

## c2

*Student:* \_\_\_\_\_

1. Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

True False

2. The National Occupational Classification (NOC) is an online Canadian government database that describes the unique task requirements that separate the most effective organizations from their competitors.

True False

3. Citizenship behaviours have a positive effect on work units and organizations.

True False

4. Political deviance refers to behaviours that intentionally harm the organization's assets and possessions.

True False

5. Wasting resources is the most common form of production deviance.

True False

6. Fortunately, people who engage in one form of counterproductive behaviour do not usually engage in other forms.

True False

7. Sometimes the best task performers are also the employees who engage in high levels of counterproductive behaviour.

True False

8. In addition to being more cognitive, knowledge-based work tends to be more structured and routine in nature.

True False

9. Feedback from BARS can help an employee develop and improve over time.

True False

10. Despite its popularity, 360 degree feedback is not well suited for developing employee talent.

True False

11. Task performance is formally defined as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.

True False

12. Job performance includes employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

True False

13. Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

True False

14. The first step in conducting a job analysis is to generate a list of all the activities involved in a job.

True False

15. The National Occupational Classification (NOC) organizes over 30,000 job titles into 520 occupational group descriptions.

True False

16. An example of exceptional performance was demonstrated by the pilot of Flight 1549 when he decided to land in the Hudson River, saving all 150 passengers and crew.

True False

17. Courtesy involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

True False

18. Sportsmanship involves assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.

True False

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

True False

20. Boosterism involves speaking up and offering constructive suggestions for change.

True False

21. Counterproductive behaviour is defined as employee behaviours that unintentionally hinder organizational goal accomplishment.

True False

22. Substance abuse is a form of political deviance.

True False

23. Production deviance refers to behaviours that intentionally disadvantage the larger organization rather than other individuals.

True False

24. Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners.

True False

25. Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

True False

26. BARS emphasize the results of job performance as much as it does the performance behaviours themselves.

True False

27. 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 behaviours.

True False

28. Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance.

True False

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

True False

30. Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance.

True False

31. It is important to know which behaviours are relevant to job performance.

True False

32. The term "results" or "job performance results" is used to describe the outcomes associated with performance behaviours.

True False

33. Evan's daily work can be described as routine task performance.

True False

34. The value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment is known as:

A. job commitment

B. motivation

C. job satisfaction

D. job performance

E. organizational commitment

35. Employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, is known as:
- A. task performance
  - B. citizenship behaviour
  - C. counterproductive behaviour
  - D. job withdrawal
  - E. organizational commitment
36. The explicit obligations that an employee must fulfill to receive compensation and continued employment is known as:
- A. job withdrawal
  - B. citizenship behaviour
  - C. organizational commitment
  - D. task performance
  - E. counterproductive behaviour
37. For an accountant, preparing, examining, and analyzing accounting records for accuracy and completeness is most likely an example of:
- A. job withdrawal
  - B. task performance
  - C. counterproductive behaviour
  - D. citizenship behaviours
  - E. organizational commitment
38. Riya is an advertising executive at Mountain City Advertising. For Riya, developing advertising campaigns and preparing and delivering presentations to clients are most likely examples of:
- A. organizational commitment
  - B. job withdrawal
  - C. citizenship behaviours
  - D. counterproductive behaviour
  - E. task performance
39. Well-known responses to normal job demands that occur in a predictable way are known as:
- A. job withdrawal
  - B. adaptive task performance
  - C. counterproductive behaviour
  - D. routine task performance
  - E. citizenship behaviour

40. For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of:
- A. counterproductive behaviour
  - B. adaptive task performance
  - C. job withdrawal
  - D. citizenship behaviour
  - E. routine task performance
41. An employee's response to job demands that are novel, unusual, or unpredictable is known as:
- A. job withdrawal
  - B. adaptive task performance
  - C. counterproductive behaviour
  - D. routine task performance
  - E. citizenship behaviour
42. For a kindergarten teacher, assisting her twenty-one students out of a smoke-filled elementary school is an example of:
- A. citizenship behaviour
  - B. routine task performance
  - C. job withdrawal
  - D. counterproductive behaviour
  - E. adaptive task performance
43. What is the concept that is described as ideals of physical outcomes that are both novel and useful?
- A. job withdrawal
  - B. adaptive task performance
  - C. creative task performance
  - D. citizenship behaviour
  - E. routine task performance
44. All of these are behaviours involved in adaptability except:
- A. handling work stress
  - B. solving problems creatively
  - C. handling emergencies
  - D. performing daily rituals
  - E. demonstrating interpersonal adaptability

45. A job analysis consists of which of the following?

- A. listing all job activities
- B. consulting with a subject matter expert as to the frequency of all job activities
- C. consulting with a subject matter expert as to the importance of all job activities
- D. activities rated highly in terms of frequency and importance are used to define task performance
- E. All of the answers

46. The Canadian government database used to identify job titles and occupational group descriptions is known as:

- A. Behavioural Anchored Ratings Scale Network
- B. Job Analysis Network
- C. National Occupational Classification
- D. Job and Occupation Bank
- E. all of the answers

47. Relatively discretionary activities that contribute to the organization by improving the overall quality of the setting in which work takes place, is known as:

- A. job withdrawal
- B. adaptive task performance
- C. counterproductive behaviour
- D. citizenship behaviour
- E. routine task performance

48. Citizenship behaviours can be divided into the two main categories of:

- A. intrapersonal and organizational
- B. interpersonal and intrapersonal
- C. organizational and political
- D. interpersonal and political
- E. interpersonal and organizational

49. Interpersonal citizenship behaviours consist of:

- A. helping, performance, kindness
- B. courtesy, competitiveness, performance
- C. sportsmanship, kindness, competitiveness
- D. helping, courtesy, and sportsmanship
- E. none of the answer choices is correct

50. Interpersonal citizenship behaviour includes which of the following activities?

- A. Voice
- B. Civic virtue
- C. Sportsmanship
- D. Boosterism
- E. All of the answers

51. Which of these behaviours benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?

- A. Intrapersonal citizenship behaviour
- B. Interpersonal citizenship behaviour
- C. Organizational citizenship behaviour
- D. Production citizenship behaviour
- E. Political citizenship behaviour

52. Don always maintains a good attitude with coworkers even when the department is going through tough times. Don is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

53. Suzy keeps the other employees in her department informed about various issues that are relevant to them. Suzy is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

54. \_\_\_\_\_ refers to keeping coworkers informed about matters that are relevant to them.

- A. Sportsmanship
- B. Civic virtue
- C. Boosterism
- D. Helping
- E. Courtesy



55. Which of these involves maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

56. Organizational citizenship behaviours consist of which of these?

- A. Civic virtue, Performance, Competitiveness
- B. Boosterism, Voice, Performance
- C. Voice virtue, Performance, Kindness
- D. Civic virtue, Voice, Boosterism
- E. None of the answer choices is correct

57. Organizational citizenship behaviours consist of:

- A. voice
- B. courtesy
- C. sportsmanship
- D. helping
- E. all of these

58. Yan speaks up and offers constructive suggestions about how to change the operations of her department. Yan is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

59. James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

60. Elizabeth seems like a cheerleader for Villa Italiano as she represents the organization in a positive way when she's away from work. Elizabeth could be viewed as demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

61. \_\_\_\_\_ refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping with organizational announcements, and keeping abreast of business news that affect the company.

- A. Civic virtue
- B. Helping
- C. Voice
- D. Boosterism
- E. Sportsmanship

62. \_\_\_\_\_ means representing the organization in a positive way when out in public, away from work.

- A. Sportsmanship
- B. Boosterism
- C. Helping
- D. Voice
- E. Civic virtue

63. Which of these is true about research conducted on citizenship behaviour in a paper mill?

- A. The quantity but not quality of crew output was higher in crews that included more good citizens
- B. The quality but not quantity of crew output was higher in crews that included more good citizens
- C. The quantity and quality of crew output was higher in crews that included more good citizens
- D. Unfortunately, higher levels of citizenship behaviour produced more food waste and greater customer complaints in the restaurant study
- E. Citizenship behaviours were not relevant to performance in the paper mills

64. Which of these has been shown to have a positive impact on workgroups and organizations?

- A. Citizenship behaviours
- B. Counterproductive behaviours
- C. Personal aggression
- D. Property deviance
- E. Political deviance

65. Employee behaviours that intentionally hinder organizational goal accomplishment are known as:

- A. task performance
- B. citizenship behaviours
- C. counterproductive behaviour
- D. job withdrawal
- E. organizational commitment

66. Behaviours that intentionally harm the organization's assets and possessions are known as:

- A. production deviance
- B. political deviance
- C. property deviance
- D. personal aggression
- E. none of the answers

67. At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaffeinated beans in bags of regular beans and vice versa. This created serious customer service issues and the company lost major accounts. The action of the employees at ABC can be described as:

- A. theft
- B. incivility
- C. wasting resources
- D. sabotage
- E. political deviance

68. Counterproductive behaviours can be divided into the main categories of:

- A. political deviance
- B. personal aggression
- C. property deviance
- D. production deviance
- E. all the answers

69. Which of these behaviours is included in the "serious category" of organizational counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. All of the answers

70. Which of these behaviours is included in the "serious" category of interpersonal counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. None of the answers

71. Which of these behaviours is included in the "minor" category of organizational counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. None of the answers

72. Which of these behaviours is included in the "minor" category of interpersonal counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. All of the answers

73. Which of these behaviours are considered to be production deviance?

- A. Wasting resources and substance abuse
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Interpersonal and organizational

74. Which of these behaviours are considered to be property deviance?

- A. Interpersonal and organizational
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Wasting resources and substance abuse

75. Which of these behaviours are considered to be political deviance?

- A. Harassment and abuse
- B. Interpersonal and organizational
- C. Gossiping and incivility
- D. Wasting resources and substance abuse
- E. Sabotage and theft

76. Which of these behaviours are considered to be personal aggression?

- A. Wasting resources and substance abuse
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Interpersonal and organizational

77. The cost of counterproductive behaviours in the restaurant industry is estimated to be \_\_\_\_\_ percent of revenues per year.

- A. 2-3
- B. 8-10
- C. 15-20
- D. 25
- E. At least 50

78. Research has shown that up to \_\_\_\_\_ of all employees have engaged in counterproductive behaviours such as theft.

- A. 25
- B. 50
- C. 75
- D. 90
- E. 10

79. Behaviours that focus specifically on reducing the efficiency of work output are known as:

- A. Political deviance
- B. Property deviance
- C. Personal aggression
- D. Personal assertion
- E. Production deviance

80. \_\_\_\_\_ is the most common form of production deviance.

- A. Theft
- B. Incivility
- C. Wasting resources
- D. Sabotage
- E. Harassment

81. Edward is one of the four administrative assistant in the College of Business at Teach International University. Unfortunately, he accomplishes less than one-third the work as compared to the other assistants because he purposely works slowly, and he takes way too many breaks. Edward seems to be engaging in which of these counterproductive behaviours?

- A. Incivility
- B. Wasting resources
- C. Harassment
- D. Theft
- E. Sabotage

82. Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviours?

- A. Production deviance
- B. Incivility
- C. Property deviance
- D. Personal aggression
- E. None of the answers

83. Behaviours that intentionally disadvantage other individuals rather than the larger organization are known as \_\_\_\_\_.

- A. Theft
- B. Incivility
- C. Wasting resources
- D. Sabotage
- E. Political deviance

84. Allison loves to be "in the know" and carries on casual conversations about other people in which the facts are not confirmed. Allison is demonstrating which type of counterproductive behaviour?

- A. Substance abuse
- B. Wasting resources
- C. Political deviance
- D. Personal aggression
- E. Gossiping

85. Ricardo has dinner with one of the company's most important clients. The client calls Ricardo's boss the next day to complain that Ricardo was discourteous, impolite, and rude the evening before. Ricardo is demonstrating which type of counterproductive behaviour?

- A. Substance abuse
- B. Wasting resources
- C. Incivility
- D. Personal aggression
- E. Gossiping

86. Behaviour that involves verbal hostility and physical altercations directed toward other employees is known as:

- A. theft
- B. incivility
- C. personal aggression
- D. sabotage
- E. political deviance

87. Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behaviour is an example of which type of counterproductive behaviour?

- A. Substance abuse
- B. Harassment
- C. Incivility
- D. Productive aggression
- E. Gossiping

88. Which of the following is **false** about counterproductive behaviours?

- A. People who engage in one form of counterproductive behaviour also tend to engage in other forms of counterproductive behaviour
- B. Counterproductive behaviour is relevant to any job
- C. There is a strong positive correlation between task performance and counterproductive behaviour
- D. Counterproductive behaviours tend to represent a pattern of behaviour rather than isolated incidents
- E. Sometimes the best task performers are the ones who can best get away with counterproductive actions

89. There is \_\_\_\_\_ correlation between task performance and counterproductive behaviour.

- A. a weak negative
- B. a weak positive
- C. a strong negative
- D. a strong positive
- E. none of the answers

90. Two kinds of task performance include

- A. interpersonal and organizational
- B. creative and adaptive
- C. property and production
- D. political and personal
- E. citizenship and counterproductive

91. The management technique that assesses an employee's performance by directly assessing job performance behaviours is known as

- A. behaviourally anchored rating scales
- B. management by objectives
- C. 360 degree feedback
- D. hovering
- E. none of the answers

92. The short descriptions of effective and ineffective behaviours used to create an employee performance measurement instrument that managers can use to evaluate employee behaviour are known as

- A. 360 degree feedback
- B. management by objectives
- C. critical incidents
- D. task mandates
- E. none of the answers

93. The management technique that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviours is known as

- A. behaviourally anchored rating scales
- B. management by objectives
- C. 360 degree feedback
- D. hovering
- E. none of the above answer choices is correct



94. **Scenario: Family Dentistry, Inc.**

— Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

Amanda, Bianca, and Carol's contribute most directly to the business goals of the Family Dentistry practice through their \_\_\_\_\_.

- A. civic task performance
- B. routine task performance
- C. interpersonal task performance
- D. intrapersonal task performance
- E. adaptive task performance

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Dr. Devon contributes most directly to the business goals of the Family Dentistry through \_\_\_\_\_.

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- B. routine task performance
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The three hygienists' interact with one another in a manner that reflects high levels of \_\_\_\_\_.

- A. boosterism
- B. interpersonal citizenship behaviour
- C. routine task performance
- D. adaptive task performance
- E. organizational citizenship behaviour

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Amanda's activities during her personal time can be described as which of these citizenship behaviours?

- A. Counterproductive behaviour
- B. Boosterism
- C. Civic virtue
- D. Sportsmanship
- E. Voice

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Carol exhibits which of these citizenship behaviours?

- A. voice
- B. sportsmanship
- C. civic virtue
- D. boosterism
- E. political deviance

99. **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Neal appears to be exhibiting which of these behaviours?

- A. Sportsmanship
- B. Political deviance
- C. Personal aggression
- D. Boosterism
- E. Civic virtue

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Jerome's exhibited which of these behaviours?

- A. Production deviance
- B. Personal aggression
- C. Property deviance
- D. Political deviance
- E. Boosterism

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Laura's work can be best described as

- A. routine task performance
- B. political deviance
- C. production deviance
- D. adaptive task performance
- E. personal aggression

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Cindy's behaviour can be classified as which of these?

- A. Property deviance
- B. Personal aggression
- C. Boosterism
- D. Political deviance
- E. Production deviance

103. **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Shawn's behaviour can be categorized as which of these?

- A. Production deviance
- B. Personal aggression
- C. Property deviance
- D. Political deviance
- E. Boosterism

104. Watching an expressionless flight attendant robotically demonstrate how to insert the seatbelt tongue into the seatbelt buckle before the flight takes off is an example of:

- A. job withdrawal.
- B. adaptive task performance.
- C. routine task performance.
- D. counterproductive behaviour.
- E. citizenship behaviour.

105. Which of the following behaviours involved in adaptability deals with anticipating change in the work demands and searching for and participating in assignments or training to prepare for these changes?

- A. Handling work stress.
- B. Solving problems creatively.
- C. Dealing with uncertain and unpredictable work situations.
- D. Learning work tasks, technologies, and work situations.
- E. Demonstrating interpersonal adaptability.

106. Which of the following statements about the National Occupational Classification (NOC) database is false?

- A. It captures the "numerous small decisions" that separate the most effective organizations from their competitors.
- B. It is an online database.
- C. It represents only the first step in figuring out the important tasks for a given job.
- D. It provides a description of occupational groups.
- E. It enables people to compile, analyze, and communicate information about occupations.

107. Nicole always makes time to assist coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job. Nicole is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

108. Rachel reacts to bad rules or policies by constructively trying to change them, instead of passively complaining about them. Rachel is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Sportsmanship
- C. Voice
- D. Civic virtue
- E. Boosterism

109. Helen regularly participates in her company's operations at a deeper-than-normal level by attending voluntary meetings and functions. Helen is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Civic virtue
- C. Sportsmanship
- D. Voice
- E. Boosterism

110. George works for a restaurant. He always says good things about the restaurant when talking to his friends and keeps any "kitchen horror stories" to himself. George is demonstrating which type of citizenship behaviour?

- A. Civic virtue
- B. Helping
- C. Voice
- D. Boosterism
- E. Sportsmanship

111. Ronald who works as a cable operator for a Cable company cuts television cables serving as many as a million people. Ronald is involved in:

- A. sabotage.
- B. incivility.
- C. wasting resources.
- D. theft.
- E. political deviance.

112. Which of the following is a serious organizational counterproductive behaviour?

- A. Incivility
- B. Harassment
- C. Theft
- D. Substance abuse
- E. Wasting resources

113. Which of the following is a serious interpersonal counterproductive behaviour?

- A. Abuse
- B. Sabotage
- C. Incivility
- D. Substance abuse
- E. Wasting resources

114. Which of the following behaviours is a minor organizational counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Gossiping
- E. Wasting resources

115. Which of the following behaviours is a minor interpersonal counterproductive behaviour?

- A. Sabotage
- B. Gossiping
- C. Harassment
- D. Substance abuse
- E. Wasting resources

116. If employees abuse alcohol while on the job, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately. Such employees are engaging in which of the following counterproductive behaviours?

- A. Theft
- B. Production deviance
- C. Wasting resources
- D. Sabotage
- E. Political deviance

117. Which of the following represents communication that is rude, impolite, discourteous, and lacking in good manners?

- A. Substance abuse
- B. Incivility
- C. Wasting resources
- D. Personal aggression
- E. Gossiping

118. Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?

- A. Harassment
- B. Substance abuse
- C. Incivility
- D. Productive aggression
- E. Gossiping



119. Which of the following occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur?

- A. Substance abuse
- B. Theft
- C. Incivility
- D. Abuse
- E. Gossiping

120. A BARS approach might use critical incidents to create response anchors, ranging from 1-5 where 5 indicates:

- A. unwilling to accept changes.
- B. poor adaptive performance.
- C. excellent adaptive performance.
- D. able to make changes with average amount of instruction.
- E. requires persuasion and supervision to make changes.

121. Which of the following bases an employee's evaluations on whether the employee achieves specific performance goals?

- A. Behaviourally anchored rating scales
- B. Management by objectives
- C. 360 degree feedback
- D. Benchmarking
- E. Behavioural observation scales

122. Which of the following individuals would not provide input to a 360-degree feedback approach?

- A. Supervisors
- B. Shareholders
- C. Co-workers
- D. Subordinates
- E. Customers

123. Which of the following concepts refers to a performance management system in which managers rank subordinates relative to one another?

- A. Behaviourally anchored rating scales
- B. Forced ranking
- C. 360 degree feedback
- D. Benchmarking
- E. Critical incidents

124. Which of the following is a social networking system used to appraise employee performance?

- A. Linked-In
- B. Facebook
- C. My space
- D. Instagram
- E. You Tube

125. Define job performance and identify and explain its dimensions.

126. Define task performance and identify and explain its dimensions.

127. Define job analysis and identify and explain the basic steps involved in completing one.

128. Identify the dimensions of citizenship behaviours and identify and explain three examples of each.

129. Identify the dimensions of counterproductive behaviour and identify and explain two examples of each.

130. Identify and explain four job performance management techniques.

## c2 Key

1. (p. 28) Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment.

**TRUE**

*Colquitt - Chapter 02 #1*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

2. (p. 32) The National Occupational Classification (NOC) is an online Canadian government database that describes the unique task requirements that separate the most effective organizations from their competitors.

**FALSE**

*Colquitt - Chapter 02 #2*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

3. (p. 35) Citizenship behaviours have a positive effect on work units and organizations.

**TRUE**

*Colquitt - Chapter 02 #3*

*Difficulty: Easy*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

4. (p. 38) Political deviance refers to behaviours that intentionally harm the organization's assets and possessions.

**FALSE**

*Colquitt - Chapter 02 #4*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

5. (p. 38) Wasting resources is the most common form of production deviance.

**TRUE**

*Colquitt - Chapter 02 #5*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

6. (p. 38) Fortunately, people who engage in one form of counterproductive behaviour do not usually engage in other forms.

**FALSE**

*Colquitt - Chapter 02 #6*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

7. (p. 38) Sometimes the best task performers are also the employees who engage in high levels of counterproductive behaviour.

**TRUE**

*Colquitt - Chapter 02 #7*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

8. (p. 29) In addition to being more cognitive, knowledge-based work tends to be more structured and routine in nature.

**FALSE**

*Colquitt - Chapter 02 #8*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

9. (p. 42) Feedback from BARS can help an employee develop and improve over time.

**TRUE**

*Colquitt - Chapter 02 #9*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

10. (p. 42-43) Despite its popularity, 360 degree feedback is not well suited for developing employee talent.

**FALSE**

*Colquitt - Chapter 02 #10*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

11. (p. 28) Task performance is formally defined as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.

**FALSE**

*Colquitt - Chapter 02 #11*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

12. (p. 28) Job performance includes employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.

**FALSE**

*Colquitt - Chapter 02 #12*

*Difficulty: Easy*

*Learning Objective: 02-01 What is job performance?*

13. (p. 28) Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable.

**FALSE**

*Colquitt - Chapter 02 #13*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

14. (p. 31) The first step in conducting a job analysis is to generate a list of all the activities involved in a job.

**TRUE**

*Colquitt - Chapter 02 #14*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

15. (p. 32) The National Occupational Classification (NOC) organizes over 30,000 job titles into 520 occupational group descriptions.

**TRUE**

*Colquitt - Chapter 02 #15*

*Difficulty: Easy*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

16. (p. 33) An example of exceptional performance was demonstrated by the pilot of Flight 1549 when he decided to land in the Hudson River, saving all 150 passengers and crew.

**TRUE**

*Colquitt - Chapter 02 #16*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

17. (p. 34) Courtesy involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times.

**FALSE**

*Colquitt - Chapter 02 #17*

*Difficulty: Easy*

*Learning Objective: 02-04 What is citizenship behaviour?*

18. (p. 34) Sportsmanship involves assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.

**FALSE**

*Colquitt - Chapter 02 #18*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

19. (p. 34) Organizational citizenship behaviours benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it.

**TRUE**

*Colquitt - Chapter 02 #19*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

20. (p. 35) Boosterism involves speaking up and offering constructive suggestions for change.

**FALSE**

*Colquitt - Chapter 02 #20*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

21. (p. 35) Counterproductive behaviour is defined as employee behaviours that unintentionally hinder organizational goal accomplishment.

**FALSE**

*Colquitt - Chapter 02 #21*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

22. (p. 38) Substance abuse is a form of political deviance.

**FALSE**

*Colquitt - Chapter 02 #22*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

23. (p. 38) Production deviance refers to behaviours that intentionally disadvantage the larger organization rather than other individuals.

**FALSE**

*Colquitt - Chapter 02 #23*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

24. (p. 38) Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners.

**FALSE**

*Colquitt - Chapter 02 #24*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

25. (p. 38) Personal aggression is defined as hostile verbal and physical actions directed toward other employees.

**TRUE**

*Colquitt - Chapter 02 #25*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*



26. (p. 42) BARS emphasize the results of job performance as much as it does the performance behaviours themselves.

**FALSE**

*Colquitt - Chapter 02 #26*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

27. (p. 42) 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 behaviours.

**FALSE**

*Colquitt - Chapter 02 #27*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

28. (p. 42-43) Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance.

**FALSE**

*Colquitt - Chapter 02 #28*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

29. (p. 29) Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

**TRUE**

*Colquitt - Chapter 02 #29*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

30. (p. 42-43) Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance.

**FALSE**

*Colquitt - Chapter 02 #30*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

31. (p. 28) It is important to know which behaviours are relevant to job performance.

**TRUE**

*Colquitt - Chapter 02 #31*

*Difficulty: Moderate*

*Learning Objective: 02-01 What is job performance?*

32. (p. 28) The term "results" or "job performance results" is used to describe the outcomes associated with performance behaviours.

**TRUE**

*Colquitt - Chapter 02 #32*

*Difficulty: Moderate*

*Learning Objective: 02-01 What is job performance?*

33. (p. 28) Evan's daily work can be described as routine task performance.

**TRUE**

*Colquitt - Chapter 02 #33*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

34. (p. 28) The value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment is known as:

A. job commitment

B. motivation

C. job satisfaction

**D.** job performance

E. organizational commitment

*Colquitt - Chapter 02 #34*

*Difficulty: Easy*

*Learning Objective: 02-01 What is job performance?*

35. (p. 28) Employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, is known as:

- A.** task performance
- B. citizenship behaviour
- C. counterproductive behaviour
- D. job withdrawal
- E. organizational commitment

*Colquitt - Chapter 02 #35*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

36. (p. 28) The explicit obligations that an employee must fulfill to receive compensation and continued employment is known as:

- A. job withdrawal
- B. citizenship behaviour
- C. organizational commitment
- D.** task performance
- E. counterproductive behaviour

*Colquitt - Chapter 02 #36*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

37. (p. 28) For an accountant, preparing, examining, and analyzing accounting records for accuracy and completeness is most likely an example of:

- A. job withdrawal
- B.** task performance
- C. counterproductive behaviour
- D. citizenship behaviours
- E. organizational commitment

*Colquitt - Chapter 02 #37*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

38. (p. 28) Riya is an advertising executive at Mountain City Advertising. For Riya, developing advertising campaigns and preparing and delivering presentations to clients are most likely examples of:

- A. organizational commitment
- B. job withdrawal
- C. citizenship behaviours
- D. counterproductive behaviour
- E. task performance**

*Colquitt - Chapter 02 #38*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

39. (p. 28) Well-known responses to normal job demands that occur in a predictable way are known as:

- A. job withdrawal
- B. adaptive task performance
- C. counterproductive behaviour
- D. routine task performance**
- E. citizenship behaviour

*Colquitt - Chapter 02 #39*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

40. (p. 28) For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of:

- A. counterproductive behaviour
- B. adaptive task performance
- C. job withdrawal
- D. citizenship behaviour
- E. routine task performance**

*Colquitt - Chapter 02 #40*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

41. (p. 29) An employee's response to job demands that are novel, unusual, or unpredictable is known as:

- A. job withdrawal
- B. adaptive task performance**
- C. counterproductive behaviour
- D. routine task performance
- E. citizenship behaviour

*Colquitt - Chapter 02 #41*

*Difficulty: Easy*

*Learning Objective: 02-02 What is task performance?*

42. (p. 29) For a kindergarten teacher, assisting her twenty-one students out of a smoke-filled elementary school is an example of:
- A. citizenship behaviour
  - B. routine task performance
  - C. job withdrawal
  - D. counterproductive behaviour
  - E.** adaptive task performance

*Colquitt - Chapter 02 #42*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

43. (p. 29) What is the concept that is described as ideals of physical outcomes that are both novel and useful?
- A. job withdrawal
  - B. adaptive task performance
  - C.** creative task performance
  - D. citizenship behaviour
  - E. routine task performance

*Colquitt - Chapter 02 #43*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

44. (p. 30) All of these are behaviours involved in adaptability except:
- A. handling work stress
  - B. solving problems creatively
  - C. handling emergencies
  - D.** performing daily rituals
  - E. demonstrating interpersonal adaptability

*Colquitt - Chapter 02 #44*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

45. (p. 31) A job analysis consists of which of the following?
- A. listing all job activities
  - B. consulting with a subject matter expert as to the frequency of all job activities
  - C. consulting with a subject matter expert as to the importance of all job activities
  - D. activities rated highly in terms of frequency and importance are used to define task performance
  - E.** All of the answers

*Colquitt - Chapter 02 #45*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

46. (p. 32) The Canadian government database used to identify job titles and occupational group descriptions is known as:

- A. Behavioural Anchored Ratings Scale Network
- B. Job Analysis Network
- C. National Occupational Classification**
- D. Job and Occupation Bank
- E. all of the answers

*Colquitt - Chapter 02 #46*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

47. (p. 33) Relatively discretionary activities that contribute to the organization by improving the overall quality of the setting in which work takes place, is known as:

- A. job withdrawal
- B. adaptive task performance
- C. counterproductive behaviour
- D. citizenship behaviour**
- E. routine task performance

*Colquitt - Chapter 02 #47*

*Difficulty: Easy*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

48. (p. 34) Citizenship behaviours can be divided into the two main categories of:

- A. intrapersonal and organizational
- B. interpersonal and intrapersonal
- C. organizational and political
- D. interpersonal and political
- E. interpersonal and organizational**

*Colquitt - Chapter 02 #48*

*Difficulty: Easy*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

49. (p. 33) Interpersonal citizenship behaviours consist of:

- A. helping, performance, kindness
- B. courtesy, competitiveness, performance
- C. sportsmanship, kindness, competitiveness
- D. helping, courtesy, and sportsmanship**
- E. none of the answer choices is correct

*Colquitt - Chapter 02 #49*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

50. (p. 33) Interpersonal citizenship behaviour includes which of the following activities?

- A. Voice
- B. Civic virtue
- C. Sportsmanship**
- D. Boosterism
- E. All of the answers

*Colquitt - Chapter 02 #50*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

51. (p. 33) Which of these behaviours benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes beyond normal job expectations?

- A. Intrapersonal citizenship behaviour
- B. Interpersonal citizenship behaviour**
- C. Organizational citizenship behaviour
- D. Production citizenship behaviour
- E. Political citizenship behaviour

*Colquitt - Chapter 02 #51*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

52. (p. 34) Don always maintains a good attitude with coworkers even when the department is going through tough times. Don is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Courtesy
- C. Sportsmanship**
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #52*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

53. (p. 34) Suzy keeps the other employees in her department informed about various issues that are relevant to them. Suzy is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Courtesy**
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #53*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

54. (p. 34) \_\_\_\_\_ refers to keeping coworkers informed about matters that are relevant to them.

- A. Sportsmanship
- B. Civic virtue
- C. Boosterism
- D. Helping
- E. Courtesy**

*Colquitt - Chapter 02 #54*

*Difficulty: Easy*

*Learning Objective: 02-04 What is citizenship behaviour?*

55. (p. 34) Which of these involves maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times?

- A. Helping
- B. Courtesy
- C. Sportsmanship**
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #55*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

56. (p. 34) Organizational citizenship behaviours consist of which of these?

- A. Civic virtue, Performance, Competitiveness
- B. Boosterism, Voice, Performance
- C. Voice virtue, Performance, Kindness
- D. Civic virtue, Voice, Boosterism**
- E. None of the answer choices is correct

*Colquitt - Chapter 02 #56*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

57. (p. 34) Organizational citizenship behaviours consist of:

- A. voice**
- B. courtesy
- C. sportsmanship
- D. helping
- E. all of these

*Colquitt - Chapter 02 #57*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*



58. (p. 34) Yan speaks up and offers constructive suggestions about how to change the operations of her department. Yan is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice**
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #58*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

59. (p. 34) James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue**
- E. Boosterism

*Colquitt - Chapter 02 #59*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

60. (p. 35) Elizabeth seems like a cheerleader for Villa Italiano as she represents the organization in a positive way when she's away from work. Elizabeth could be viewed as demonstrating which type of citizenship behaviour?

- A. Helping
- B. Voice
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism**

*Colquitt - Chapter 02 #60*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

61. (p. 34) \_\_\_\_\_ refers to participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping with organizational announcements, and keeping abreast of business news that affect the company.

- A.** Civic virtue
- B. Helping
- C. Voice
- D. Boosterism
- E. Sportsmanship

*Colquitt - Chapter 02 #61*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

62. (p. 35) \_\_\_\_\_ means representing the organization in a positive way when out in public, away from work.

- A. Sportsmanship
- B.** Boosterism
- C. Helping
- D. Voice
- E. Civic virtue

*Colquitt - Chapter 02 #62*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

63. (p. 35) Which of these is true about research conducted on citizenship behaviour in a paper mill?

- A. The quantity but not quality of crew output was higher in crews that included more good citizens
- B. The quality but not quantity of crew output was higher in crews that included more good citizens
- C.** The quantity and quality of crew output was higher in crews that included more good citizens
- D. Unfortunately, higher levels of citizenship behaviour produced more food waste and greater customer complaints in the restaurant study
- E. Citizenship behaviours were not relevant to performance in the paper mills

*Colquitt - Chapter 02 #63*

*Difficulty: Difficult*

*Learning Objective: 02-04 What is citizenship behaviour?*

64. (p. 33) Which of these has been shown to have a positive impact on workgroups and organizations?

- A.** Citizenship behaviours
- B. Counterproductive behaviours
- C. Personal aggression
- D. Property deviance
- E. Political deviance

*Colquitt - Chapter 02 #64*

*Difficulty: Easy*

*Learning Objective: 02-04 What is citizenship behaviour?*

65. (p. 35) Employee behaviours that intentionally hinder organizational goal accomplishment are known as:

- A. task performance
- B. citizenship behaviours
- C. counterproductive behaviour**
- D. job withdrawal
- E. organizational commitment

*Colquitt - Chapter 02 #65*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

66. (p. 35) Behaviours that intentionally harm the organization's assets and possessions are known as:

- A. production deviance
- B. political deviance
- C. property deviance**
- D. personal aggression
- E. none of the answers

*Colquitt - Chapter 02 #66*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

67. (p. 35) At ABC Coffee Roasters, employees learned that a few of them will be losing their jobs, and in response, they purposefully started to mix decaffeinated beans in bags of regular beans and vice versa. This created serious customer service issues and the company lost major accounts. The action of the employees at ABC can be described as:

- A. theft
- B. incivility
- C. wasting resources
- D. sabotage**
- E. political deviance

*Colquitt - Chapter 02 #67*

*Difficulty: Difficult*

*Learning Objective: 02-05 What is counterproductive behaviour?*

68. (p. 35-38) Counterproductive behaviours can be divided into the main categories of:

- A. political deviance
- B. personal aggression
- C. property deviance
- D. production deviance
- E. all the answers**

*Colquitt - Chapter 02 #68*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

69. (p. 35) Which of these behaviours is included in the "serious category" of organizational counterproductive behaviour?

- A.** Sabotage
- B. Harassment
- C. Incivility
- D. Substance abuse
- E. All of the answers

*Colquitt - Chapter 02 #69*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

70. (p. 38) Which of these behaviours is included in the "serious" category of interpersonal counterproductive behaviour?

- A. Sabotage
- B.** Harassment
- C. Incivility
- D. Substance abuse
- E. None of the answers

*Colquitt - Chapter 02 #70*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

71. (p. 38) Which of these behaviours is included in the "minor" category of organizational counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D.** Substance abuse
- E. None of the answers

*Colquitt - Chapter 02 #71*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

72. (p. 38) Which of these behaviours is included in the "minor" category of interpersonal counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility**
- D. Substance abuse
- E. All of the answers

*Colquitt - Chapter 02 #72*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

73. (p. 38) Which of these behaviours are considered to be production deviance?

- A. Wasting resources and substance abuse**
- B. Sabotage and theft
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Interpersonal and organizational

*Colquitt - Chapter 02 #73*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

74. (p. 35) Which of these behaviours are considered to be property deviance?

- A. Interpersonal and organizational
- B. Sabotage and theft**
- C. Gossiping and incivility
- D. Harassment and abuse
- E. Wasting resources and substance abuse

*Colquitt - Chapter 02 #74*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

75. (p. 38) Which of these behaviours are considered to be political deviance?

- A. Harassment and abuse
- B. Interpersonal and organizational
- C. Gossiping and incivility**
- D. Wasting resources and substance abuse
- E. Sabotage and theft

*Colquitt - Chapter 02 #75*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

76. (p. 38) Which of these behaviours are considered to be personal aggression?

- A. Wasting resources and substance abuse
- B. Sabotage and theft
- C. Gossiping and incivility
- D.** Harassment and abuse
- E. Interpersonal and organizational

*Colquitt - Chapter 02 #76*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

77. (p. 36) The cost of counterproductive behaviours in the restaurant industry is estimated to be \_\_\_\_\_ percent of revenues per year.

- A.** 2-3
- B. 8-10
- C. 15-20
- D. 25
- E. At least 50

*Colquitt - Chapter 02 #77*

*Difficulty: Difficult*

*Learning Objective: 02-05 What is counterproductive behaviour?*

78. (p. 37) Research has shown that up to \_\_\_\_\_ of all employees have engaged in counterproductive behaviours such as theft.

- A. 25
- B. 50
- C.** 75
- D. 90
- E. 10

*Colquitt - Chapter 02 #78*

*Difficulty: Difficult*

*Learning Objective: 02-05 What is counterproductive behaviour?*

79. (p. 38) Behaviours that focus specifically on reducing the efficiency of work output are known as:

- A. Political deviance
- B. Property deviance
- C. Personal aggression
- D. Personal assertion
- E.** Production deviance

*Colquitt - Chapter 02 #79*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

80. (p. 38) \_\_\_\_\_ is the most common form of production deviance.

- A. Theft
- B. Incivility
- C. Wasting resources**
- D. Sabotage
- E. Harassment

*Colquitt - Chapter 02 #80*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

81. (p. 38) Edward is one of the four administrative assistant in the College of Business at Teach International University. Unfortunately, he accomplishes less than one-third the work as compared to the other assistants because he purposely works slowly, and he takes way too many breaks. Edward seems to be engaging in which of these counterproductive behaviours?

- A. Incivility
- B. Wasting resources**
- C. Harassment
- D. Theft
- E. Sabotage

*Colquitt - Chapter 02 #81*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

82. (p. 38) Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviours?

- A. Production deviance**
- B. Incivility
- C. Property deviance
- D. Personal aggression
- E. None of the answers

*Colquitt - Chapter 02 #82*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

83. (p. 38) Behaviours that intentionally disadvantage other individuals rather than the larger organization are known as \_\_\_\_\_.

- A. Theft
- B. Incivility
- C. Wasting resources
- D. Sabotage
- E. Political deviance**

*Colquitt - Chapter 02 #83*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

84. (p. 38) Allison loves to be "in the know" and carries on casual conversations about other people in which the facts are not confirmed. Allison is demonstrating which type of counterproductive behaviour?

- A. Substance abuse
- B. Wasting resources
- C. Political deviance
- D. Personal aggression
- E. Gossiping**

*Colquitt - Chapter 02 #84*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

85. (p. 38) Ricardo has dinner with one of the company's most important clients. The client calls Ricardo's boss the next day to complain that Ricardo was discourteous, impolite, and rude the evening before. Ricardo is demonstrating which type of counterproductive behaviour?

- A. Substance abuse
- B. Wasting resources
- C. Incivility**
- D. Personal aggression
- E. Gossiping

*Colquitt - Chapter 02 #85*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*



86. (p. 38) Behaviour that involves verbal hostility and physical altercations directed toward other employees is known as:

- A. theft
- B. incivility
- C. personal aggression**
- D. sabotage
- E. political deviance

*Colquitt - Chapter 02 #86*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

87. (p. 38) Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behaviour is an example of which type of counterproductive behaviour?

- A. Substance abuse
- B. Harassment**
- C. Incivility
- D. Productive aggression
- E. Gossiping

*Colquitt - Chapter 02 #87*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

88. (p. 38) Which of the following is **false** about counterproductive behaviours?

- A. People who engage in one form of counterproductive behaviour also tend to engage in other forms of counterproductive behaviour
- B. Counterproductive behaviour is relevant to any job
- C. There is a strong positive correlation between task performance and counterproductive behaviour**
- D. Counterproductive behaviours tend to represent a pattern of behaviour rather than isolated incidents
- E. Sometimes the best task performers are the ones who can best get away with counterproductive actions

*Colquitt - Chapter 02 #88*

*Difficulty: Difficult*

*Learning Objective: 02-05 What is counterproductive behaviour?*

89. (p. 38) There is \_\_\_\_\_ correlation between task performance and counterproductive behaviour.

- A. a weak negative**
- B. a weak positive
- C. a strong negative
- D. a strong positive
- E. none of the answers

*Colquitt - Chapter 02 #89*

*Difficulty: Difficult*

*Learning Objective: 02-05 What is counterproductive behaviour?*

90. (p. 29) Two kinds of task performance include

- A. interpersonal and organizational
- B. creative and adaptive**
- C. property and production
- D. political and personal
- E. citizenship and counterproductive

*Colquitt - Chapter 02 #90*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

91. (p. 42) The management technique that assesses an employee's performance by directly assessing job performance behaviours is known as

- A. behaviourally anchored rating scales**
- B. management by objectives
- C. 360 degree feedback
- D. hovering
- E. none of the answers

*Colquitt - Chapter 02 #91*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

92. (p. 42) The short descriptions of effective and ineffective behaviours used to create an employee performance measurement instrument that managers can use to evaluate employee behaviour are known as

- A. 360 degree feedback
- B. management by objectives
- C. critical incidents**
- D. task mandates
- E. none of the answers

*Colquitt - Chapter 02 #92*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

93. (p. 42-43) The management technique that involves collecting performance information not just from the supervisor but from anyone else who might have firsthand knowledge about the employee's performance behaviours is known as
- A. behaviourally anchored rating scales
  - B. management by objectives
  - C. 360 degree feedback**
  - D. hovering
  - E. none of the above answer choices is correct

*Colquitt - Chapter 02 #93*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

94. (p. 28) **Scenario: Family Dentistry, Inc.**

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

Amanda, Bianca, and Carol's contribute most directly to the business goals of the Family Dentistry practice through their \_\_\_\_\_.

- A. civic task performance
- B. routine task performance**
- C. interpersonal task performance
- D. intrapersonal task performance
- E. adaptive task performance

*Colquitt - Chapter 02 #94*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

95. (p. 29) **Scenario: Family Dentistry, Inc.**

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

Dr. Devon contributes most directly to the business goals of the Family Dentistry through \_\_\_\_\_.

- A. civic task performance
- B. routine task performance
- C. interpersonal task performance
- D. intrapersonal task performance
- E.** adaptive task performance

*Colquitt - Chapter 02 #95*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

96. (p. 33) **Scenario: Family Dentistry, Inc.**

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

The three hygienists' interact with one another in a manner that reflects high levels of \_\_\_\_\_.

- A. boosterism
- B.** interpersonal citizenship behaviour
- C. routine task performance
- D. adaptive task performance
- E. organizational citizenship behaviour

*Colquitt - Chapter 02 #96*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

97. (p. 34) **Scenario: Family Dentistry, Inc.**

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

Amanda's activities during her personal time can be described as which of these citizenship behaviours?

- A. Counterproductive behaviour
- B. Boosterism
- C. Civic virtue**
- D. Sportsmanship
- E. Voice

*Colquitt - Chapter 02 #97*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

98. (p. 35) **Scenario: Family Dentistry, Inc.**

Amanda, Bianca, and Carol are three dental hygienists who work for Dr. Devon at Family Dentistry. All three hygienists do pretty much the same thing everyday. On an average, they see 12 people everyday for regular teeth cleaning which involves cleaning, flossing, and normal checkup. Dr. Devon, on the other hand, has quite an unpredictable job. She has to respond to all types of teeth-related emergencies including having to do surgeries. All three hygienists always try to help each other out, have a very good attitude in general toward each other, and keep each other informed about matters that are relevant to them and to Dr. Devon. Amanda specifically takes on the role of attending all community-related voluntary meetings and functions where Family Dentistry may have a stake or are asked for involvement. On her own time, she keeps up on all dental regulations and business-related news that may have an impact on the firm. Carol, on the other hand, can be described as the unofficial publicist of Family Dentistry. She always represents the firm in a very positive way away from work. In groups she belongs to, at church, or at her children's school, she is always bragging about how good it is to work at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people working with her.

Carol exhibits which of these citizenship behaviours?

- A. voice
- B. sportsmanship
- C. civic virtue
- D. boosterism**
- E. political deviance

*Colquitt - Chapter 02 #98*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

99. (p. 34) **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Neal appears to be exhibiting which of these behaviours?

- A. Sportsmanship
- B. Political deviance
- C. Personal aggression
- D. Boosterism
- E. Civic virtue

*Colquitt - Chapter 02 #99*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

100. (p. 35) **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Jerome's exhibited which of these behaviours?

- A. Production deviance
- B. Personal aggression
- C. Property deviance
- D. Political deviance
- E. Boosterism

*Colquitt - Chapter 02 #100*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*



101. (p. 29) **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Laura's work can be best described as

- A. routine task performance
- B. political deviance
- C. production deviance
- D.** adaptive task performance
- E. personal aggression

*Colquitt - Chapter 02 #101*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

102. (p. 38) **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Cindy's behaviour can be classified as which of these?

- A. Property deviance
- B. Personal aggression
- C. Boosterism
- D. Political deviance
- E.** Production deviance

*Colquitt - Chapter 02 #102*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

103. (p. 38) **Scenario: Family Diner**

Evan and Laura recently opened a local diner where people feel very comfortable with both the environment and food. Evan supervises the daily operations in the kitchen and cash counter which are fairly basic with limited menu choices and simple cash register operations. Laura runs the back office operations with accounting, paperwork, marketing, and all other issues related to the diner. Being new in the business, Evan and Laura are trying to get a handle on employee issues facing them. Two days ago Evan discovered that the cash register was \$80 short and caught Jerome, a new hire, with the money. Cindy, the cook at the diner, arrived at work intoxicated three days in a row, and this not only affected her cooking, but resulted in several customer complaints. Evan also found Shawn, the dishwasher, making verbal remarks at Cindy and touching her inappropriately. The only bright spot amongst employees was Neal. He maintained a good attitude with Cindy, Jerome, Shawn, and other co-workers even when they were annoying and the diner was having problems. Evan and Laura decided to have an employee meeting to address the issues before things get worse.

Shawn's behaviour can be categorized as which of these?

- A. Production deviance
- B. Personal aggression**
- C. Property deviance
- D. Political deviance
- E. Boosterism

*Colquitt - Chapter 02 #103*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

104. (p. 28) Watching an expressionless flight attendant robotically demonstrate how to insert the seatbelt tongue into the seatbelt buckle before the flight takes off is an example of:

- A. job withdrawal.
- B. adaptive task performance.
- C. routine task performance.**
- D. counterproductive behaviour.
- E. citizenship behaviour.

*Colquitt - Chapter 02 #104*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

105. (p. 29) Which of the following behaviours involved in adaptability deals with anticipating change in the work demands and searching for and participating in assignments or training to prepare for these changes?

- A. Handling work stress.
- B. Solving problems creatively.
- C. Dealing with uncertain and unpredictable work situations.
- D.** Learning work tasks, technologies, and work situations.
- E. Demonstrating interpersonal adaptability.

*Colquitt - Chapter 02 #105*

*Difficulty: Difficult*

*Learning Objective: 02-02 What is task performance?*

106. (p. 32) Which of the following statements about the National Occupational Classification (NOC) database is false?

- A.** It captures the "numerous small decisions" that separate the most effective organizations from their competitors.
- B. It is an online database.
- C. It represents only the first step in figuring out the important tasks for a given job.
- D. It provides a description of occupational groups.
- E. It enables people to compile, analyze, and communicate information about occupations.

*Colquitt - Chapter 02 #106*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

107. (p. 33) Nicole always makes time to assist coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job. Nicole is demonstrating which type of citizenship behaviour?

- A.** Helping
- B. Courtesy
- C. Sportsmanship
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #107*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

108. (p. 34) Rachel reacts to bad rules or policies by constructively trying to change them, instead of passively complaining about them. Rachel is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Sportsmanship
- C. Voice**
- D. Civic virtue
- E. Boosterism

*Colquitt - Chapter 02 #108*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

109. (p. 34) Helen regularly participates in her company's operations at a deeper-than-normal level by attending voluntary meetings and functions. Helen is demonstrating which type of citizenship behaviour?

- A. Helping
- B. Civic virtue**
- C. Sportsmanship
- D. Voice
- E. Boosterism

*Colquitt - Chapter 02 #109*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

110. (p. 35) George works for a restaurant. He always says good things about the restaurant when talking to his friends and keeps any "kitchen horror stories" to himself. George is demonstrating which type of citizenship behaviour?

- A. Civic virtue
- B. Helping
- C. Voice
- D. Boosterism**
- E. Sportsmanship

*Colquitt - Chapter 02 #110*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

111. (p. 35) Ronald who works as a cable operator for a Cable company cuts television cables serving as many as a million people. Ronald is involved in:

- A.** sabotage.
- B. incivility.
- C. wasting resources.
- D. theft.
- E. political deviance.

*Colquitt - Chapter 02 #111*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

112. (p. 37) Which of the following is a serious organizational counterproductive behaviour?

- A. Incivility
- B. Harassment
- C.** Theft
- D. Substance abuse
- E. Wasting resources

*Colquitt - Chapter 02 #112*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

113. (p. 37) Which of the following is a serious interpersonal counterproductive behaviour?

- A.** Abuse
- B. Sabotage
- C. Incivility
- D. Substance abuse
- E. Wasting resources

*Colquitt - Chapter 02 #113*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

114. (p. 37) Which of the following behaviours is a minor organizational counterproductive behaviour?

- A. Sabotage
- B. Harassment
- C. Incivility
- D. Gossiping
- E.** Wasting resources

*Colquitt - Chapter 02 #114*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

115. (p. 37) Which of the following behaviours is a minor interpersonal counterproductive behaviour?

- A. Sabotage
- B. Gossiping**
- C. Harassment
- D. Substance abuse
- E. Wasting resources

*Colquitt - Chapter 02 #115*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

116. (p. 38) If employees abuse alcohol while on the job, then the efficiency of their production will be compromised because their work will be done more slowly and less accurately. Such employees are engaging in which of the following counterproductive behaviours?

- A. Theft
- B. Production deviance**
- C. Wasting resources
- D. Sabotage
- E. Political deviance

*Colquitt - Chapter 02 #116*

*Difficulty: Easy*

*Learning Objective: 02-05 What is counterproductive behaviour?*

117. (p. 38) Which of the following represents communication that is rude, impolite, discourteous, and lacking in good manners?

- A. Substance abuse
- B. Incivility**
- C. Wasting resources
- D. Personal aggression
- E. Gossiping

*Colquitt - Chapter 02 #117*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

118. (p. 38) Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague?

- A.** Harassment
- B. Substance abuse
- C. Incivility
- D. Productive aggression
- E. Gossiping

*Colquitt - Chapter 02 #118*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

119. (p. 38) Which of the following occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur?

- A. Substance abuse
- B. Theft
- C. Incivility
- D.** Abuse
- E. Gossiping

*Colquitt - Chapter 02 #119*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

120. (p. 42) A BARS approach might use critical incidents to create response anchors, ranging from 1-5 where 5 indicates:

- A. unwilling to accept changes.
- B. poor adaptive performance.
- C.** excellent adaptive performance.
- D. able to make changes with average amount of instruction.
- E. requires persuasion and supervision to make changes.

*Colquitt - Chapter 02 #120*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

121. (p. 42) Which of the following bases an employee's evaluations on whether the employee achieves specific performance goals?

- A. Behaviourally anchored rating scales
- B. Management by objectives**
- C. 360 degree feedback
- D. Benchmarking
- E. Behavioural observation scales

*Colquitt - Chapter 02 #121*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

122. (p. 42) Which of the following individuals would not provide input to a 360-degree feedback approach?

- A. Supervisors
- B. Shareholders**
- C. Co-workers
- D. Subordinates
- E. Customers

*Colquitt - Chapter 02 #122*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

123. (p. 43) Which of the following concepts refers to a performance management system in which managers rank subordinates relative to one another?

- A. Behaviourally anchored rating scales
- B. Forced ranking**
- C. 360 degree feedback
- D. Benchmarking
- E. Critical incidents

*Colquitt - Chapter 02 #123*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

124. (p. 43-44) Which of the following is a social networking system used to appraise employee performance?

- A. Linked-In
- B. Facebook**
- C. My space
- D. Instagram
- E. You Tube

*Colquitt - Chapter 02 #124*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*



125. (p. 27-28) Define job performance and identify and explain its dimensions.

- Job performance: the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment.
- Job performance dimensions are
- Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
- Citizenship behaviour: voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the team goal rather than goals that may be more self-serving.
- Counterproductive behaviour: employee behaviours that intentionally hinder organizational goal accomplishment.

*Colquitt - Chapter 02 #125*

*Difficulty: Moderate*

*Learning Objective: 02-01 What is job performance?*

126. (p. 28-29) Define task performance and identify and explain its dimensions.

- Task performance: employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces.
- Routine task performance: well-known responses to demands that occur in a normal, routine, or otherwise predictable way.
- Adaptive task performance: employee responses to task demands that are unique or unusual, in an unpredictable way.
- Creative task performance: employee responses to task demands that are novel, and useful, in an unpredictable way.

*Colquitt - Chapter 02 #126*

*Difficulty: Moderate*

*Learning Objective: 02-02 What is task performance?*

127. (p. 31) Define job analysis and identify and explain the basic steps involved in completing one.

- Job analysis: a process used to identify task behaviours.
- Generate a list of all the activities involved in position being analyzed.
- Have subject matter experts rate the listed activities in terms of the frequency and importance of each activity.
- Retain and use the activities that are rated highly in terms of frequency and importance to define task performance.

*Colquitt - Chapter 02 #127*

*Difficulty: Moderate*

*Learning Objective: 02-03 How do organizations identify the behaviours that underlie task performance?*

128. (p. 33) Identify the dimensions of citizenship behaviours and identify and explain three examples of each.

- Interpersonal citizenship behaviour: behaviours that benefit coworkers and colleagues and involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations.
- 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've done something annoying or when the unit is going through tough times.
- Organizational citizenship behaviour: behaviours that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it
- 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.

*Colquitt - Chapter 02 #128*

*Difficulty: Moderate*

*Learning Objective: 02-04 What is citizenship behaviour?*

129. (p. 35-38) Identify the dimensions of counterproductive behaviour and identify and explain two examples of each.

- Property deviance: behaviours that harm the organization's assets and possessions.
- Sabotage: purposeful destruction of physical equipment, organizational processes or company products.
- Theft: intentional removal of an organization's tangible, or intangible property.
- Production deviance: reduction of the efficiency of the work output
- Wasting resources: when employees use too many materials or too much time to do too little work.
- Substance abuse: when employees use drugs or alcohol while on the job or shortly before coming to work.
- Political deviance: behaviours that intentionally disadvantage other individuals rather than the larger organization.
- Gossiping: casual conversations about other people in which the facts are not conformed as true.
- Incivility: communication that is rude, impolite, discourteous, and lacking in good manners.
- Personal aggression: hostile verbal and physical actions directed toward other employees.
- Harassment: when employees are subjected to unwanted physical contact or verbal remarks from a colleague.
- Abuse: occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.

*Colquitt - Chapter 02 #129*

*Difficulty: Moderate*

*Learning Objective: 02-05 What is counterproductive behaviour?*

130. (p. 42-43) Identify and explain four job performance management techniques.

- Management by objectives: a management philosophy that bases an employee's evaluations on whether the employee achieves specific performance goals.
- Behaviourally anchored rating scale: (BARS) assess performance by directly assessing job performance behaviours by using critical incidents (short descriptions of effective and ineffective behaviours) on a measurement instrument that managers can use to evaluate employee performance
- 360 degree feedback: 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 behaviours.
- Forced ranking practices: a performance management system in which managers rank subordinates relative to one another

*Colquitt - Chapter 02 #130*

*Difficulty: Moderate*

*Learning Objective: 02-06 How can organizations use job performance information to manage employee performance?*

## c2 Summary

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