concept

102) Tiffany Crowe works as a showroom executive at a clothing boutique in London. Today, she is in a positive mood and instantly greets and smiles at a customer who walks into the store. The customer feels welcomed by her response. While browsing the store, Crowe helps the customer with products and passes on her positive mood to the customer. The customer leaves the store feeling content with a smile on her face. Which of the following best describes this situation?

- A) emotional contagion
- B) positivity offset
- C) cognitive dissonance
- D) framing effect
- E) bandwagon effect

Answer: A

Explanation: Emotional contagion refers to the process by which people's emotions are caused by the emotions of others. For instance, employees' emotions can transfer to the customer. The primary explanation is that when someone experiences positive emotions and laughs and smiles at you, you tend to respond positively. Emotional contagion is important because customers who catch the positive moods or emotions of employees shop longer.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

103) Green Earth, an environmental organization in Oklahoma, recently recruited Phyllis Galvan as a project coordinator. Galvan's manager has noticed that ever since she has joined, she has been extremely positive about her work and takes up challenges without complaining. In addition, she maintains a positive ambience by helping colleagues and smiling at everyone she interacts with. Her behavior has had a positive effect on her colleagues, who have started behaving in a similar manner. Which of the following concepts is demonstrated in this example?

- A) emotional dissonance
- B) Ben Franklin effect
- C) unit bias
- D) anchoring effect
- E) emotional contagion

Answer: E

Explanation: Emotional contagion refers to the process by which people's emotions are caused by the emotions of others.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Moderate

Quest. Category: Application

104) People often behave in ways that violate established norms and threaten the organization, its members, or both. Such actions are called _____.

- A) counterproductive work behaviors
- B) social alienation behaviors
- C) role engulfment
- D) behavioral contagion
- E) behavioral modernity

Answer: A

Explanation: People often behave in ways that violate established norms and threaten the organization, its members, or both. Such actions are called counterproductive work behaviors. For instance, an envious employee could backstab another employee, negatively distort others' successes, and positively distort his/her own accomplishments.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Easy

Quest. Category: Concept

105) Jonathan Cowan is upset because he was passed over for a promotion he had really worked hard for. In response to his anger toward the manager and the company, he has started gossiping about the manager with his colleagues and assigning blame on him unnecessarily. Jonathan's behavior is an example of _____.

- A) deviant workplace behavior
- B) distinction bias
- C) cognitive dissonance
- D) positivity offset
- E) emotional dissonance

Answer: A

Explanation: People often behave in ways that violate established norms and threaten the organization, its members, or both. Such actions are called workplace deviant behaviors. For instance, an envious employee could backstab another employee, negatively distort others' successes, and positively distort his/her own accomplishments.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

106) Which of the following is an example of counterproductive behavior?

- A) sabotaging one's organization's computers
- B) taking blame for not achieving a deadline
- C) putting forward one's views in a brainstorming session
- D) working during the weekend to make up for backlog
- E) requesting a two-day leave during the Christmas season

Answer: A

Explanation: People often behave in ways that violate established norms and threaten the organization, its members, or both. Such actions are called counterproductive work behaviors. For instance, an envious employee could backstab another employee, sabotage the organization's computers, negatively distort others' successes, and positively distort his/her own accomplishments.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

AACSB: Analytical thinking

Difficulty: Hard

Quest. Category: Application

107) Suppression used in crisis situations appears to help an individual recover from the event emotionally, while suppression used as an everyday emotion regulation technique can take a toll on mental ability, emotional ability, health, and relationships.

Answer: TRUE

Explanation: Suppression used in crisis situations appears to help an individual recover from the event emotionally, while suppression used as an everyday emotion regulation technique can take a toll on mental ability, emotional ability, health, and relationships. Thus, unless we're truly in a crisis situation, acknowledging rather than suppressing our emotional responses to situations, and re-evaluating events after they occur, yields the best outcomes.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Hard

Quest. Category: Concept

108) Most managers agree that the evidence on EI indicates that it should not be a factor in hiring employees, especially for jobs that demand a high degree of social interaction.

Answer: FALSE

Explanation: One implication from the evidence on EI is that employees should consider it a factor in hiring employees, especially for jobs that demand a high degree of social interaction.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Easy

Quest. Category: Concept

109) People in good moods tend to be more creative than people in bad moods.

Answer: TRUE

Explanation: Supervisors should actively try to keep employees happy because doing so creates more good moods, which in turn lead people to be more creative.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Easy

Quest. Category: Concept

110) You are right to want to strategize how to calm the situation since it hurts you, your coworkers, and the company.

Answer: TRUE

Explanation: Research suggest that your best response is not to respond outwardly but rather to rethink the way you are responding inwardly. For example, 66% of participants in a recent study reported their performance declined when they were the recipients of incivility, and 25% admitted they took their frustration out on customers. Another study found that verbal aggression reduces victims' working memory, making even simple instructions difficult to follow. So you're right to want to strategize how to calm the situation since it hurts you, your coworkers, and the company.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Moderate

Quest. Category: Concept

111) How can managers influence moods? Explain.

Answer: Managers can use humor and give their employees small tokens of appreciation for work well done. Also, when leaders themselves are in good moods, group members are more positive, and as a result they cooperate more. Finally, selecting positive team members can have a contagion effect because positive moods transmit from team member to team member. One study of professional cricket teams found players' happy moods affected the moods of their team members and positively influenced their performance. Thus, it proves useful for managers to select team members predisposed to experience positive moods.

LO: 4.7: Apply concepts about emotions and moods to specific OB issues.

Difficulty: Moderate

Quest. Category: Concept