Test Bank for Organizational Behavior Improving Performance and Commitment in the Workplace 6th Colquitt

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Organizational Behavior, 6e **(Colquitt)**
Chapter 2 Job Performance

1) Evaluating an employee's performance based on results alone provides the best picture of which employees are worth more to an organization.

2) Routine task performance can involve employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

3) Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

4) Employees' performance of routine task behaviors is becoming increasingly important as globalization, technological, advances, and knowledge-based work increase the pace of change in the workplace.

5) Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

6) Creative task performance is a behavior that is only valuable in jobs such as artist and inventor.

7) O*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.

8) Citizenship behavior is defined as voluntary employee activities that may or may *not* be rewarded.

9) Interpersonal citizenship behavior is most important when people work in large groups.

10) Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

11) Property deviance refers to behaviors that harm the organization's assets and possessions.

12) Wasting resources is the most common form of production deviance.

13) Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

14) Sometimes the best task performers engage in counterproductive behavior.

15) In addition to being more cognitive, knowledge work tends to be more structured and static in nature.

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16) Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior.

17) The MBO approach involves collecting performance information *not* just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

18) Very few 360-degree feedback systems ask employees to provide ratings of their own performance.

19) Forced ranking systems can force managers to give bad evaluations to good performers.

20) Social networking sites and their applications can be used to monitor employee performance.

21) _____ is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.
A) Citizenship behavior
B) Task performance
C) Job performance
D) Knowledge work
E) Civic virtue

22) In their evaluation of his performance as a trainer in the sales department of Ogilvy Pharmaceuticals, Jeremy's supervisors look at such factors as the amount of time he spends with each of his trainees, his coverage of all key points in training, his success rate in turning out trained salespeople within the amount of time allotted, and so forth. In other words, Jeremy's supervisors are evaluating his
A) task performance.
B) job performance.
C) service work.
D) boosterism.
E) civic virtue.

23) As the manager of the local Express Package Services, a retail shipping facility, DeAnna is evaluating the employees who work at the counter. She looks at such factors as positive or negative customer comments about each employee, their sales relative to those of their coworkers, the amount of time they spend with each customer, and so forth. DeAnna is evaluating each of these employees in terms of their
A) task performance.
B) job performance.
C) citizenship behavior.
D) counterproductive behavior.
E) courtesy.

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24) Selena sells luxury cars for a living, but in recent months her sales have slumped. This is partly due to an economic recession, which has led to a downturn in the market. In addition, Selena has been distracted by the fact that her mother has been in the hospital. As a result of her decline in sales, Selena recently received a bad job performance rating. Why would she have grounds to dispute this rating?
A) Her mother's illness is a factor beyond her control.
B) Results do not tell her how to reverse a "bad year."
C) The economic downturn is a factor beyond her control.
D) Her manager's focus on the bottom line has led to social undermining.
E) She is contributing to the organization in ways that go beyond the bottom line.

25) Donnell is a computer programmer whose job performance rating notes the fact that he often goes out to the parking lot and sits in his car during lunch hour. He is otherwise sociable and never late coming back from lunch; therefore, this is *not* an appropriate item to include on his job performance rating because it
A) is not a behavior relevant to the accomplishment of organizational goals.
B) demonstrates an undue focus on interpersonal citizenship behavior.
C) relates to his task performance rather than his job performance.
D) implies that he is doing something wrong by sitting in his car.
E) concerns citizenship behavior rather than job performance.

26) Cheryl continually boosts morale at the sales office of Monroe Consumer Products, and she has helped a number of her colleagues through difficult situations. Nevertheless, she received a bad job performance rating due to the fact that her sales for the quarter were down. This job performance rating is
A) wrong; Cheryl is contributing to the organization in ways that go beyond the bottom line.
B) wrong; an emphasis on results such as sales would encourage Cheryl to behave unethically.
C) right; even if Cheryl can claim problems that were beyond her control, it is no one's concern but her own.
D) right; if Cheryl is rewarded with a good job performance rating, it will encourage other employees to slack off.
E) right; in spite of her positive qualities, Cheryl has failed to produce, and results are what really matter in the end.

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27) When job performance evaluation time rolls around, Michael always comes out ahead of his coworkers, but his success comes at a price. He has been known to give his supervisors negative (and sometimes untrue) information about his coworkers, and when it looks as though someone else may be about to get a better job performance evaluation, bad things tend to happen to that person, such as lost paperwork and missed meetings due to deleted calendar appointments. In terms of organizational behavior and the principles of job performance evaluations, it is clear that
A) the organization has failed to create a sense of group cohesion and an attitude of organizational citizenship.
B) unethical behavior on the part of his supervisors has led Michael to seek advancement by any means possible.
C) Michael is showing the kind of resourcefulness that rightly has earned him high job performance ratings in the past.
D) other employees have failed to understand, as Michael clearly has, that personal success equates with organizational success.
E) his supervisors' emphasis on results has created an environment in which an employee might use unethical behavior to get ahead.

28) Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces are referred to collectively as
A) behaviorally anchored rating scales.
B) citizenship behavior.
C) task performance.
D) job performance.
E) civic virtue.

29) The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as
A) job performance.
B) citizenship behavior.
C) knowledge work.
D) task performance.
E) civic virtue.

30) Damita finds an advertisement for a bookkeeper position at a small business. The ad mentions handling accounts payable and accounts receivable, payroll, worker's compensation and unemployment insurance, and other financial matters related to the operation of the company. These items in the job description are all examples of
A) job analysis.
B) task performance.
C) job performance.
D) citizenship behavior.
E) forced ranking.

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31) Well-known responses to normal job demands that occur in a predictable way are a part of
A) job performance.
B) adaptive task performance.
C) knowledge work.
D) routine task performance.
E) citizenship behavior.

32) LeAnne is exhausted after another long day of answering the phones at the law firm of Boardman, Holloway, and Shriver. She says those three names several hundred times a day, followed by "How my direct your call?" This is an example of
A) adaptive task performance.
B) routine task performance.
C) citizenship behavior.
D) job performance.
E) knowledge work.

33) Teresa works in a chemical factory where her job involves inspecting containers of kerosene as they pass down the assembly line. She goes through a five-step process compliant with safety regulations laid down in the company manual, and she seldom has to think about her work. One day, however, a fire broke out on the line, and Teresa, who saw it before anyone else, grabbed an extinguisher just in time. Had she not acted quickly, the fire would have quickly spread, potentially resulting in widespread injuries and even death. In terms of organizational behavior, what is the best way to describe this situation?
A) Teresa's job is usually very routine, but on this occasion it became exciting.
B) Teresa's job demands that she remain vigilant, but this time she needed to be extra-vigilant.
C) Normally, Teresa's job involves routine task performance, but this situation required adaptability.
D) Usually, Teresa's job calls for routine task performance, but in this situation she had to be creative.
E) On a typical day, Teresa's job requires adaptability, but this situation called for creative task performance.

34) Employee responses to job demands that are novel, unusual, or unpredictable are a part of
A) job performance.
B) adaptive task performance.
C) job analysis.
D) routine task performance.
E) citizenship behavior.

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35) Today, Jamie, a police officer with a big-city force, apprehended a suspect fleeing the scene of a convenience store robbery. The suspect ran for three blocks before Jamie managed to tackle and handcuff him and read him his rights, by which time other officers had arrived on the scene to take him down to the station for booking. Jamie later described the situation to family and friends as "all in a day's work," but in organizational terms this is an example of
A) job performance.
B) citizenship behavior.
C) routine task performance.
D) creative task performance.
E) adaptive task performance.

36) Handling work stress and emergencies, solving problems creatively, and responding to unpredictable demands are all aspects of
A) citizenship behavior.
B) civic virtue.
C) helping.
D) adaptability.
E) service work.

37) Remaining composed and cool when faced with difficult circumstances or a highly demanding workload or schedule, and acting as a calming and settling influence to whom others can look for guidance, are all part of _____, one of the behaviors involved in adaptability.
A) dealing with uncertain and unpredictable work situations
B) handling emergencies or crisis situations
C) demonstrating interpersonal adaptability
D) solving problems creatively
E) handling work stress

38) Agnes is an inventor whose work has made people's lives better in a number of ways. As one commentator observed, "It's not just that her work is original—wearing shoes on your head is original—but it's also useful." Agnes's work is an example of
A) organizational citizenship behavior.
B) interpersonal citizenship behavior.
C) adaptive task performance.
D) creative task performance.
E) routine task performance.

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39) An artist, Martel is known for his bright canvases awash in extraordinary color combinations. His pieces bring tens of thousands of dollars at auction, and this allows him to pay the salary of assistants, such as Brendan. An aspiring young painter, Brendan mixes paints, cleans brushes, and maintains the inventory of art supplies in Martel's studio. The difference between their two positions is best described in organizational terms by saying that Martel's work involves _____ task performance.
A) creative task performance, whereas Brendan's is primarily concerned with adaptive
B) adaptive task performance, whereas Brendan's is primarily concerned with creative
C) adaptive task performance, whereas Brendan's is primarily concerned with routine
D) routine task performance, whereas Brendan's is primarily concerned with adaptive
E) creative task performance, whereas Brendan's is primarily concerned with routine

40) Vincenza is an accountant whose client list includes an array of Fortune 500 companies. She has developed algorithms that have saved her clients millions of dollars, and as many satisfied customers have said, her solutions are often unexpected, but always legal and always effective. Yet Vincenza says that the real star in her family is her younger sister Siena, whose poetry has been published in a number of journals. Siena's poetry does not pay the bills, but it did get her noticed by a major publisher, who employed her to work in their mail room—a job that has given Siena the opportunity to meet a number of famous authors. In terms of organizational behavior, the best way to describe the difference between Vincenza's and Siena's jobs is to say that Vincenza's job _____ than Siena's.
A) is much more involved in creative task performance
B) requires a good deal more education
C) has more to do with routine tasks
D) involves much less creativity
E) pays much more

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41) Gloria, Angelica, and Roberto all work for Dr. Elena at Brite & Beautiful Dentistry. One day, Gloria was in the small parking lot behind the office and noticed a sizeable pool of water near the building, even though it had not rained recently. She and the others began to monitor the situation, and soon determined that they had a leak somewhere in the drainage pipes, so Roberto called a plumber. The plumber came out the next day, and though he agreed with their assessment that they had a leaky pipe, he could not find the exact spot where the water was leaking. Given that the pipes lay under concrete, digging them out would involve a great deal of time and expense—not to mention noise and dust. Then Angelica had an idea: since Dr. Elena, like many dentists, kept a small amount of radioactive material on hand for making dental implants, they could release an extremely small portion through each of the sinks, toilets, and other drains in succession, then use a Geiger counter, which measures radioactivity, to locate the leak. Her coworkers scoffed, but Dr. Elena said it would be possible to release an amount of material too small to be harmful, but large enough to register on the Geiger counter. The plumber said it sounded like a good idea to him, and thanks to Angelica, within a little more than an hour's time, he had located the leak and was able to fix it with a minimum of trouble. In arriving at this solution, Angelica demonstrated one of the behaviors involved in adaptability, namely
A) dealing with uncertain and unpredictable work situations.
B) learning work tasks, technologies, and work situations.
C) handling emergencies or crisis situations.
D) demonstrating interpersonal adaptability.
E) solving problems creatively.

42) Candace hopes to get a job with the U.S. Foreign Service, serving as a liaison between an overseas embassy and the local population. She has an uncanny ability with languages, but if she wants to function well in her dream job, she also needs to be
A) open-minded, flexible, and a good listener.
B) reliable, detail-oriented, and unchanging.
C) flamboyant, articulate, and irrepressible.
D) easy to train and a good rule-follower.
E) creative, fearless, and original.

43) The process by which an organization determines the requirements associated with a specific job is referred to as a
A) job analysis.
B) forced ranking.
C) job evaluation.
D) ranking analysis.
E) forced analysis.

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44) Amanda and her team are about to begin performing a job analysis for the position of structural engineer at their firm. The very first thing they should do is
A) examine highly rated activities, which can then be incorporated into training programs as learning objectives.
B) consult with a technical university to determine the requirements for obtaining a degree in structural engineering.
C) generate a list of activities involved with the job, using data collected through observations, surveys, and interviews.
D) look for activities that can become a part of performance evaluation systems as measures to evaluate task performance.
E) arrange for a group of subject matter experts to evaluate the job in terms of the importance and frequency of the activities involved.

45) If organizations find it impractical to use job analysis to identify the set of behaviors needed to define task performance, they can use
A) a job performance ranking.
B) 360-degree feedback.
C) management by objectives.
D) behaviorally anchored rating scales.
E) the Occupational Information Network.

46) The O*NET is useful for many things, but it does *not* provide
A) a resource for organizations that find it impractical to use job analysis.
B) the task requirements unique to a particular organization.
C) the knowledge and skills required to perform a task.
D) the characteristics of most jobs in terms of tasks.
E) the behaviors associated with a given job.

47) Felicia is an experienced lab technician, but at the moment she is not working in the lab. She is reviewing a list of activities associated with her job and rating them in terms of their importance. Most likely, Felicia is a
A) job seeker considering the best qualities she could bring to her new job.
B) soon-to-be retiree preparing to train the person who will replace her.
C) boss completing a job performance evaluation of her subordinates.
D) subject matter expert involved in a job analysis.
E) researcher conducting an industrywide study.

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48) Kevin works for Outrageous Burger, a nationwide fast-food chain, but his job does not involve flipping patties or making fries. Instead, he is sitting before a computer screen in the company's corporate offices, writing something. "Place the two halves of the bun on the counter," one line reads, "then add enough shredded lettuce to cover the bottom bun to a depth of not more than 0.25 inches." In all likelihood, Kevin is writing a
A) series of directions for a training script.
B) list of core job tasks for a detailed job analysis.
C) critique of an employee's mishandling of job tasks.
D) report for an industry publication regarding job tasks.
E) detailed analysis of a day in the life of a fast-food worker.

49) _____ describes voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
A) Creative task performance
B) Adaptive task performance
C) Counterproductive behavior
D) Citizenship behavior
E) Routine task performance

50) The two main categories of citizenship behavior are
A) social and organizational.
B) social and intrapersonal.
C) social and political.
D) interpersonal and political.
E) interpersonal and organizational.

51) _____ is the type of citizenship behavior that benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations.
A) Social
B) Interpersonal
C) Organizational
D) Altruistic
E) Political

52) Interpersonal citizenship behaviors include helping, courtesy, and
A) generosity.
B) voice.
C) sportsmanship.
D) boosterism.
E) civic virtue.

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53) One of the interpersonal citizenship behaviors is
A) voice.
B) civic virtue.
C) sportsmanship.
D) boosterism.
E) charity.

54) Today was a tough day at Brightland Real Estate. Word came down from city hall about new zoning requirements that will make it harder to sell property for development, so Kenny, the head broker, called a meeting in the conference room. He had asked the office manager to print out some reports for him, but just as he was starting the meeting, he realized she had given him the wrong documents and then, as soon as she went to pull the right ones off of her computer, the power went out. Yet Kenny managed to smile and even joke about the situation, cheering others up in the process. His behavior is an example of
A) helping.
B) courtesy.
C) sportsmanship.
D) civic virtue.
E) boosterism.

55) Although interpersonal citizenship behavior is beneficial in many contexts, it may be most important when people work in
A) service jobs.
B) managerial jobs.
C) small groups.
D) large groups.
E) technical jobs.

56) Organizational citizenship behaviors include
A) sportsmanship.
B) civic virtue.
C) courtesy.
D) helping.
E) respect.

57) Some people react to bad rules or policies by constructively trying to change them instead of passively complaining about them. This positive characteristic is known as
A) helping.
B) sportsmanship.
C) voice.
D) civic virtue.
E) boosterism.

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58) Emily, Shalonda, and Tomas all work at Terence Butler Life & Auto, an insurance agency. Their boss, Terence, has a very full schedule, but he knows he can rely on his three employees. Emily specifically takes on the role of attending all community-related meetings and functions where the agency might have a stake, and Shalonda helps out with constructive suggestions on the operation of the office. Tomas makes it his job to serve as unofficial representative for the agency, ensuring that it maintains a positive image not only with customers, but also with neighboring businesses and the community as a whole. These employees' actions are examples of
A) creative task performance.
B) organizational citizenship behavior.
C) routine task performance
D) adaptive task performance
E) interpersonal citizenship behavior.

59) Tandy works in the legal department for SportCity, a chain of health clubs with a large regional office. In addition to performing the functions directly associated with her job, she goes out of her way to represent her department in companywide meetings, keeps up with announcements relevant to the legal department, and stays up to date on industry news related to SportCity. Her behavior is an example of
A) helping.
B) boosterism.
C) civic virtue.
D) sportsmanship.
E) voice.

60) Anyone who talks to Maurice for more than a few minutes knows that he works for Ocean Bay Resorts, which he always maintains is the best vacation rental company in the country. In fact, Maurice has plenty of positive things to say about his employer, and if there are any negatives, no one would know it from talking to him. Maurice's behavior is an example of
A) voice.
B) helping.
C) civic virtue.
D) boosterism.
E) sportsmanship.

61) Everyone at the St. Louis offices of Dominique Marceau Cosmetics, from the president to the lowest salesperson, came to the company holiday party—all except for Melanie, who told her coworkers that going to the party was "a waste of time." When her supervisor told her she had been missed, she claimed that her mother was sick, but she later laughed about this behind her supervisor's back and said that she spent the evening out partying with friends. Her behavior shows a lack of
A) voice.
B) helping.
C) civic virtue.
D) boosterism.
E) sportsmanship.

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62) Bradley may be only an entry-level fry cook at Danny Boy's, a fast-food restaurant, but he thinks and acts far beyond his pay grade. He continually offers the manager suggestions regarding how to improve efficiency in the kitchen, and more often than not, the manager adopts his ideas. Bradley was also the one who pointed out that the way they were disposing of used cooking grease presented an environmental hazard and a possible fire hazard. His behavior exemplifies
A) courtesy.
B) boosterism.
C) sportsmanship.
D) civic virtue.
E) voice.

63) When Rebecca and Julie worked together on a project last year, both did more than their share and earned a nice bonus from their boss. Julie was then sent to another state to help set up a new office over the summer, and from her messages on social media, Rebecca could tell that she was working harder than ever. In the fall, when Julie returned to her home office, Rebecca suggested that they work together on a new project. This time, however, things did not go well: Julie seemed to lose interest quickly, and Rebecca began to feel resentful when she realized that she was doing most of the work. What most likely happened?
A) Julie lacked civic virtue.
B) Rebecca demonstrated a lack of civic virtue.
C) Julie began suffering from citizenship fatigue.
D) Rebecca failed to show a proper level of sportsmanship.
E) Julie was strong on interpersonal citizenship, but not organizational.

64) Blake leads a design team that consists of four members, including himself, but the workload has become such that they need to add a fifth member. He is considering a variety of candidates, who have relatively equivalent skill sets when it comes to the work, and all are more or less equally easy to get along with. Given all this, Blake should be looking for a candidate who demonstrates
A) a propensity for speaking well of the company to outsiders.
B) the capacity for heading off problems before they arise.
C) the ability come up with novel solutions to problems.
D) a habit of keeping up with changes in the industry.
E) a tendency to come to the aid of their coworkers.

65) Danielle is a model of good citizenship, particularly of the interpersonal variety. She regularly volunteers to do things for her work group, helps orient new members, attends functions that help the group, and assists others with their work for the benefit of the group. Yet her supervisor is not completely pleased with Danielle's job performance, most likely because her citizenship behaviors are
A) a distraction to her fellow employees.
B) at odds with her stated job description.
C) not motivated by genuine concern for others.
D) the consequence of deep underlying insecurities.
E) distracting her from other duties and responsibilities.

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66) Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as _____ behaviors.
A) negative
B) aggressive
C) deviant
D) counterproductive
E) assaultive

67) Serious interpersonal counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

68) Minor organizational counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

69) Serious organizational counterproductive behaviors include
A) incivility.
B) harassment.
C) gossiping.
D) sabotage.
E) abuse.

70) Minor interpersonal counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) abuse.
E) theft.

71) Angry at his boss and coworkers, Jerome has booby-trapped the cartridges in the office printers so that ink will bleed all over each page. His behavior is an example of
A) wasting resources, a type of production deviance.
B) wasting resources, a type of property deviance.
C) sabotage, a type of production deviance.
D) sabotage, a type of property deviance.
E) sabotage, a type of political deviance.

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72) Behaviors that intentionally harm the organization's assets and possessions are referred to as
A) production deviance.
B) political deviance.
C) property deviance.
D) personal aggression.
E) organizational aggression.

73) Personal aggression behaviors include
A) incivility and abuse.
B) incivility and sabotage.
C) harassment and abuse.
D) harassment and sabotage.
E) harassment and substance abuse.

74) Production deviance behaviors include
A) wasting resources and substance abuse.
B) wasting resources and sabotage.
C) theft and substance abuse.
D) theft and harassment.
E) theft and sabotage.

75) Property deviance behaviors include
A) sabotage and theft.
B) sabotage and harassment.
C) wasting resources and theft.
D) wasting resources and harassment.
E) wasting resources and substance abuse.

76) Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as
A) property deviance.
B) wasting resources.
C) substance abuse.
D) personal aggression.
E) political deviance.

77) When employees use too many materials or too much time to do too little work, this is _____ deviance.
A) wasting resources, a form of production
B) wasting resources, a form of property
C) sabotage, a form of property
D) sabotage, a form of production
E) sabotage, a form of political

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78) _____ is made up of behaviors that focus specifically on reducing the efficiency of work output.
A) Political deviance
B) Property deviance
C) Personal aggression
D) Political aggression
E) Production deviance

79) The most common form of production deviance is
A) theft.
B) incivility.
C) wasting resources.
D) substance abuse.
E) harassment.

80) Communication that is rude, impolite, discourteous, and lacking in good manners is
A) abusive.
B) incivil.
C) gossiping.
D) harassment.
E) property deviance.

81) _____ is/are hostile verbal and physical actions directed toward other employees.
A) Personal politics
B) Political aggression
C) Personal aggression
D) Personal deviance
E) Political deviance

82) _____ occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
A) Harassment
B) Abuse
C) Incivility
D) Aggression
E) Bullying

83) _____ occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur
A) Aggression
B) Sabotage
C) Incivility
D) Abuse
E) Bullying

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84) Among the important points about counterproductive behaviors is the fact that
A) there is little connection between task performance and counterproductive behavior.
B) the worst workers are the most likely to be involved in counterproductive behaviors.
C) counterproductive behavior is relatively easy to isolate and prevent from spreading.
D) people tend to engage only in one specific form of counterproductive behavior.
E) counterproductive behavior usually only applies to specific jobs.

85) The weak negative correlation between task performance and counterproductive behavior can best be explained by the fact that
A) poor performers are less creative at coming up with ways to undermine the organization.
B) the best workers are the ones most likely to get away with counterproductive actions.
C) top performers are too busy at their jobs to engage in counterproductive behavior.
D) less talented workers are not as successful at avoiding blame for their misdeeds.
E) good workers can behave counterproductively and still get the job done.

86) Someone has been stealing from the company, and suspicion has fallen on Elizabeth. Her supervisors have evidence against her, and their suspicions are rightly compounded by the fact that she
A) is not one of the company's better workers.
B) has a tendency to be abusive toward coworkers.
C) lacks education and is therefore more likely to steal.
D) comes from a background where stealing is common.
E) works as a cashier, a job likely to be associated with theft.

87) Bobby and Sam are taking their time getting their work done. They have already had three smoke breaks in the past hour and a half, and they even managed to sneak in a beer. They could have finished this particular project an hour ago, but as Sam just said to Bobby, "Why bother working when nobody's watching?" This is an example of _____ deviance.
A) wasting resources, the most common form of production
B) substance abuse, the most common form of production
C) wasting resources, the most common form of property
D) substance abuse, the most common form of property
E) wasting resources, the most common form of political

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88) A week ago, Manny wrecked a company car when another driver pulled out in front of him, and once he threw away about a hundred dollars' worth of perfectly good office supplies while clearing out an old storage cabinet. Yet his supervisors have not held either action against him. Why is this most likely the case?
A) These acts were unintentional and therefore are not considered counterproductive behavior.
B) Manny is already receiving professional help for his tendency toward counterproductive behavior.
C) Manny is such a good performer at the company that he can get away with counterproductive behavior.
D) Manny has connections to the company's leadership and therefore will not be blamed for counterproductive behavior.
E) These acts were the result of Manny's personal problems and therefore are not considered counterproductive behavior.

89) Historically, research on organizational behavior has focused on the _____ aspects of job performance.
A) educational
B) political
C) interpersonal
D) physical
E) theoretical

90) Patrick's father worked in a steel mill all his life, but Patrick, despite having great respect for his dad, never considered this career path. Instead, practically from the time he could walk, he has been taking apart computers and putting them back together, and today he designs computer hardware. The story of Patrick and his father is an illustration of a trend over the past few decades, which can best be described by saying that there has been a(n)
A) tendency to overemphasize knowledge work as opposed to industrial jobs.
B) shift away from industrial jobs and toward knowledge work.
C) abundance of overqualified applicants in service industries.
D) shortage of trained personnel in jobs across the spectrum.
E) rejection of parents' jobs and professions.

91) Vince just took an aptitude test and discovered that he is well-suited to a profession that involves working with his mind rather than his hands. This is partly due to his personality, since knowledge work—in contrast to factory work and other industrial jobs—tends to be _____ from day to day.
A) lacking in structure, yet the same
B) more structured and less likely to change
C) less structured and more likely to change
D) the same in terms of structure and changes
E) more complicated, more structured, and more likely to change

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92) Knowledge work can best be defined as jobs that primarily
A) require a graduate-level degree.
B) are occupied by Ivy League graduates.
C) concern scientific or technical activities.
D) demand upper-level problem-solving skills.
E) involve cognitive activity as opposed to physical activity.

93) As he labors at his keyboard, Antonio is discovering one negative consequence of the rise in jobs that involve knowledge work. This negative consequence is most likely the fact that
A) employers will expect employees to account for their activities on a minute-by-minute basis.
B) employers are more likely to demand that employees be at work eight hours a day, five days a week.
C) employers may have unrealistic expectations about the speed at which employees can complete tasks.
D) employees may have unrealistic expectations about the amount of money they can earn in particular jobs.
E) employees are more likely to expect employers to give them extra days of paid vacation, as well as sick leave.

94) Among the jobs that represent the bulk of the growth in the service industries is that of
A) maintenance technician.
B) factory worker.
C) retail salesperson.
D) skilled laborer.
E) IT specialist.

95) Tamora has had a rough year. Thanks to a quick temper, she got into an altercation that landed her in jail, and she subsequently lost her job on an auto-parts assembly line. Now she is out of jail and trying to make a new start. The factory will take her back, but only as an unskilled laborer with a chance to work her way back to her old job. On the other hand, an Internet retailer needs customer service personnel, and in spite of her record with the law, they are willing to consider Tamora's application because she scored high on a battery of tests. Given the fact that both jobs offer about the same level of pay and benefits, the best option for Tamora is to
A) realize that both jobs represent dying industries and continue looking for a position that has more of a future.
B) give the Internet retail job a try because it does not involve physical labor and therefore will be better for her as she ages.
C) take the Internet retail job because it is part of a growing industry, but realize that she needs to work on her anger issues.
D) go back to the factory because she already has contacts there and stands a good chance of quickly working her way into her old job.
E) recognize the growth potential in the industrial sector and that she should go back to the factory with the knowledge that she has a long-term future there.

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96) Under management by objectives (MBO), employees meet with their manager in order to
A) evaluate one another's performance with regard to their respective positions.
B) ascertain whether the setting of goals or objectives is proceeding properly.
C) work out differences regarding their approaches to the job performance rating.
D) develop a set of mutually agreed-upon objectives that are measurable and specific.
E) create mutually agreeable subjective criteria for evaluating job performance.

97) _____ base(s) an employee's evaluations on whether the employee achieves specific performance goals.
A) Behaviorally anchored rating scales
B) Management by objectives
C) 360-degree feedback
D) Benchmarking
E) Forced ranking

98) Applied Diagnostics and Technologies, a firm with more than 300 employees, is applying the management by objectives approach to some of its workers, but not all. The reason is that MBO is best for managing the performance of employees who work in jobs for which
A) objective measures of performance can be quantified.
B) an ability to work well with other people is essential.
C) subjective measures of performance apply.
D) the criteria for success are standardized.
E) a high level of skill is involved.

99) The management at Consumer Research Systems, which has several hundred employees, is attempting to determine whether to apply the management by objectives (MBO) or behaviorally anchored rating scales (BARS) approach for evaluating job performance. In making their choice, they should consider the fact that
A) MBO focuses on performance behaviors, whereas BARS emphasizes both performance behaviors and results.
B) MBO emphasizes results as much as performance behaviors, whereas BARS focuses on performance behaviors.
C) BARS allows for mutually agreed-upon objectives that are more measurable and specific that those associated with MBO.
D) MBO uses "critical incidents"—short descriptions of effective and ineffective behaviors—which are not part of the BARS system.
E) BARS permits employees and managers to agree on a time period for achieving objectives, whereas MBO leaves this open-ended.

100) The management technique, known as _____, involves directly assessing job performance behaviors.
A) behaviorally anchored rating scales
B) management by objectives
C) 360-degree feedback
D) forced ranking
E) job analysis

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101) The behaviorally anchored ratings scales (BARS) approach uses "_____," which are short descriptions of effective and ineffective behaviors, to create a measure that can be used to evaluate employee performance.
A) critical feedback
B) workplace feedback
C) critical incidents
D) workplace incidents
E) critical descriptives

102) Under the behaviorally anchored rating scales (BARS) system, critical incidents are short descriptions of _____ employee performance.
A) the various tasks involved in the job, making it possible to subjectively evaluate
B) effective and ineffective behaviors that make it possible to subjectively evaluate
C) effective and ineffective behaviors used to create a measure for evaluating
D) the various tasks involved in the job, which are used to create a measure for evaluating
E) effective and ineffective behaviors that may or may not characterize

103) The management approach, _____, involves collecting performance information not only from the supervisor but also from anyone else who might have firsthand knowledge about the employee's performance behaviors.
A) behaviorally anchored rating scales
B) management by objectives
C) 360-degree feedback
D) forced ranking
E) benchmarking

104) In _____, a performance evaluation system, managers rank employees relative to one another.
A) forced ranking
B) BARS
C) the MBO process
D) 360-degree feedback
E) an employee evaluation

105) Due to financial difficulties, the management of Briteway Sav-N-Shop, a chain of retail stores, is planning to cut some of the office staff at its headquarters. Therefore, the chief operations officer instructs Daniel, the human resources director, to develop a system for evaluating workers in terms of their performance. The objective is to divide the workforce into three groups: the top producers, who should be retained at any cost; the lost causes, who will need to be cut; and the mid-level performers, whose jobs are relatively assured—at least for now. This method is known as
A) behaviorally anchored rating scales.
B) management by objectives.
C) forced ranking.
D) benchmarking.
E) ranking curves.

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106) Among the problems with the forced ranking system is that it
A) involves algorithms that are too difficult to apply without advanced computers.
B) places too much emphasis on subjective feelings rather than on excellence.
C) requires managers to quantify behaviors that typically defy categorization.
D) promotes too great an emphasis on excelling at the expense of succeeding.
E) discourages employees from stepping outside the bounds of routine task behaviors.

107) Forward Media, an advertising firm, started a monthly online journal dedicated to allowing company personnel to put forth their ideas about improving organizational performance. Open to all employees through the firm's website, the journal offers an opportunity to give constructive feedback without revealing one's identity. This is an example of
A) the forced ranking method.
B) a social networking system.
C) a behaviorally anchored rating scale.
D) management by objectives.
E) 360-degree feedback.

108) This morning, several people in the marketing department were called by someone at headquarters asking about their coworker Joanna's performance on the job. The man explained that he wanted to get each person's honest assessment of her strengths and weaknesses, and he assured them that they would remain anonymous. Most likely the company is applying the _____ approach to managing employee performance.
A) forced ranking
B) 360-degree feedback
C) management by objectives
D) behaviorally anchored rating scales
E) job analysis

109) Define job performance. Does it involve results, such as the dollar value of sales? Why or why not?

110) Define task performance and explain its dimensions. Give examples.

111) Define job analysis, explain its importance in determining job performance, and list the basic steps involved in job analysis.

112) Define citizenship behavior and discuss its categories and subcategories. Give examples.

113) Explain counterproductive behavior, as well as the various categories and subcategories. Provide examples of each.

114) Describe some of the trends that affect job performance in the contemporary workplace.

115) Given the increase in service jobs, explain the implications for job performance.

116) Briefly discuss the four types of job performance management techniques.

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117) Explain the forced ranking method using Jack Welch's "vitality curve." How successful is it as a performance management technique?

118) Discuss the use of social networking for performance management.

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Organizational Behavior, 6e **(Colquitt)**
Chapter 2 Job Performance

1) Evaluating an employee's performance based on results alone provides the best picture of which employees are worth more to an organization.

Answer: FALSE
Explanation: Employees contribute to their organization in ways that go beyond bottom-line results; therefore, evaluating an employee's performance based on results alone might give an inaccurate picture of which employees are worth more to the organization.
Difficulty: 1 Easy
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

2) Routine task performance can involve employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

Answer: FALSE
Explanation: Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

3) Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

Answer: TRUE
Explanation: Adaptive task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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4) Employees' performance of routine task behaviors is becoming increasingly important as globalization, technological, advances, and knowledge-based work increase the pace of change in the workplace.

Answer: FALSE
Explanation: Adaptive behaviors are becoming increasingly important as globalization, technological advances, and knowledge-based work increase the pace of change in the workplace.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

5) Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

Answer: TRUE
Explanation: Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

6) Creative task performance is a behavior that is only valuable in jobs such as artist and inventor.

Answer: FALSE
Explanation: Creative task performance is not only relevant to jobs such as artist and inventor; its emphasis has been increasing across a wide variety of jobs. Indeed, more than half the total wages and salary in the United States are paid to employees who need to be creative as part of their jobs.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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7) O*NET captures the "numerous small decisions" that separate the most effective organizations from their competitors.

Answer: FALSE
Explanation: O*NET represents only a first step in figuring out the important tasks for a given job. O*NET cannot capture those sorts of unique task requirements—the "numerous small decisions" that separate the most effective organizations from their competitors.
Difficulty: 1 Easy
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Remember
AACSB: Technology
Accessibility: Keyboard Navigation

8) Citizenship behavior is defined as voluntary employee activities that may or may *not* be rewarded.

Answer: TRUE
Explanation: Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

9) Interpersonal citizenship behavior is most important when people work in large groups.

Answer: FALSE
Explanation: Interpersonal citizenship behavior is important in different job contexts. It may be even more important when employees work in small groups or teams. A team with members who tend to be helpful, respectful, and courteous is also likely to have a positive team atmosphere in which members trust one another.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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10) Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

Answer: TRUE
Explanation: Organizational citizenship behaviors benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

11) Property deviance refers to behaviors that harm the organization's assets and possessions.

Answer: TRUE
Explanation: Property deviance refers to behaviors that harm the organization's assets and possessions. For example, sabotage represents the purposeful destruction of physical equipment, organizational processes, or company products.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

12) Wasting resources is the most common form of production deviance.

Answer: TRUE
Explanation: Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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13) Political deviance refers to behaviors that intentionally harm the organization's assets and possessions.

Answer: FALSE
Explanation: In contrast to property and production deviance, political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

14) Sometimes the best task performers engage in counterproductive behavior.

Answer: TRUE
Explanation: Sometimes the best task performers are the ones who can best get away with counterproductive actions, because they are less likely to be suspected or blamed. Moreover, counterproductive behaviors might even be tolerated for a while where the individual is able to effectively accomplish very challenging tasks.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

15) In addition to being more cognitive, knowledge work tends to be more structured and static in nature.

Answer: FALSE
Explanation: In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature. Facts, data, and information are always changing.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Remember
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16) Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior.

Answer: TRUE
Explanation: Service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior. If service employees refuse to help one another or maintain good sportsmanship, or if they gossip and insult one another, those negative emotions get transmitted to the customer during the service encounter.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

17) The MBO approach involves collecting performance information *not* just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors.

Answer: FALSE
Explanation: Management by objectives (MBO) is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals. Instead, 360-degree feedback is the method of performance appraisal that seeks performance information from the supervisor and any others, such as coworkers, subordinates, and clients, who may have knowledge of the employee's performance behaviors.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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18) Very few 360-degree feedback systems ask employees to provide ratings of their own performance.

Answer: FALSE
Explanation: Most 360-degree feedback systems also ask the employee to provide ratings of his or her own performance. The hope is that this 360-degree perspective will provide a more balanced and comprehensive examination of performance. By explicitly comparing self-provided ratings with the ratings obtained from others, employees can develop a better sense of how their performance may be deficient in the eyes of others and exactly where they need to focus their energies to improve.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

19) Forced ranking systems can force managers to give bad evaluations to good performers.

Answer: TRUE
Explanation: Some believe forced ranking systems are inherently unfair in that they force managers to give bad evaluations to employees who may be good performers in order to reach predetermined percentages of excellent, acceptable, and poor performers.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

20) Social networking sites and their applications can be used to monitor employee performance.

Answer: TRUE
Explanation: Social networking sites and their applications provide performance information that is much more timely, relative to traditional practices that measure performance quarterly or even yearly.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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21) _____ is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.
A) Citizenship behavior
B) Task performance
C) Job performance
D) Knowledge work
E) Civic virtue

Answer: C
Explanation: Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-01 What is job performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

22) In their evaluation of his performance as a trainer in the sales department of Ogilvy Pharmaceuticals, Jeremy's supervisors look at such factors as the amount of time he spends with each of his trainees, his coverage of all key points in training, his success rate in turning out trained salespeople within the amount of time allotted, and so forth. In other words, Jeremy's supervisors are evaluating his
A) task performance.
B) job performance.
C) service work.
D) boosterism.
E) civic virtue.

Answer: B
Explanation: Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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23) As the manager of the local Express Package Services, a retail shipping facility, DeAnna is evaluating the employees who work at the counter. She looks at such factors as positive or negative customer comments about each employee, their sales relative to those of their coworkers, the amount of time they spend with each customer, and so forth. DeAnna is evaluating each of these employees in terms of their
A) task performance.
B) job performance.
C) citizenship behavior.
D) counterproductive behavior.
E) courtesy.

Answer: B
Explanation: Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. This includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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24) Selena sells luxury cars for a living, but in recent months her sales have slumped. This is partly due to an economic recession, which has led to a downturn in the market. In addition, Selena has been distracted by the fact that her mother has been in the hospital. As a result of her decline in sales, Selena recently received a bad job performance rating. Why would she have grounds to dispute this rating?
A) Her mother's illness is a factor beyond her control.
B) Results do not tell her how to reverse a "bad year."
C) The economic downturn is a factor beyond her control.
D) Her manager's focus on the bottom line has led to social undermining.
E) She is contributing to the organization in ways that go beyond the bottom line.

Answer: C
Explanation: As sensible as it might seem to use results as the primary indicator of job performance, it creates potential problems. Results are often influenced by factors that are beyond the employees' control—product quality, competition, equipment, technology, budget constraints, coworkers, and supervisors, just to name a few. While her mother's illness is also a factor beyond Selena's control, this is an outside matter not directly related to her work at the luxury car dealership.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

25) Donnell is a computer programmer whose job performance rating notes the fact that he often goes out to the parking lot and sits in his car during lunch hour. He is otherwise sociable and never late coming back from lunch; therefore, this is *not* an appropriate item to include on his job performance rating because it
A) is not a behavior relevant to the accomplishment of organizational goals.
B) demonstrates an undue focus on interpersonal citizenship behavior.
C) relates to his task performance rather than his job performance.
D) implies that he is doing something wrong by sitting in his car.
E) concerns citizenship behavior rather than job performance.

Answer: A
Explanation: The definition of job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance. Since Donnell's lunchtime habits do not interfere with his work, it is not a relevant issue.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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26) Cheryl continually boosts morale at the sales office of Monroe Consumer Products, and she has helped a number of her colleagues through difficult situations. Nevertheless, she received a bad job performance rating due to the fact that her sales for the quarter were down. This job performance rating is
A) wrong; Cheryl is contributing to the organization in ways that go beyond the bottom line.
B) wrong; an emphasis on results such as sales would encourage Cheryl to behave unethically.
C) right; even if Cheryl can claim problems that were beyond her control, it is no one's concern but her own.
D) right; if Cheryl is rewarded with a good job performance rating, it will encourage other employees to slack off.
E) right; in spite of her positive qualities, Cheryl has failed to produce, and results are what really matter in the end.

Answer: A
Explanation: Employees contribute to their organization in ways that go beyond bottom-line results, and so evaluating an employee's performance based on results alone might give you an inaccurate picture of which employees are worth more to the organization.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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27) When job performance evaluation time rolls around, Michael always comes out ahead of his coworkers, but his success comes at a price. He has been known to give his supervisors negative (and sometimes untrue) information about his coworkers, and when it looks as though someone else may be about to get a better job performance evaluation, bad things tend to happen to that person, such as lost paperwork and missed meetings due to deleted calendar appointments. In terms of organizational behavior and the principles of job performance evaluations, it is clear that
A) the organization has failed to create a sense of group cohesion and an attitude of organizational citizenship.
B) unethical behavior on the part of his supervisors has led Michael to seek advancement by any means possible.
C) Michael is showing the kind of resourcefulness that rightly has earned him high job performance ratings in the past.
D) other employees have failed to understand, as Michael clearly has, that personal success equates with organizational success.
E) his supervisors' emphasis on results has created an environment in which an employee might use unethical behavior to get ahead.

Answer: E
Explanation: There is evidence that managers' focus on bottom-line results can create a bottom-line mentality among employees, which in turn, results in social undermining—sabotaging coworkers' reputations or trying to make them look bad. Similarly, the quest to enhance the bottom line may lead employees to violate policies and regulations, which in turn, may result in staggering legal fees, fines, and lost customers.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-01 What is job performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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28) Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces are referred to collectively as
A) behaviorally anchored rating scales.
B) citizenship behavior.
C) task performance.
D) job performance.
E) civic virtue.

Answer: C
Explanation: Task performance refers to employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

29) The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as
A) job performance.
B) citizenship behavior.
C) knowledge work.
D) task performance.
E) civic virtue.

Answer: D
Explanation: Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. Task performance behaviors focus on the tasks, duties, and responsibilities that are a core part of the job.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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30) Damita finds an advertisement for a bookkeeper position at a small business. The ad mentions handling accounts payable and accounts receivable, payroll, worker's compensation and unemployment insurance, and other financial matters related to the operation of the company. These items in the job description are all examples of
A) job analysis.
B) task performance.
C) job performance.
D) citizenship behavior.
E) forced ranking.

Answer: B
Explanation: Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. For an accountant, task performance involves preparing, examining, and analyzing accounting records for accuracy and completeness. These are part of the daily work that an accountant is expected to perform.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

31) Well-known responses to normal job demands that occur in a predictable way are a part of
A) job performance.
B) adaptive task performance.
C) knowledge work.
D) routine task performance.
E) citizenship behavior.

Answer: D
Explanation: Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. In these cases, employees tend to behave in more or less habitual or programmed ways that vary little from one instance to another.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
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32) LeAnne is exhausted after another long day of answering the phones at the law firm of Boardman, Holloway, and Shriver. She says those three names several hundred times a day, followed by "How my direct your call?" This is an example of
A) adaptive task performance.
B) routine task performance.
C) citizenship behavior.
D) job performance.
E) knowledge work.

Answer: B
Explanation: Routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. In these cases, employees tend to behave in more or less habitual or programmed ways that vary little from one instance to another.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
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33) Teresa works in a chemical factory where her job involves inspecting containers of kerosene as they pass down the assembly line. She goes through a five-step process compliant with safety regulations laid down in the company manual, and she seldom has to think about her work. One day, however, a fire broke out on the line, and Teresa, who saw it before anyone else, grabbed an extinguisher just in time. Had she not acted quickly, the fire would have quickly spread, potentially resulting in widespread injuries and even death. In terms of organizational behavior, what is the best way to describe this situation?
A) Teresa's job is usually very routine, but on this occasion it became exciting.
B) Teresa's job demands that she remain vigilant, but this time she needed to be extra-vigilant.
C) Normally, Teresa's job involves routine task performance, but this situation required adaptability.
D) Usually, Teresa's job calls for routine task performance, but in this situation she had to be creative.
E) On a typical day, Teresa's job requires adaptability, but this situation called for creative task performance.

Answer: C
Explanation: Teresa's job primarily involves routine task performance, but the fire required adaptive task performance, or adaptability. Though heroic, her act did not qualify as an example of creative task performance because using a fire extinguisher is an obvious rather than a novel solution to an outbreak of fire.
Difficulty: 3 Hard
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

34) Employee responses to job demands that are novel, unusual, or unpredictable are a part of
A) job performance.
B) adaptive task performance.
C) job analysis.
D) routine task performance.
E) citizenship behavior.

Answer: B
Explanation: Adaptive task performance, or more commonly "adaptability," involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.
Difficulty: 1 Easy
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
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35) Today, Jamie, a police officer with a big-city force, apprehended a suspect fleeing the scene of a convenience store robbery. The suspect ran for three blocks before Jamie managed to tackle and handcuff him and read him his rights, by which time other officers had arrived on the scene to take him down to the station for booking. Jamie later described the situation to family and friends as "all in a day's work," but in organizational terms this is an example of
A) job performance.
B) citizenship behavior.
C) routine task performance.
D) creative task performance.
E) adaptive task performance.

Answer: E
Explanation: Adaptive task performance, or more commonly "adaptability," involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. It includes such behaviors as handling emergencies and crisis situations.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

36) Handling work stress and emergencies, solving problems creatively, and responding to unpredictable demands are all aspects of
A) citizenship behavior.
B) civic virtue.
C) helping.
D) adaptability.
E) service work.

Answer: D
Explanation: Adaptability involves handling work stress, solving problems creatively, handling emergencies, responding to unpredictable demands, and other qualities.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Remember
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37) Remaining composed and cool when faced with difficult circumstances or a highly demanding workload or schedule, and acting as a calming and settling influence to whom others can look for guidance, are all part of _____, one of the behaviors involved in adaptability.
A) dealing with uncertain and unpredictable work situations
B) handling emergencies or crisis situations
C) demonstrating interpersonal adaptability
D) solving problems creatively
E) handling work stress

Answer: E
Explanation: Handling work stress involves remaining composed and cool when faced with difficult circumstances or a highly demanding workload or schedule, and acting as a calming and settling influence to whom others can look for guidance
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

38) Agnes is an inventor whose work has made people's lives better in a number of ways. As one commentator observed, "It's not just that her work is original—wearing shoes on your head is original—but it's also useful." Agnes's work is an example of
A) organizational citizenship behavior.
B) interpersonal citizenship behavior.
C) adaptive task performance.
D) creative task performance.
E) routine task performance.

Answer: D
Explanation: Creative task performance refers to the degree to which individuals develop ideas or physical outcomes that are both novel and useful.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
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39) An artist, Martel is known for his bright canvases awash in extraordinary color combinations. His pieces bring tens of thousands of dollars at auction, and this allows him to pay the salary of assistants, such as Brendan. An aspiring young painter, Brendan mixes paints, cleans brushes, and maintains the inventory of art supplies in Martel's studio. The difference between their two positions is best described in organizational terms by saying that Martel's work involves _____ task performance.
A) creative task performance, whereas Brendan's is primarily concerned with adaptive
B) adaptive task performance, whereas Brendan's is primarily concerned with creative
C) adaptive task performance, whereas Brendan's is primarily concerned with routine
D) routine task performance, whereas Brendan's is primarily concerned with adaptive
E) creative task performance, whereas Brendan's is primarily concerned with routine

Answer: E
Explanation: Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful, whereas routine task performance involves well-known responses to demands that occur in a normal, routine, or otherwise predictable way. Martel has become famous because of his paintings, which are both novel and (because they give people pleasure) useful. Though Brendan aspires to be known as an artist in his own right, at present his job involves little creativity—an example of routine task performance.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
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40) Vincenza is an accountant whose client list includes an array of Fortune 500 companies. She has developed algorithms that have saved her clients millions of dollars, and as many satisfied customers have said, her solutions are often unexpected, but always legal and always effective. Yet Vincenza says that the real star in her family is her younger sister Siena, whose poetry has been published in a number of journals. Siena's poetry does not pay the bills, but it did get her noticed by a major publisher, who employed her to work in their mail room—a job that has given Siena the opportunity to meet a number of famous authors. In terms of organizational behavior, the best way to describe the difference between Vincenza's and Siena's jobs is to say that Vincenza's job _____ than Siena's.
A) is much more involved in creative task performance
B) requires a good deal more education
C) has more to do with routine tasks
D) involves much less creativity
E) pays much more

Answer: A
Explanation: Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful. Although you might be tempted to believe that creative task performance is only relevant to jobs such as artist and inventor, its emphasis has been increasing across a wide variety of jobs. The solutions Vincenza offers her clients are both novel and useful, whereas Siena's job—even if it is for a publisher of creative works—most likely involves much more routine tasks. And while Vincenza's job may indeed pay more and require more education, those are not matters related directly to organizational behavior in general or task performance in particular.
Difficulty: 3 Hard
Topic: Citizenship
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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41) Gloria, Angelica, and Roberto all work for Dr. Elena at Brite & Beautiful Dentistry. One day, Gloria was in the small parking lot behind the office and noticed a sizeable pool of water near the building, even though it had not rained recently. She and the others began to monitor the situation, and soon determined that they had a leak somewhere in the drainage pipes, so Roberto called a plumber. The plumber came out the next day, and though he agreed with their assessment that they had a leaky pipe, he could not find the exact spot where the water was leaking. Given that the pipes lay under concrete, digging them out would involve a great deal of time and expense—not to mention noise and dust. Then Angelica had an idea: since Dr. Elena, like many dentists, kept a small amount of radioactive material on hand for making dental implants, they could release an extremely small portion through each of the sinks, toilets, and other drains in succession, then use a Geiger counter, which measures radioactivity, to locate the leak. Her coworkers scoffed, but Dr. Elena said it would be possible to release an amount of material too small to be harmful, but large enough to register on the Geiger counter. The plumber said it sounded like a good idea to him, and thanks to Angelica, within a little more than an hour's time, he had located the leak and was able to fix it with a minimum of trouble. In arriving at this solution, Angelica demonstrated one of the behaviors involved in adaptability, namely
A) dealing with uncertain and unpredictable work situations.
B) learning work tasks, technologies, and work situations.
C) handling emergencies or crisis situations.
D) demonstrating interpersonal adaptability.
E) solving problems creatively.

Answer: E
Explanation: Solving problems creatively involves turning problems upside-down and inside-out to find fresh new approaches; integrating seemingly unrelated information and developing creative solutions.
Difficulty: 3 Hard
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
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42) Candace hopes to get a job with the U.S. Foreign Service, serving as a liaison between an overseas embassy and the local population. She has an uncanny ability with languages, but if she wants to function well in her dream job, she also needs to be
A) open-minded, flexible, and a good listener.
B) reliable, detail-oriented, and unchanging.
C) flamboyant, articulate, and irrepressible.
D) easy to train and a good rule-follower.
E) creative, fearless, and original.

Answer: A
Explanation: In contrast to the other options, which relate either to routine task performance or creative task performance, Candace's chosen profession of diplomat is one that is likely to require a great deal of skills related to adaptive task performance. In particular, she will need to demonstrate the characteristics of interpersonal adaptability (being flexible and open-minded when dealing with others, as well as listening to and considering others' viewpoints and opinions) and cultural adaptability (willingly adjusting behavior or appearance as necessary to comply with or show respect for others' values and customs, understanding the implications of one's actions, and adjusting one's approach to maintain positive relationships with others).
Difficulty: 3 Hard
Topic: Task performance
Learning Objective: 02-02 What is task performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

43) The process by which an organization determines the requirements associated with a specific job is referred to as a
A) job analysis.
B) forced ranking.
C) job evaluation.
D) ranking analysis.
E) forced analysis.

Answer: A
Explanation: A job analysis is a process by which an organization determines the requirements associated with a specific job.
Difficulty: 1 Easy
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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44) Amanda and her team are about to begin performing a job analysis for the position of structural engineer at their firm. The very first thing they should do is
A) examine highly rated activities, which can then be incorporated into training programs as learning objectives.
B) consult with a technical university to determine the requirements for obtaining a degree in structural engineering.
C) generate a list of activities involved with the job, using data collected through observations, surveys, and interviews.
D) look for activities that can become a part of performance evaluation systems as measures to evaluate task performance.
E) arrange for a group of subject matter experts to evaluate the job in terms of the importance and frequency of the activities involved.

Answer: C
Explanation: Although there are many different ways to conduct a job analysis, most boil down to three steps. First, a list of the activities involved in a job is generated. This list generally results from data from several sources, including observations, surveys, and interviews of employees. Second, each activity on this list is rated by "subject matter experts," according to things like the importance and frequency of the activity. Subject matter experts generally have experience performing the job or managing the job and therefore are in a position to judge the importance of specific activities to the organization. Third, the activities that are rated highly in terms of their importance and frequency are retained and used to define task performance. Those retained behaviors then find their way into training programs as learning objectives and into performance evaluation systems as measures to evaluate task performance.

Difficulty: 3 Hard
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Apply
AACSB: Analytical Thinking
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45) If organizations find it impractical to use job analysis to identify the set of behaviors needed to define task performance, they can use
A) a job performance ranking.
B) 360-degree feedback.
C) management by objectives.
D) behaviorally anchored rating scales.
E) the Occupational Information Network.

Answer: E
Explanation: If organizations find it impractical to use job analysis to identify the set of behaviors needed to define task performance, they can turn to a database the government has created to help with that important activity. The Occupational Information Network (or O*NET) is an online database that includes, among other things, the characteristics of most jobs in terms of tasks, behaviors, and the required knowledge, skills, and abilities.
Difficulty: 2 Medium
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

46) The O*NET is useful for many things, but it does *not* provide
A) a resource for organizations that find it impractical to use job analysis.
B) the task requirements unique to a particular organization.
C) the knowledge and skills required to perform a task.
D) the characteristics of most jobs in terms of tasks.
E) the behaviors associated with a given job.

Answer: B
Explanation: Many organizations ask their employees to perform tasks that their competitors do not, so their workforce performs in a unique and valuable way. O*NET cannot capture those sorts of unique task requirements that separate the most effective organizations from their competitors.
Difficulty: 2 Medium
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Understand
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47) Felicia is an experienced lab technician, but at the moment she is not working in the lab. She is reviewing a list of activities associated with her job and rating them in terms of their importance. Most likely, Felicia is a
A) job seeker considering the best qualities she could bring to her new job.
B) soon-to-be retiree preparing to train the person who will replace her.
C) boss completing a job performance evaluation of her subordinates.
D) subject matter expert involved in a job analysis.
E) researcher conducting an industrywide study.

Answer: D
Explanation: A job analysis usually begins with drawing up a list of the activities involved in. Then, each activity on this list is rated by subject matter experts such as Felicia—people who generally have experience with the job and therefore are in a position to judge—as to its importance and frequency. Those that are rated highly by subject matter experts are retained and used to define task performance. Those retained behaviors then find their way into training programs as learning objectives and into performance evaluation systems as measures to evaluate task performance.
Difficulty: 3 Hard
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Apply
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48) Kevin works for Outrageous Burger, a nationwide fast-food chain, but his job does not involve flipping patties or making fries. Instead, he is sitting before a computer screen in the company's corporate offices, writing something. "Place the two halves of the bun on the counter," one line reads, "then add enough shredded lettuce to cover the bottom bun to a depth of not more than 0.25 inches." In all likelihood, Kevin is writing a
A) series of directions for a training script.
B) list of core job tasks for a detailed job analysis.
C) critique of an employee's mishandling of job tasks.
D) report for an industry publication regarding job tasks.
E) detailed analysis of a day in the life of a fast-food worker.

Answer: B
Explanation: To determine training objectives for production workers, Toyota uses a highly detailed job analysis process that includes listing of core job tasks. Each of these tasks can be broken down further into more detailed steps, and in turn, the specific behaviors involved in each step become the focus of the training. Although this level of detail might seem like an awful lot of analysis for what one might imagine to be a relatively straightforward job, Toyota competes on the basis of quality and cost. The same is true for a fast-food chain such as Outrageous Burger.
Difficulty: 3 Hard
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

49) _____ describes voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
A) Creative task performance
B) Adaptive task performance
C) Counterproductive behavior
D) Citizenship behavior
E) Routine task performance

Answer: D
Explanation: Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
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50) The two main categories of citizenship behavior are
A) social and organizational.
B) social and intrapersonal.
C) social and political.
D) interpersonal and political.
E) interpersonal and organizational.

Answer: E
Explanation: Citizenship behavior is defined as voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. The two types of citizenship behavior are interpersonal and organizational citizenship behavior.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

51) _____ is the type of citizenship behavior that benefits coworkers and colleagues and involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations.
A) Social
B) Interpersonal
C) Organizational
D) Altruistic
E) Political

Answer: B
Explanation: Interpersonal citizenship behavior of an employee benefits coworkers and colleagues. It involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations. Activities such as helping, being courteous, and having a sense of sportsmanship are forms of interpersonal citizenship behavior.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
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52) Interpersonal citizenship behaviors include helping, courtesy, and
A) generosity.
B) voice.
C) sportsmanship.
D) boosterism.
E) civic virtue.

Answer: C
Explanation: Interpersonal citizenship behavior of an employee benefits coworkers and colleagues. It involves assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations. Activities such as helping, being courteous, respectful and having a sense of sportsmanship fall under interpersonal citizenship behavior. Boosterism is a form of organizational citizenship behavior.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

53) One of the interpersonal citizenship behaviors is
A) voice.
B) civic virtue.
C) sportsmanship.
D) boosterism.
E) charity.

Answer: C
Explanation: Behaviors such as helping, being courteous, and having a sense of sportsmanship fall under interpersonal citizenship behavior. Behaviors such as voice, boosterism, and civic virtue come under organizational citizenship behavior.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
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54) Today was a tough day at Brightland Real Estate. Word came down from city hall about new zoning requirements that will make it harder to sell property for development, so Kenny, the head broker, called a meeting in the conference room. He had asked the office manager to print out some reports for him, but just as he was starting the meeting, he realized she had given him the wrong documents and then, as soon as she went to pull the right ones off of her computer, the power went out. Yet Kenny managed to smile and even joke about the situation, cheering others up in the process. His behavior is an example of
A) helping.
B) courtesy.
C) sportsmanship.
D) civic virtue.
E) boosterism.

Answer: C
Explanation: Sportsmanship involves maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

55) Although interpersonal citizenship behavior is beneficial in many contexts, it may be most important when people work in
A) service jobs.
B) managerial jobs.
C) small groups.
D) large groups.
E) technical jobs.

Answer: C
Explanation: Although interpersonal citizenship behavior is important in many different job contexts, it may be even more important in contexts in which employees work in small groups or teams.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Understand
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56) Organizational citizenship behaviors include
A) sportsmanship.
B) civic virtue.
C) courtesy.
D) helping.
E) respect.

Answer: B
Explanation: Organizational citizenship behavior includes civic virtue, which refers to participating in the company's operations at a deeper-than-normal level; voice, which involves speaking up and offering constructive suggestions for change; and boosterism, which is defined as representing your organization in a positive way when out in public, away from the office, and away from work. In general, all those behaviors that benefit the organization are classified under organizational citizenship behavior.
Difficulty: 1 Easy
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

57) Some people react to bad rules or policies by constructively trying to change them instead of passively complaining about them. This positive characteristic is known as
A) helping.
B) sportsmanship.
C) voice.
D) civic virtue.
E) boosterism.

Answer: C
Explanation: Voice involves speaking up and offering constructive suggestions regarding opportunities to improve unit or organizational functioning or to address problems that could lead to negative consequences for the organization.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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s Complete Test Bank for Organizational Behavior Improving Performance and Commitment in the Workplace 6th C

58) Emily, Shalonda, and Tomas all work at Terence Butler Life & Auto, an insurance agency. Their boss, Terence, has a very full schedule, but he knows he can rely on his three employees. Emily specifically takes on the role of attending all community-related meetings and functions where the agency might have a stake, and Shalonda helps out with constructive suggestions on the operation of the office. Tomas makes it his job to serve as unofficial representative for the agency, ensuring that it maintains a positive image not only with customers, but also with neighboring businesses and the community as a whole. These employees' actions are examples of
A) creative task performance.
B) organizational citizenship behavior.
C) routine task performance
D) adaptive task performance
E) interpersonal citizenship behavior.

Answer: B
Explanation: Organizational citizenship behavior includes civic virtue, which refers to participating in the company's operations at a deeper-than-normal level; voice, which involves speaking up and offering constructive suggestions for change; and boosterism, which is defined as representing your organization in a positive way when out in public, away from the office, and away from work. These three behaviors are represented by Emily, Shalonda, and Tomas, respectively.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
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59) Tandy works in the legal department for SportCity, a chain of health clubs with a large regional office. In addition to performing the functions directly associated with her job, she goes out of her way to represent her department in companywide meetings, keeps up with announcements relevant to the legal department, and stays up to date on industry news related to SportCity. Her behavior is an example of
A) helping.
B) boosterism.
C) civic virtue.
D) sportsmanship.
E) voice.

Answer: C
Explanation: Civic virtue refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

60) Anyone who talks to Maurice for more than a few minutes knows that he works for Ocean Bay Resorts, which he always maintains is the best vacation rental company in the country. In fact, Maurice has plenty of positive things to say about his employer, and if there are any negatives, no one would know it from talking to him. Maurice's behavior is an example of
A) voice.
B) helping.
C) civic virtue.
D) boosterism.
E) sportsmanship.

Answer: D
Explanation: Boosterism means representing the organization in a positive way when out in public, away from the office, and away from work.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Knowledge Application
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61) Everyone at the St. Louis offices of Dominique Marceau Cosmetics, from the president to the lowest salesperson, came to the company holiday party—all except for Melanie, who told her coworkers that going to the party was "a waste of time." When her supervisor told her she had been missed, she claimed that her mother was sick, but she later laughed about this behind her supervisor's back and said that she spent the evening out partying with friends. Her behavior shows a lack of
A) voice.
B) helping.
C) civic virtue.
D) boosterism.
E) sportsmanship.

Answer: C
Explanation: Civic virtue refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Knowledge Application
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62) Bradley may be only an entry-level fry cook at Danny Boy's, a fast-food restaurant, but he thinks and acts far beyond his pay grade. He continually offers the manager suggestions regarding how to improve efficiency in the kitchen, and more often than not, the manager adopts his ideas. Bradley was also the one who pointed out that the way they were disposing of used cooking grease presented an environmental hazard and a possible fire hazard. His behavior exemplifies
A) courtesy.
B) boosterism.
C) sportsmanship.
D) civic virtue.
E) voice.

Answer: E
Explanation: Voice involves speaking up and offering constructive suggestions regarding opportunities to improve unit or organizational functioning or to address problems that could lead to negative consequences for the organization.
Difficulty: 2 Medium
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
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63) When Rebecca and Julie worked together on a project last year, both did more than their share and earned a nice bonus from their boss. Julie was then sent to another state to help set up a new office over the summer, and from her messages on social media, Rebecca could tell that she was working harder than ever. In the fall, when Julie returned to her home office, Rebecca suggested that they work together on a new project. This time, however, things did not go well: Julie seemed to lose interest quickly, and Rebecca began to feel resentful when she realized that she was doing most of the work. What most likely happened?
A) Julie lacked civic virtue.
B) Rebecca demonstrated a lack of civic virtue.
C) Julie began suffering from citizenship fatigue.
D) Rebecca failed to show a proper level of sportsmanship.
E) Julie was strong on interpersonal citizenship, but not organizational.

Answer: C
Explanation: Researchers have shown that good citizens can develop citizenship fatigue, or the sense that one is worn out and on edge from engaging in citizenship. Citizenship fatigue reduces future acts of citizenship and may be especially likely to occur when good citizens feel that their extra efforts are not supported or when they experience pressure to continue to engage in citizenship even when they are already feeling stretched by other demands.
Difficulty: 3 Hard
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
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64) Blake leads a design team that consists of four members, including himself, but the workload has become such that they need to add a fifth member. He is considering a variety of candidates, who have relatively equivalent skill sets when it comes to the work, and all are more or less equally easy to get along with. Given all this, Blake should be looking for a candidate who demonstrates
A) a propensity for speaking well of the company to outsiders.
B) the capacity for heading off problems before they arise.
C) the ability come up with novel solutions to problems.
D) a habit of keeping up with changes in the industry.
E) a tendency to come to the aid of their coworkers.

Answer: E
Explanation: Although all of these are good citizenship behaviors, all but one is an organizational citizenship behavior. Interpersonal citizenship behaviors are especially important in the context of a small team such as the one Blake leads.
Difficulty: 3 Hard
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

65) Danielle is a model of good citizenship, particularly of the interpersonal variety. She regularly volunteers to do things for her work group, helps orient new members, attends functions that help the group, and assists others with their work for the benefit of the group. Yet her supervisor is not completely pleased with Danielle's job performance, most likely because her citizenship behaviors are
A) a distraction to her fellow employees.
B) at odds with her stated job description.
C) not motivated by genuine concern for others.
D) the consequence of deep underlying insecurities.
E) distracting her from other duties and responsibilities.

Answer: E
Explanation: Although it is good to demonstrate high levels of helping behaviors, this can be a problem if such behaviors take up so much of a person's time and attention that they constitute a distraction from his or her job duties and responsibilities.
Difficulty: 3 Hard
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
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66) Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as _____ behaviors.
A) negative
B) aggressive
C) deviant
D) counterproductive
E) assaultive

Answer: D
Explanation: Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment. These are things that employees mean to do, not things they accidentally do.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
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67) Serious interpersonal counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

Answer: B
Explanation: Harassment, which occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague, is a type of serious interpersonal counterproductive behavior. Gossiping and incivility are minor interpersonal counterproductive behaviors and wasting resources is a type of minor organizational counterproductive behavior, while sabotage is a serious organizational counterproductive behavior.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
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68) Minor organizational counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

Answer: E
Explanation: Wasting resources, which is a part of production deviance, is a type of minor organizational counterproductive behavior. Gossiping and incivility are minor interpersonal counterproductive behaviors. Harassment is a serious interpersonal counterproductive behavior and sabotage is a serious organizational counterproductive behavior.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

69) Serious organizational counterproductive behaviors include
A) incivility.
B) harassment.
C) gossiping.
D) sabotage.
E) abuse.

Answer: D
Explanation: Sabotage is a serious organizational counterproductive behavior. The others are minor (gossiping and incivility) and major (harassment and abuse) interpersonal counterproductive behaviors.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
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70) Minor interpersonal counterproductive behaviors include
A) sabotage.
B) harassment.
C) incivility.
D) abuse.
E) theft.

Answer: C
Explanation: Incivility is a minor interpersonal counterproductive behavior and part of political deviance. The others are major interpersonal (abuse, harassment) and organizational (sabotage, theft) counterproductive behaviors.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

71) Angry at his boss and coworkers, Jerome has booby-trapped the cartridges in the office printers so that ink will bleed all over each page. His behavior is an example of
A) wasting resources, a type of production deviance.
B) wasting resources, a type of property deviance.
C) sabotage, a type of production deviance.
D) sabotage, a type of property deviance.
E) sabotage, a type of political deviance.

Answer: D
Explanation: Sabotage represents the purposeful destruction of physical equipment, organizational processes, or company products. Along with theft, it is a type of property deviance or serious organizational counterproductive behavior.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Apply
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72) Behaviors that intentionally harm the organization's assets and possessions are referred to as
A) production deviance.
B) political deviance.
C) property deviance.
D) personal aggression.
E) organizational aggression.

Answer: C
Explanation: Property deviance refers to behaviors that harm the organization's assets and possessions. It includes theft and sabotage.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

73) Personal aggression behaviors include
A) incivility and abuse.
B) incivility and sabotage.
C) harassment and abuse.
D) harassment and sabotage.
E) harassment and substance abuse.

Answer: C
Explanation: Personal aggression, or serious interpersonal behaviors, include harassment and abuse.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
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74) Production deviance behaviors include
A) wasting resources and substance abuse.
B) wasting resources and sabotage.
C) theft and substance abuse.
D) theft and harassment.
E) theft and sabotage.

Answer: A
Explanation: Wasting resources is the most common form of production deviance, when employees use too many materials or too much time to do too little work. Substance abuse represents another form of production deviance. If employees abuse drugs or alcohol while on the job or shortly before coming to work, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

75) Property deviance behaviors include
A) sabotage and theft.
B) sabotage and harassment.
C) wasting resources and theft.
D) wasting resources and harassment.
E) wasting resources and substance abuse.

Answer: A
Explanation: Property deviance refers to behaviors that harm the organization's assets and possessions. It includes sabotage and theft.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
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76) Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as
A) property deviance.
B) wasting resources.
C) substance abuse.
D) personal aggression.
E) political deviance.

Answer: E
Explanation: Political deviance refers to behaviors that intentionally disadvantage other individuals rather than the larger organization. It includes gossiping and incivility.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

77) When employees use too many materials or too much time to do too little work, this is _____ deviance.
A) wasting resources, a form of production
B) wasting resources, a form of property
C) sabotage, a form of property
D) sabotage, a form of production
E) sabotage, a form of political

Answer: A
Explanation: Like property deviance, production deviance is directed against the organization, but it focuses specifically on reducing the efficiency of work output. Wasting resources, which is when employees use too many materials or too much time to do too little work, is the most common form of production deviance.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
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78) _____ is made up of behaviors that focus specifically on reducing the efficiency of work output.
A) Political deviance
B) Property deviance
C) Personal aggression
D) Political aggression
E) Production deviance

Answer: E
Explanation: Production deviance, directed against the organization, focuses specifically on reducing the efficiency of work output. It includes wasting resources and substance abuse.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

79) The most common form of production deviance is
A) theft.
B) incivility.
C) wasting resources.
D) substance abuse.
E) harassment.

Answer: C
Explanation: Production deviance, directed against the organization, focuses specifically on reducing the efficiency of work output. It includes wasting resources and substance abuse. Wasting resources, when employees use too many materials or take too much time to do too little work, is the most common form of production deviance.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
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80) Communication that is rude, impolite, discourteous, and lacking in good manners is
A) abusive.
B) incivil.
C) gossiping.
D) harassment.
E) property deviance.

Answer: B
Explanation: Incivility represents communication that is rude, impolite, discourteous, and lacking in good manners. It is a form of political deviance.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

81) _____ is/are hostile verbal and physical actions directed toward other employees.
A) Personal politics
B) Political aggression
C) Personal aggression
D) Personal deviance
E) Political deviance

Answer: C
Explanation: Personal aggression is defined as hostile verbal and physical actions directed toward other employees.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
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82) _____ occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
A) Harassment
B) Abuse
C) Incivility
D) Aggression
E) Bullying

Answer: A
Explanation: Personal aggression is defined as hostile verbal and physical actions directed toward other employees. Harassment falls under this heading and occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Remember
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83) _____ occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur
A) Aggression
B) Sabotage
C) Incivility
D) Abuse
E) Bullying

Answer: D
Explanation: Abuse occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.
Difficulty: 1 Easy
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
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84) Among the important points about counterproductive behaviors is the fact that
A) there is little connection between task performance and counterproductive behavior.
B) the worst workers are the most likely to be involved in counterproductive behaviors.
C) counterproductive behavior is relatively easy to isolate and prevent from spreading.
D) people tend to engage only in one specific form of counterproductive behavior.
E) counterproductive behavior usually only applies to specific jobs.

Answer: A
Explanation: There is only a weak negative correlation between task performance and counterproductive behavior.
Difficulty: 2 Medium
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

85) The weak negative correlation between task performance and counterproductive behavior can best be explained by the fact that
A) poor performers are less creative at coming up with ways to undermine the organization.
B) the best workers are the ones most likely to get away with counterproductive actions.
C) top performers are too busy at their jobs to engage in counterproductive behavior.
D) less talented workers are not as successful at avoiding blame for their misdeeds.
E) good workers can behave counterproductively and still get the job done.

Answer: B
Explanation: Sometimes the best task performers are the ones who can best get away with counterproductive actions because they are less likely to be suspected or blamed. Moreover, counterproductive behaviors might even be tolerated for a while where the individual is able to effectively accomplish very challenging tasks.
Difficulty: 3 Hard
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Understand
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86) Someone has been stealing from the company, and suspicion has fallen on Elizabeth. Her supervisors have evidence against her, and their suspicions are rightly compounded by the fact that she
A) is not one of the company's better workers.
B) has a tendency to be abusive toward coworkers.
C) lacks education and is therefore more likely to steal.
D) comes from a background where stealing is common.
E) works as a cashier, a job likely to be associated with theft.

Answer: B
Explanation: Elizabeth may lack education and come from a troubled background, but that makes her no more likely to engage in counterproductive behavior that someone who grew up in a mansion and went to an Ivy League school. As for the fact that she is a cashier, while that clearly gives her ready access to cash, counterproductive behavior is relevant to any job. Nor is her poor performance as a worker necessarily a strike against her, because there is a weak negative correlation between task performance and counterproductive behavior. Her abusive behavior, however, is a clue that she might be the company thief: there is evidence that people who engage in one form of counterproductive behavior also engage in others—in other words, such behaviors tend to represent a pattern of behavior rather than isolated incidents.
Difficulty: 3 Hard
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Apply
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87) Bobby and Sam are taking their time getting their work done. They have already had three smoke breaks in the past hour and a half, and they even managed to sneak in a beer. They could have finished this particular project an hour ago, but as Sam just said to Bobby, "Why bother working when nobody's watching?" This is an example of _____ deviance.
A) wasting resources, the most common form of production
B) substance abuse, the most common form of production
C) wasting resources, the most common form of property
D) substance abuse, the most common form of property
E) wasting resources, the most common form of political

Answer: A
Explanation: Given the fact that Sam and Bobby are smoking and drinking, this might seem like a case of substance abuse, but it is more properly identified as wasting resources, when employees use too many materials or too much time to do too little work—the most common form of production deviance.
Difficulty: 3 Hard
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

88) A week ago, Manny wrecked a company car when another driver pulled out in front of him, and once he threw away about a hundred dollars' worth of perfectly good office supplies while clearing out an old storage cabinet. Yet his supervisors have not held either action against him. Why is this most likely the case?
A) These acts were unintentional and therefore are not considered counterproductive behavior.
B) Manny is already receiving professional help for his tendency toward counterproductive behavior.
C) Manny is such a good performer at the company that he can get away with counterproductive behavior.
D) Manny has connections to the company's leadership and therefore will not be blamed for counterproductive behavior.
E) These acts were the result of Manny's personal problems and therefore are not considered counterproductive behavior.

Answer: A
Explanation: Counterproductive behavior is defined as employee behaviors that *intentionally* hinder organizational goal accomplishment. Manny's apparent acts of sabotage or wasting resources were, in fact, the result of accidents.
Difficulty: 3 Hard
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
Bloom's: Apply
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89) Historically, research on organizational behavior has focused on the _____ aspects of job performance.
A) educational
B) political
C) interpersonal
D) physical
E) theoretical

Answer: D
Explanation: Historically speaking, research on organizational behavior has focused on the physical aspects of job performance.
Difficulty: 1 Easy
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

90) Patrick's father worked in a steel mill all his life, but Patrick, despite having great respect for his dad, never considered this career path. Instead, practically from the time he could walk, he has been taking apart computers and putting them back together, and today he designs computer hardware. The story of Patrick and his father is an illustration of a trend over the past few decades, which can best be described by saying that there has been a(n)
A) tendency to overemphasize knowledge work as opposed to industrial jobs.
B) shift away from industrial jobs and toward knowledge work.
C) abundance of overqualified applicants in service industries.
D) shortage of trained personnel in jobs across the spectrum.
E) rejection of parents' jobs and professions.

Answer: B
Explanation: For much of the twentieth century, the U.S. economy was industrial in nature, and the productivity of the employees who labored in plants and factories was of great concern. However, by the early 1990s, the majority of new jobs required employees to engage in cognitive work, applying theoretical and analytical knowledge acquired through education and continuous learning. Statistics from the U.S. Department of Labor confirm that this type of work, also called knowledge work, is becoming more prevalent than jobs involving physical activity.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Apply
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91) Vince just took an aptitude test and discovered that he is well-suited to a profession that involves working with his mind rather than his hands. This is partly due to his personality, since knowledge work—in contrast to factory work and other industrial jobs—tends to be _____ from day to day.
A) lacking in structure, yet the same
B) more structured and less likely to change
C) less structured and more likely to change
D) the same in terms of structure and changes
E) more complicated, more structured, and more likely to change

Answer: C
Explanation: In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

92) Knowledge work can best be defined as jobs that primarily
A) require a graduate-level degree.
B) are occupied by Ivy League graduates.
C) concern scientific or technical activities.
D) demand upper-level problem-solving skills.
E) involve cognitive activity as opposed to physical activity.

Answer: E
Explanation: Knowledge work refers to jobs that primarily involve cognitive, or mental, activity versus physical activity.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Understand
AACSB: Knowledge Application
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93) As he labors at his keyboard, Antonio is discovering one negative consequence of the rise in jobs that involve knowledge work. This negative consequence is most likely the fact that
A) employers will expect employees to account for their activities on a minute-by-minute basis.
B) employers are more likely to demand that employees be at work eight hours a day, five days a week.
C) employers may have unrealistic expectations about the speed at which employees can complete tasks.
D) employees may have unrealistic expectations about the amount of money they can earn in particular jobs.
E) employees are more likely to expect employers to give them extra days of paid vacation, as well as sick leave.

Answer: C
Explanation: The tools used to do knowledge work change quickly, with software, databases, and computer systems updated more frequently than ever. As those tools become more powerful, the expectations for completing knowledge work become more ambitious. After all, shouldn't reports and presentations be more comprehensive and finished more quickly when every book used to create them is available online 24/7 rather than at some library? In fact, as many have recently noted, expectations regarding knowledge work can become overwhelming for employees, and as a consequence, new and innovative ways of performing this type of work may be necessary.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Apply
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

94) Among the jobs that represent the bulk of the growth in the service industries is that of
A) maintenance technician.
B) factory worker.
C) retail salesperson.
D) skilled laborer.
E) IT specialist.

Answer: C
Explanation: Retail salespersons, customer service representatives, and food service workers represent the bulk of the service job growth in the United States.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Understand
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95) Tamora has had a rough year. Thanks to a quick temper, she got into an altercation that landed her in jail, and she subsequently lost her job on an auto-parts assembly line. Now she is out of jail and trying to make a new start. The factory will take her back, but only as an unskilled laborer with a chance to work her way back to her old job. On the other hand, an Internet retailer needs customer service personnel, and in spite of her record with the law, they are willing to consider Tamora's application because she scored high on a battery of tests. Given the fact that both jobs offer about the same level of pay and benefits, the best option for Tamora is to
A) realize that both jobs represent dying industries and continue looking for a position that has more of a future.
B) give the Internet retail job a try because it does not involve physical labor and therefore will be better for her as she ages.
C) take the Internet retail job because it is part of a growing industry, but realize that she needs to work on her anger issues.
D) go back to the factory because she already has contacts there and stands a good chance of quickly working her way into her old job.
E) recognize the growth potential in the industrial sector and that she should go back to the factory with the knowledge that she has a long-term future there.

Answer: C
Explanation: Heavy industry, as exemplified by the job at the auto-parts factory, is a diminishing sector of the U.S. economy, whereas service jobs—particularly with Internet-based retailers such as Amazon—are on the rise. However, service work employers place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior; hence the need for Tamora to work on her anger issues.
Difficulty: 3 Hard
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Apply
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

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96) Under management by objectives (MBO), employees meet with their manager in order to
A) evaluate one another's performance with regard to their respective positions.
B) ascertain whether the setting of goals or objectives is proceeding properly.
C) work out differences regarding their approaches to the job performance rating.
D) develop a set of mutually agreed-upon objectives that are measurable and specific.
E) create mutually agreeable subjective criteria for evaluating job performance.

Answer: D
Explanation: Management by objectives (MBO) is a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals. How does MBO work? Typically, employees meets with their manager to develop a set of mutually agreed-upon objectives that are measurable and specific.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

97) _____ base(s) an employee's evaluations on whether the employee achieves specific performance goals.
A) Behaviorally anchored rating scales
B) Management by objectives
C) 360-degree feedback
D) Benchmarking
E) Forced ranking

Answer: B
Explanation: Management by objectives (MBO) bases an employee's evaluations on whether the employee achieves specific performance goals.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

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98) Applied Diagnostics and Technologies, a firm with more than 300 employees, is applying the management by objectives approach to some of its workers, but not all. The reason is that MBO is best for managing the performance of employees who work in jobs for which
A) objective measures of performance can be quantified.
B) an ability to work well with other people is essential.
C) subjective measures of performance apply.
D) the criteria for success are standardized.
E) a high level of skill is involved.

Answer: A
Explanation: Management by objectives is best suited for managing the performance of employees who work in contexts in which objective measures of performance can be quantified.
Difficulty: 3 Hard
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Analytical Thinking
Accessibility: Keyboard Navigation

99) The management at Consumer Research Systems, which has several hundred employees, is attempting to determine whether to apply the management by objectives (MBO) or behaviorally anchored rating scales (BARS) approach for evaluating job performance. In making their choice, they should consider the fact that
A) MBO focuses on performance behaviors, whereas BARS emphasizes both performance behaviors and results.
B) MBO emphasizes results as much as performance behaviors, whereas BARS focuses on performance behaviors.
C) BARS allows for mutually agreed-upon objectives that are more measurable and specific that those associated with MBO.
D) MBO uses "critical incidents"—short descriptions of effective and ineffective behaviors—which are not part of the BARS system.
E) BARS permits employees and managers to agree on a time period for achieving objectives, whereas MBO leaves this open-ended.

Answer: B
Explanation: MBO emphasizes the results of job performance as much as it does the performance behaviors themselves. In contrast, behaviorally anchored rating scales (BARS) measure performance by directly assessing job performance behaviors.
Difficulty: 3 Hard
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Apply
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100) The management technique, known as _____, involves directly assessing job performance behaviors.
A) behaviorally anchored rating scales
B) management by objectives
C) 360-degree feedback
D) forced ranking
E) job analysis

Answer: A
Explanation: Behaviorally anchored rating scales (BARS) assess performance by directly assessing job performance behaviors.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

101) The behaviorally anchored ratings scales (BARS) approach uses "_____," which are short descriptions of effective and ineffective behaviors, to create a measure that can be used to evaluate employee performance.
A) critical feedback
B) workplace feedback
C) critical incidents
D) workplace incidents
E) critical descriptives

Answer: C
Explanation: The BARS approach uses "critical incidents"—short descriptions of effective and ineffective behaviors—to create a measure that can be used to evaluate employee performance.
Difficulty: 1 Easy
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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102) Under the behaviorally anchored rating scales (BARS) system, critical incidents are short descriptions of _____ employee performance.
A) the various tasks involved in the job, making it possible to subjectively evaluate
B) effective and ineffective behaviors that make it possible to subjectively evaluate
C) effective and ineffective behaviors used to create a measure for evaluating
D) the various tasks involved in the job, which are used to create a measure for evaluating
E) effective and ineffective behaviors that may or may not characterize

Answer: C
Explanation: The BARS approach uses "critical incidents"—short descriptions of effective and ineffective behaviors—to create a measure that can be used to evaluate employee performance.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

103) The management approach, _____, involves collecting performance information not only from the supervisor but also from anyone else who might have firsthand knowledge about the employee's performance behaviors.
A) behaviorally anchored rating scales
B) management by objectives
C) 360-degree feedback
D) forced ranking
E) benchmarking

Answer: C
Explanation: The 360-degree feedback approach involves collecting performance information not only from the supervisor but also from anyone else who might have firsthand knowledge about the employee's performance behaviors.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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104) In _____, a performance evaluation system, managers rank employees relative to one another.
A) forced ranking
B) BARS
C) the MBO process
D) 360-degree feedback
E) an employee evaluation

Answer: A
Explanation: Under the forced ranking system developed by Jack Welch at General Electric, managers were required to rank all of their subordinates, and the rankings were used to place employees in one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).
Difficulty: 1 Easy
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Remember
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

105) Due to financial difficulties, the management of Briteway Sav-N-Shop, a chain of retail stores, is planning to cut some of the office staff at its headquarters. Therefore, the chief operations officer instructs Daniel, the human resources director, to develop a system for evaluating workers in terms of their performance. The objective is to divide the workforce into three groups: the top producers, who should be retained at any cost; the lost causes, who will need to be cut; and the mid-level performers, whose jobs are relatively assured—at least for now. This method is known as
A) behaviorally anchored rating scales.
B) management by objectives.
C) forced ranking.
D) benchmarking.
E) ranking curves.

Answer: C
Explanation: The forced ranking method requires managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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106) Among the problems with the forced ranking system is that it
A) involves algorithms that are too difficult to apply without advanced computers.
B) places too much emphasis on subjective feelings rather than on excellence.
C) requires managers to quantify behaviors that typically defy categorization.
D) promotes too great an emphasis on excelling at the expense of succeeding.
E) discourages employees from stepping outside the bounds of routine task behaviors.

Answer: E
Explanation: There are some important limitations to the forced ranking system of performance management. For example, employees may become competitive with one another to avoid finding themselves in a lower category, or they may avoid stepping outside the bounds of routine task behaviors for fear of standing out or making a mistake.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

107) Forward Media, an advertising firm, started a monthly online journal dedicated to allowing company personnel to put forth their ideas about improving organizational performance. Open to all employees through the firm's website, the journal offers an opportunity to give constructive feedback without revealing one's identity. This is an example of
A) the forced ranking method.
B) a social networking system.
C) a behaviorally anchored rating scale.
D) management by objectives.
E) 360-degree feedback.

Answer: B
Explanation: The technology of social networking services such as Facebook and Twitter has recently been applied in organizational contexts for the purposes of developing and evaluating employee job performance. These types of systems provide performance information that is much more timely, relative to traditional practices that measure performance quarterly or even yearly.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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108) This morning, several people in the marketing department were called by someone at headquarters asking about their coworker Joanna's performance on the job. The man explained that he wanted to get each person's honest assessment of her strengths and weaknesses, and he assured them that they would remain anonymous. Most likely the company is applying the _____ approach to managing employee performance.
A) forced ranking
B) 360-degree feedback
C) management by objectives
D) behaviorally anchored rating scales
E) job analysis

Answer: B
Explanation: The 360-degree feedback approach involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviors. These other sources of performance information typically include the employee's subordinates, peers, and customers. With the exception of the supervisor's ratings, the ratings are combined so that the raters can remain anonymous to the employee.
Difficulty: 3 Hard
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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109) Define job performance. Does it involve results, such as the dollar value of sales? Why or why not?

Answer: Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. This definition of job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance. You might be tempted to believe it is more appropriate to define performance in terms of results rather than behaviors. However, using results as the primary indicator of job performance creates potential problems. First, employees contribute to their organization in ways that go beyond bottom-line results. Second, there is evidence that managers' focus on bottom-line results can create a bottom-line mentality among employees, which in turn, results in social undermining. Third, results are often influenced by factors that are beyond the employees' control—product quality, competition, equipment, technology, budget constraints, coworkers, and supervisors, just to name a few. Fourth, results do not tell you how to reverse a "bad year." That is, performance feedback based on results does not provide people with the information they need to improve their behavior.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-01 What is job performance?
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110) Define task performance and explain its dimensions. Give examples.

Answer: Student examples will vary but should demonstrate an understanding of the various types of task performance. A sample answer follows.

Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Put differently, task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. It includes:

Routine task performance involves well-known responses to demands that occur in a normal, routine, and predictable way. For example, an accountant's job involves routine task performance.

Adaptive task performance involves employee responses to task demands that are novel, adaptive, unusual, and unpredictable. Examples of adaptive task performance include handling emergencies and crises.

Creative task performance refers to the degree to which individuals develop ideas or physical outcomes that are both novel and useful. An example of creative task performance is developing breakthrough products.
Difficulty: 2 Medium
Topic: Task performance
Learning Objective: 02-02 What is task performance?
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111) Define job analysis, explain its importance in determining job performance, and list the basic steps involved in job analysis.

Answer: Job analysis is a process used to identify task behaviors. It helps in deciding the most important parameters for measuring employee performance. Although there are many different ways to conduct a job analysis, most boil down to three steps. First, a list of the activities involved in a job is generated. This list generally results from data from several sources, including observations, surveys, and interviews of employees. Second, each activity on this list is rated by "subject matter experts," according to things like the importance and frequency of the activity. Subject matter experts generally have experience performing the job or managing the job and therefore are in a position to judge the importance of specific activities to the organization. Third, the activities that are rated highly in terms of their importance and frequency are retained and used to define task performance. Those retained behaviors then find their way into training programs as learning objectives and into performance evaluation systems as measures to evaluate task performance.
Difficulty: 2 Medium
Topic: Job analysis
Learning Objective: 02-03 How do organizations identify the behaviors that underlie task performance?
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112) Define citizenship behavior and discuss its categories and subcategories. Give examples.

Answer: Student examples will vary but should demonstrate an understanding of the varieties of citizenship behavior. A sample answer follows.

The two types of citizenship behavior are interpersonal and organizational.

Interpersonal citizenship behavior includes all those behaviors that benefit coworkers and colleagues. These involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations. Subcategories include the following:

- Helping: assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.
- Courtesy: keeping coworkers informed about matters that are relevant to them.
- Sportsmanship: maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times.

Organizational citizenship behavior includes behaviors that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it. Subcategories include the following:

- Voice: speaking up and offering constructive suggestions for change.
- Civic virtue: participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.
- Boosterism: representing the organization in a positive way when out in public, away from the office, and away from work.

Difficulty: 3 Hard
Topic: Citizenship
Learning Objective: 02-04 What is citizenship behavior?
Bloom's: Apply
AACSB: Analytical Thinking
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113) Explain counterproductive behavior, as well as the various categories and subcategories. Provide examples of each.

Answer: Student answers and examples will vary but should demonstrate an understanding of counterproductive behavior in general and the specific categories of counterproductive behavior in particular. A sample answer follows.

Counterproductive behavior is defined as employee behaviors that intentionally hinder organizational goal accomplishment. It is divided into four categories: minor and serious interpersonal and organizational counterproductive behavior.

Political deviance, or minor interpersonal counterproductive behavior, intentionally disadvantages other individuals rather than the organization as a whole. It includes gossiping (casual conversations about other people in which the facts are not confirmed as true) and incivility (communication that is rude, impolite, discourteous, and lacking in good manners).

Personal aggression, or serious interpersonal counterproductive behavior, is defined as hostile verbal and physical actions directed toward other employees. It includes harassment (unwanted physical contact or verbal remarks from a colleague) and abuse (assault or endangerment in such a way that physical and psychological injuries may occur).

Production deviance, or minor organizational counterproductive behavior, focuses specifically on the reduction of the efficiency of the work output. It includes wasting resources, the most common form of production deviance, whereby employees use too many materials or too much time to do too little work; and substance abuse, involving abuse of drugs or alcohol while on the job or shortly before coming to work.

Property deviance, or serious organizational counterproductive behavior, harms the organization's assets and possessions. It includes sabotage (the purposeful destruction of physical equipment, organizational processes, or company products) and theft (the intentional removal of an organization's tangible or intangible property).
Difficulty: 3 Hard
Topic: Counterproductive behavior
Learning Objective: 02-05 What is counterproductive behavior?
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114) Describe some of the trends that affect job performance in the contemporary workplace.

Answer: Most notable among these trends are the decline of physical, industrial jobs and the rise of cognitive, service jobs.

Today, statistics from the U.S. Department of Labor confirm that knowledge work is becoming more prevalent than jobs involving physical activity. It requires employees to engage in cognitive work, applying theoretical and analytical knowledge acquired through formal education and continuous learning. In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature.

One of the largest and fastest growing sectors in the economy is not in industries that produce goods, but rather in industries that provide services. Service work, or work that provides nontangible goods to customers through direct electronic, verbal, or physical interaction, accounts for a large part of the economic activity in the United States. Examples of service work include retail jobs, customer service representatives, and food service workers.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

115) Given the increase in service jobs, explain the implications for job performance.

Answer: The increase in service jobs has a number of implications for job performance. For example, the costs of bad task performance are more immediate and more obvious. When customer service representatives do their job duties poorly, the customer is right there to notice. That failure cannot be hidden or corrected by other employees chipping in before it is too late. In addition, service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior. If service employees refuse to help one another or maintain good sportsmanship, or if they gossip and insult one another, those negative emotions get transmitted to the customer during the service encounter. Maintaining a positive work environment therefore becomes even more vital.
Difficulty: 2 Medium
Topic: Job performance
Learning Objective: 02-06 What workplace trends are affecting job performance in today's organizations?
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116) Briefly discuss the four types of job performance management techniques.

Answer: Four of the most representative practices used to manage employee performance are management by objectives, behaviorally anchored rating scales, 360-degree feedback, and forced ranking.

Management by objectives (MBO) refers to a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals. Typically, employees meets with their managers to develop a set of mutually agreed-upon objectives that are measurable and specific. In addition, employees and their managers agree on the time period for achieving those objectives and the methods used to do so.

Behaviorally anchored rating scales (BARS) measure performance by directly assessing job performance behaviors. The BARS approach uses critical incidents (short descriptions of effective and ineffective behaviors) on a measurement instrument that managers can use to evaluate employee performance.

The 360-degree feedback technique is a performance evaluation approach that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge (subordinates, peers, customers) about the employee's performance behaviors.

Forced ranking involves evaluations that make clear distinctions among employees in terms of their job performance. Forced ranking refers to Jack Welch's "vitality curve" that forces managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players).
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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117) Explain the forced ranking method using Jack Welch's "vitality curve." How successful is it as a performance management technique?

Answer: Former General Electric chairman and CEO Jack Welch's "vitality curve" forces managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players). The A players are thought to possess "the four Es of GE leadership" (very high *energy* levels, the ability to *energize* others around common goals, the *edge* to make tough yes-and-no decisions, and finally the ability to consistently *execute* and deliver on their promises). The B players are the focus of development. According to Welch, B players are the backbone of the company but lack the passion of As. The C players are employees who cannot get the job done and should be let go.

There are some important limitations to this system of performance management. For example, some believe the system is inherently unfair because it forces managers to give bad evaluations to employees who may be good performers, just to reach a pre-established percentage. Also, employees may become competitive with one another to avoid finding themselves in a lower category, or they may avoid stepping outside the bounds of routine task behaviors for fear of standing out or making a mistake. For these reasons, organizations today (including GE) have moved away from performance management systems that rely upon forced ranking of employees.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
Bloom's: Understand
AACSB: Knowledge Application
Accessibility: Keyboard Navigation

118) Discuss the use of social networking for performance management.

Answer: Social networking technology has recently been applied in organizational contexts to develop and evaluate employee job performance. Although the effectiveness of social networking applications for performance evaluation and employee development purposes has not been studied scientifically, there are some advantages that make us believe that they will grow in popularity. For example, these types of systems provide performance information that is much more timely, relative to traditional practices that measure performance quarterly or even yearly. Although it might be unpleasant to learn from your peers that a presentation you gave was boring, it is much better than giving 50 boring presentations over the course of the year and then getting the news from your boss.
Difficulty: 2 Medium
Topic: Evaluating performance
Learning Objective: 02-07 How can organizations use job performance information to manage employee performance?
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