Student name:_____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

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

⊙ true
⊙ false

2) Job performance is the collected well-known or habitual responses by employees to predictable task demands.

⊙ true
⊙ false

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

⊙ true
⊙ false

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

⊙ true
⊙ false

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

⊙ true
⊙ false

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

○   true

○   false

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

○   true

○   false

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

○   true

○   false

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

○   true

○   false

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

○   true

○   false

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

○   true

○   false

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

○   true

○   false

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

    ⊙   true
    ⊙   false

14)   Sabotage is the purposeful destruction of equipment, organizational processes, or company products.

    ⊙   true
    ⊙   false

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

    ⊙   true
    ⊙   false

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

    ⊙   true
    ⊙   false

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

    ⊙   true
    ⊙   false

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

◎   true
◎   false

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

◎   true
◎   false

20)   Social media technology has recently been applied in organizational contexts to develop and evaluate employee job performance.

◎   true
◎   false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.
21)   Which of the following answer options is a viable outcome attributed to using results as the primary indicator of job performance?

    A)   good citizenship behavior
    B)   an accurate picture of an employee's worth
    C)   a bottom-line mentality among employees
    D)   provides information to improve behavior
    E)   increased profit and customer retention

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

A) task performance.
B) job performance.
C) service work.
D) boosterism.
E) civic virtue.

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

A) task performance.
B) job performance.
C) citizenship behavior.
D) counterproductive behavior.
E) courtesy.

24) Selena sells luxury cars for a living, but in recent months her sales have slumped. This is partly due to an economic recession, which has led to a downturn in the market. In addition, Selena has been distracted by the fact that her mother has been in the hospital. As a result of her decline in sales, Selena recently received a bad job performance rating. Why would she have grounds to dispute this rating?

A) Her mother's illness is a factor beyond her control.
B) Results do not tell her how to reverse a "bad year."
C) The economic downturn is a factor beyond her control.
D) Her manager's focus on the bottom line has led to social undermining.
E) She is contributing to the organization in ways that go beyond the bottom line.

25) Donnell is a computer programmer whose job performance rating notes the fact that he often goes out to the parking lot and sits in his car during lunch hour. He is otherwise sociable and never late coming back from lunch; therefore, this is not an appropriate item to include on his job performance rating because it

- A) is not a behavior relevant to the accomplishment of organizational goals.
- B) demonstrates an undue focus on interpersonal citizenship behavior.
- C) relates to his task performance rather than his job performance.
- D) implies that he is doing something wrong by sitting in his car.
- E) concerns citizenship behavior rather than job performance.

26) Cheryl continually boosts morale at the sales office of Monroe Consumer Products, and she has helped a number of her colleagues through difficult situations. Nevertheless, she received a bad job performance rating due to the fact that her sales for the quarter were down. This job performance rating is

- A) wrong; Cheryl is contributing to the organization in ways that go beyond the bottom line.
- B) wrong; an emphasis on results such as sales would encourage Cheryl to behave unethically.
- C) right; even if Cheryl can claim problems that were beyond her control, it is no one's concern but her own.
- D) right; if Cheryl is rewarded with a good job performance rating, it will encourage other employees to slack off.
- E) right; in spite of her positive qualities, Cheryl has failed to produce, and results are what really matter in the end.

27) When job performance evaluation time rolls around, Michael always comes out ahead of his coworkers, but his success comes at a price. He has been known to give his supervisors negative (and sometimes untrue) information about his coworkers, and when it looks as though someone else may be about to get a better job performance evaluation, bad things tend to happen to that person, such as lost paperwork and missed meetings due to deleted calendar appointments. In terms of organizational behavior and the principles of job performance evaluations, it is clear that

A)   the organization has failed to create a sense of group cohesion and an attitude of organizational citizenship.

B)   unethical behavior on the part of his supervisors has led Michael to seek advancement by any means possible.

C)   Michael is showing the kind of resourcefulness that rightly has earned him high job performance ratings in the past.

D)   other employees have failed to understand, as Michael clearly has, that personal success equates with organizational success.

E)   his supervisors' emphasis on results has created an environment in which an employee might use unethical behavior to get ahead.

28)   When examining job performance, behaviors that contribute positively to the organization fall into which two broad categories?

A)   knowledge work and service work
B)   voice and civic virtue
C)   task performance and citizenship behavior
D)   job analysis and job performance
E)   production deviance and property deviance

29)   The explicit obligations that an employee must fulfill to receive compensation and continued employment are referred to as

A)   job performance.
B)   citizenship behavior.
C)   knowledge work.
D)   task performance.
E)   civic virtue.

30)   Damita finds an advertisement for a bookkeeper position at a small business. The ad mentions handling accounts payable and accounts receivable, payroll, worker's compensation and unemployment insurance, and other financial matters related to the operation of the company. These items in the job description are all examples of

A) job analysis.
B) task performance.
C) job performance.
D) citizenship behavior.
E) forced ranking.

31) Well-known responses to normal job demands that occur in a predictable way are a part of

A) job performance.
B) adaptive task performance.
C) knowledge work.
D) routine task performance.
E) citizenship behavior.

32) LeAnne is exhausted after another long day of answering the phones at the law firm of Boardman, Holloway, and Shriver. She says those three names several hundred times a day, followed by "How my direct your call?" This is an example of

A) adaptive task performance.
B) routine task performance.
C) citizenship behavior.
D) job performance.
E) knowledge work.

33) Teresa works in a chemical factory where her job involves inspecting containers of kerosene as they pass down the assembly line. She goes through a five-step process compliant with safety regulations laid down in the company manual, and she seldom has to think about her work. One day, however, a fire broke out on the line, and Teresa, who saw it before anyone else, grabbed an extinguisher just in time. Had she not acted quickly, the fire would have quickly spread, potentially resulting in widespread injuries and even death. In terms of organizational behavior, what is the best way to describe this situation?

A) Teresa's job is usually very routine, but on this occasion it became exciting.

B) Teresa's job demands that she remain vigilant, but this time she needed to be extra vigilant.

C) Normally, Teresa's job involves routine task performance, but this situation required adaptability.

D) Usually, Teresa's job calls for routine task performance, but in this situation she had to be creative.

E) On a typical day, Teresa's job requires adaptability, but this situation called for creative task performance.

34) Employee responses to job demands that are novel, unusual, or unpredictable are a part of

A) job performance.
B) adaptive task performance.
C) creative task performance.
D) routine task performance.
E) citizenship behavior.

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

A) job performance.
B) citizenship behavior.
C) routine task performance.
D) creative task performance.
E) adaptive task performance.

36) Handling work stress and emergencies, solving problems creatively, and responding to unpredictable demands are all aspects of

A) citizenship behavior.
B) civic virtue.
C) helping.
D) adaptability.
E) service work.

37) Remaining composed and cool when faced with difficult circumstances or a highly demanding workload or schedule, and acting as a calming and settling influence to whom others can look for guidance, are all part of _____, one of the behaviors involved in adaptability.

A) dealing with uncertain and unpredictable work situations
B) handling emergencies or crisis situations
C) demonstrating interpersonal adaptability
D) solving problems creatively
E) handling work stress

38) Agnes is an inventor whose work has made people's lives better in a number of ways. As one commentator observed, "It's not just that her work that is original—wearing shoes on your head is original—but it's also useful." Agnes's work is an example of

A) organizational citizenship behavior.
B) interpersonal citizenship behavior.
C) adaptive task performance.
D) creative task performance.
E) routine task performance.

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

A) creative task performance, whereas Brendan's is primarily concerned with adaptive

B) adaptive task performance, whereas Brendan's is primarily concerned with creative

C) adaptive task performance, whereas Brendan's is primarily concerned with routine

D) routine task performance, whereas Brendan's is primarily concerned with adaptive

E) creative task performance, whereas Brendan's is primarily concerned with routine

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

A) is much more involved in creative task performance

B) requires a good deal more education

C) has more to do with routine tasks

D) involves much less creativity

E) pays much more

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

     A) dealing with uncertain and unpredictable work situations.
     B) learning work tasks, technologies, and work situations.
     C) handling emergencies or crisis situations.
     D) demonstrating interpersonal adaptability.
     E) solving problems creatively.

42) Which of the following statements about task performance is incorrect?

     A) Creative task performance involves employee responses to task demands that are novel, unusual, or unpredictable.
     B) Task performance refers to employee behaviors directly involved in the transformation of resources into goods or services the organization produces.
     C) When performing routine tasks, employees behave in habitual or programmed ways.
     D) Adaptive task performance is crucial in today's global economy.
     E) More than half the total wages and salary in the United States are paid to employees who need to be creative as part of their jobs.

43) The process by which an organization determines the requirements associated with a specific job is referred to as a

A) job analysis.
B) forced ranking.
C) job evaluation.
D) ranking analysis.
E) forced analysis.

44) Amanda and her team are about to begin performing a job analysis for the position of structural engineer at their firm. The very first thing they should do is

A) examine highly rated activities, which can then be incorporated into training programs as learning objectives.
B) consult with a technical university to determine the requirements for obtaining a degree in structural engineering.
C) generate a list of activities involved with the job, using data collected through observations, surveys, and interviews.
D) look for activities that can become a part of performance evaluation systems as measures to evaluate task performance.
E) arrange for a group of subject matter experts to evaluate the job in terms of the importance and frequency of the activities involved.

45) If organizations find it impractical to use job analysis to identify the set of behaviors needed to define task performance, they can use

A) a job performance ranking.
B) 360-degree feedback.
C) management by objectives.
D) behaviorally anchored rating scales.
E) the Occupational Information Network.

46) The O*NET is useful for many things, but it does *not* provide

A)   a resource for organizations that find it impractical to use job analysis.
B)   the task requirements unique to a particular organization.
C)   the knowledge and skills required to perform a task.
D)   the characteristics of most jobs in terms of tasks.
E)   the behaviors associated with a given job.

47)   Felicia is an experienced lab technician, but at the moment she is not working in the lab. She is reviewing a list of activities associated with her job and rating them in terms of their importance. Most likely, Felicia is a

A)   job seeker considering the best qualities she could bring to her new job.
B)   soon-to-be retiree preparing to train the person who will replace her.
C)   boss completing a job performance evaluation of her subordinates.
D)   subject matter expert involved in a job analysis.
E)   researcher conducting an industrywide study.

48)   Kevin works for Outrageous Burger, a nationwide fast-food chain, but his job does not involve flipping patties or making fries. Instead, he is sitting before a computer screen in the company's corporate offices, writing something. "Place the two halves of the bun on the counter," one line reads, "then add enough shredded lettuce to cover the bottom bun to a depth of not more than 0.25 inches." In all likelihood, Kevin is writing a

A)   series of directions for a training script.
B)   list of core job tasks for a detailed job analysis.
C)   critique of an employee's mishandling of job tasks.
D)   report for an industry publication regarding job tasks.
E)   detailed analysis of a day in the life of a fast-food worker.

49)   _____ describes voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.

A) Creative task performance
B) Adaptive task performance
C) Counterproductive behavior
D) Citizenship behavior
E) Routine task performance

50) The two main categories of citizenship behavior are

A) social and organizational.
B) social and intrapersonal.
C) social and political.
D) interpersonal and political.
E) interpersonal and organizational.

51) If an employee is keeping relevant facts and events secret, they are

A) using their voice, an organizational citizenship behavior.
B) not being courteous, an interpersonal citizenship behavior.
C) not helping, an organizational citizenship behavior.
D) using their voice, an interpersonal citizenship behavior.
E) not showing good sportsmanship, an interpersonal citizenship behavior.

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

A) Helping
B) Courtesy
C) Sportsmanship
D) Boosterism
E) Civic virtue

53) _____ 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.

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

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

- A) helping.
- B) courtesy.
- C) sportsmanship.
- D) civic virtue.
- E) boosterism.

55) Although interpersonal citizenship behavior is beneficial in many contexts, it may be most important when people work in

- A) service jobs.
- B) managerial jobs.
- C) small groups.
- D) large groups.
- E) technical jobs.

56) Organizational citizenship behaviors include

A) sportsmanship.
B) civic virtue.
C) courtesy.
D) helping.
E) respect.

57) Some people react to bad rules or policies by constructively trying to change them instead of passively complaining about them. This positive characteristic is known as

A) helping.
B) sportsmanship.
C) voice.
D) civic virtue.
E) boosterism.

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

A) creative task performance.
B) organizational citizenship behavior.
C) routine task performance.
D) adaptive task performance.
E) interpersonal citizenship behavior.

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

      A)   helping.
      B)   boosterism.
      C)   civic virtue.
      D)   sportsmanship.
      E)   voice.

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

      A)   voice.
      B)   helping.
      C)   civic virtue.
      D)   boosterism.
      E)   sportsmanship.

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

A) voice.
B) helping.
C) civic virtue.
D) boosterism.
E) sportsmanship.

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

A) courtesy.
B) boosterism.
C) sportsmanship.
D) civic virtue.
E) voice.

63) When Rebecca and Julie worked together on a project last year, both did more than their share and earned a nice bonus from their boss. Julie was then sent to another state to help set up a new office over the summer, and from her messages on social media, Rebecca could tell that she was working harder than ever. In the fall, when Julie returned to her home office, Rebecca suggested that they work together on a new project. This time, however, things did not go well: Julie seemed to lose interest quickly, and Rebecca began to feel resentful when she realized that she was doing most of the work. What most likely happened?

A) Julie lacked civic virtue.
B) Rebecca demonstrated a lack of civic virtue.
C) Julie began suffering from citizenship fatigue.
D) Rebecca failed to show a proper level of sportsmanship.
E) Julie was strong on interpersonal citizenship but not organizational.

64) Blake leads a design team that consists of four members, including himself, but the workload has become such that they need to add a fifth member. He is considering a variety of candidates, who have relatively equivalent skill sets when it comes to the work, and all are more or less equally easy to get along with. Given all this, Blake should be looking for a candidate who demonstrates

A) a propensity for speaking well of the company to outsiders.
B) the capacity for heading off problems before they arise.
C) the ability come up with novel solutions to problems.
D) a habit of keeping up with changes in the industry.
E) a tendency to come to the aid of their coworkers.

65) Danielle is a model of good citizenship, particularly of the interpersonal variety. She regularly volunteers to do things for her work group, helps orient new members, attends functions that help the group, and assists others with their work for the benefit of the group. Yet her supervisor is not completely pleased with Danielle's job performance, most likely because her citizenship behaviors are

A) a distraction to her fellow employees.
B) at odds with her stated job description.
C) not motivated by genuine concern for others.
D) the consequence of deep underlying insecurities.
E) distracting her from other duties and responsibilities.

66) Employee behaviors that intentionally hinder organizational goal accomplishment are referred to as _____ behaviors.

A) negative
B) aggressive
C) deviant
D) counterproductive
E) assaultive

67) Serious interpersonal counterproductive behaviors include

A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

68) Minor organizational counterproductive behaviors include

A) sabotage.
B) harassment.
C) incivility.
D) gossiping.
E) wasting resources.

69) Serious organizational counterproductive behaviors include

A) incivility.
B) harassment.
C) gossiping.
D) sabotage.
E) abuse.

70) Minor interpersonal counterproductive behaviors include

A) sabotage.
B) harassment.
C) incivility.
D) abuse.
E) theft.

71) Angry at his boss and coworkers, Jerome has booby-trapped the cartridges in the office printers so that ink will bleed all over each page. His behavior is an example of

A) wasting resources, a type of production deviance.
B) wasting resources, a type of property deviance.
C) sabotage, a type of production deviance.
D) sabotage, a type of property deviance.
E) sabotage, a type of political deviance.

72) Behaviors that intentionally harm the organization's assets and possessions are referred to as

A) production deviance.
B) political deviance.
C) property deviance.
D) personal aggression.
E) organizational aggression.

73) Personal aggression behaviors include

A) incivility and abuse.
B) incivility and sabotage.
C) harassment and abuse.
D) harassment and sabotage.
E) harassment and substance abuse.

74) Production deviance behaviors include

A) wasting resources and substance abuse.
B) wasting resources and sabotage.
C) theft and substance abuse.
D) theft and harassment.
E) theft and sabotage.

75) Property deviance behaviors include

A) sabotage and theft.
B) sabotage and harassment.
C) wasting resources and theft.
D) wasting resources and harassment.
E) wasting resources and substance abuse.

76) Behaviors that intentionally disadvantage other individuals rather than the larger organization are referred to as

A) property deviance.
B) wasting resources.
C) substance abuse.
D) personal aggression.
E) political deviance.

77) When employees use too many materials or too much time to do too little work, this is _____ deviance.

A) wasting resources, a form of production
B) wasting resources, a form of property
C) sabotage, a form of property
D) sabotage, a form of production
E) sabotage, a form of political

78) _____ is made up of behaviors that focus specifically on reducing the efficiency of work output.

    A) Political deviance
    B) Property deviance
    C) Personal aggression
    D) Political aggression
    E) Production deviance

79) The most common form of production deviance is

    A) theft.
    B) incivility.
    C) wasting resources.
    D) substance abuse.
    E) harassment.

80) Communication that is rude, impolite, discourteous, and lacking in good manners is

    A) abusive.
    B) uncivil.
    C) gossiping.
    D) harassment.
    E) property deviance.

81) Which of the following statements concerning counterproductive behavior is not true?

A)   There is evidence that a person engaging in one form of counterproductive behavior also engages in other such behaviors.

B)   Counterproductive behavior may be contagious.

C)   Counterproductive behavior is relevant to two-thirds of U.S. jobs.

D)   If the best task performers exhibit counterproductive behaviors, they may be tolerated for a while.

E)   Some workplace behaviors are well-intentioned, but also counterproductive when violating norms, rules, policies, or laws.

82) _____ occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague.

A)   Harassment
B)   Abuse
C)   Incivility
D)   Aggression
E)   Bullying

83) _____ occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur.

A)   Aggression
B)   Sabotage
C)   Incivility
D)   Abuse
E)   Bullying

84) Among the important points about counterproductive behaviors is the fact that

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

85) The weak negative correlation between task performance and counterproductive behavior can best be explained by the fact that

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

86) Someone has been stealing from the company, and suspicion has fallen on Elizabeth. Her supervisors have evidence against her, and their suspicions are rightly compounded by the fact that she

A) is not one of the company's better workers.
B) has a tendency to be abusive toward coworkers.
C) lacks education and is therefore more likely to steal.
D) comes from a background where stealing is common.
E) works as a cashier, a job likely to be associated with theft.

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

A) wasting resources, the most common form of production
B) substance abuse, the most common form of production
C) wasting resources, the most common form of property
D) substance abuse, the most common form of property
E) wasting resources, the most common form of political

88) A week ago, Manny wrecked a company car when another driver pulled out in front of him, and once he threw away about a hundred dollars' worth of perfectly good office supplies while clearing out an old storage cabinet. Yet his supervisors have not held either action against him. Why is this most likely the case?

A) These acts were unintentional and therefore are not considered counterproductive behavior.
B) Manny is already receiving professional help for his tendency toward counterproductive behavior.
C) Manny is such a good performer at the company that he can get away with counterproductive behavior.
D) Manny has connections to the company's leadership and therefore will not be blamed for counterproductive behavior.
E) These acts were the result of Manny's personal problems and therefore are not considered counterproductive behavior.

89) Historically, research on organizational behavior has focused on the _____ aspects of job performance.

A) educational
B) political
C) interpersonal
D) physical
E) theoretical

90) Patrick's father worked in a steel mill all his life, but Patrick, despite having great respect for his dad, never considered this career path. Instead, practically from the time he could walk, he has been taking apart computers and putting them back together, and today he designs computer hardware. The story of Patrick and his father is an illustration of a trend over the past few decades, which can best be described by saying that there has been a(n)

    A) tendency to overemphasize knowledge work as opposed to industrial jobs.
    B) shift away from industrial jobs and toward knowledge work.
    C) abundance of overqualified applicants in service industries.
    D) shortage of trained personnel in jobs across the spectrum.
    E) rejection of parents' jobs and professions.

91) Vince just took an aptitude test and discovered that he is well-suited to a profession that involves working with his mind rather than his hands. This is partly due to his personality, since knowledge work—in contrast to factory work and other industrial jobs—tends to be _____ from day to day.

    A) lacking in structure, yet the same
    B) more structured and less likely to change
    C) less structured and more likely to change
    D) the same in terms of structure and changes
    E) more complicated, more structured, and more likely to change

92) Knowledge work can best be defined as jobs that primarily

    A) require a graduate-level degree.
    B) are occupied by Ivy League graduates.
    C) concern scientific or technical activities.
    D) demand upper-level problem-solving skills.
    E) involve cognitive activity as opposed to physical activity.

93) As he labors at his keyboard, Antonio is discovering one negative consequence of the rise in jobs that involve knowledge work. This negative consequence is most likely the fact that

A) employers will expect employees to account for their activities on a minute-by-minute basis.

B) employers are more likely to demand that employees be at work eight hours a day, five days a week.

C) employers may have unrealistic expectations about the speed at which employees can complete tasks.

D) employees may have unrealistic expectations about the amount of money they can earn in particular jobs.

E) employees are more likely to expect employers to give them extra days of paid vacation, as well as sick leave.

94) Work that provides nontangible goods to customers through direct electronic, verbal, or physical interaction defines

A) knowledge work.
B) skilled labor.
C) service work.
D) routine task performance.
E) creative task performance.

95) Tamora has had a rough year. Thanks to a quick temper, she got into an altercation that landed her in jail, and she subsequently lost her job on an auto-parts assembly line. Now she is out of jail and trying to make a new start. The factory will take her back, but only as an unskilled laborer with a chance to work her way back to her old job. On the other hand, an Internet retailer needs customer service personnel, and in spite of her record with the law, they are willing to consider Tamora's application because she scored high on a battery of tests. Given the fact that both jobs offer about the same level of pay and benefits, the best option for Tamora is to

A)   realize that both jobs represent dying industries and continue looking for a position that has more of a future.

B)   give the Internet retail job a try because it does not involve physical labor and therefore will be better for her as she ages.

C)   take the Internet retail job because it is part of a growing industry but realize that she needs to work on her anger issues.

D)   go back to the factory because she already has contacts there and stands a good chance of quickly working her way into her old job.

E)   recognize the growth potential in the industrial sector and that she should go back to the factory with the knowledge that she has a long-term future there.

96)   Under management by objectives (MBO), employees meet with their manager in order to

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

97)   Many organizations gauge the performance of their employees by referring to the achievement of goals and objectives on which the employees have input, even though the system may not be referred to as _____ in the organization itself.

A)   O*NET
B)   MBO
C)   360-degree feedback
D)   BARS
E)   Forced ranking

98)   Applied Diagnostics and Technologies, a firm with more than 300 employees, is applying the management by objectives approach to some of its workers, but not all. The reason is that MBO is best for managing the performance of employees who work in jobs for which

A) objective measures of performance can be quantified.
B) an ability to work well with other people is essential.
C) subjective measures of performance apply.
D) the criteria for success are standardized.
E) a high level of skill is involved.

99) The management at Consumer Research Systems, which has several hundred employees, is attempting to determine whether to apply the management by objectives (MBO) or behaviorally anchored rating scales (BARS) approach for evaluating job performance. In making their choice, they should consider the fact that

A) MBO focuses on performance behaviors, whereas BARS emphasizes both performance behaviors and results.
B) MBO emphasizes results as much as performance behaviors, whereas BARS focuses on performance behaviors.
C) BARS allows for mutually agreed-upon objectives that are more measurable and specific that those associated with MBO.
D) MBO uses ″critical incidents″—short descriptions of effective and ineffective behaviors—which are not part of the BARS system.
E) BARS permits employees and managers to agree on a time period for achieving objectives, whereas MBO leaves this open-ended.

100) The management technique, known as _____, involves measuring performance by directly assessing job performance behaviors.

A) behaviorally anchored rating scales
B) management by objectives
C) 360-degree feedback
D) forced ranking
E) job analysis

101) The behaviorally anchored ratings scales (BARS) approach uses "_____," which are short descriptions of effective and ineffective behaviors, to create a measure that can be used to evaluate employee performance.

  A) critical feedback
  B) workplace feedback
  C) critical incidents
  D) workplace incidents
  E) forced rankings

102) Under the behaviorally anchored rating scales (BARS) system, critical incidents are short descriptions of _____ employee performance.

  A) the various tasks involved in the job, making it possible to subjectively evaluate
  B) effective and ineffective behaviors that make it possible to subjectively evaluate
  C) effective and ineffective behaviors used to create a measure for evaluating
  D) the various tasks involved in the job, which are used to create a measure for evaluating
  E) effective and ineffective behaviors that may or may not characterize

103) The management approach, _____, involves collecting performance information not only from the supervisor but also from anyone else who might have firsthand knowledge about the employee's performance behaviors.

  A) behaviorally anchored rating scales
  B) management by objectives
  C) 360-degree feedback
  D) forced ranking
  E) benchmarking

104) In _____, a performance evaluation system, managers differentiate employees relative to one another.

A) forced ranking
B) BARS
C) the MBO process
D) 360-degree feedback
E) an employee evaluation

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

A) behaviorally anchored rating scales.
B) management by objectives.
C) forced ranking.
D) benchmarking.
E) ranking curves.

106) Among the problems with the forced ranking system is that it

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

107) Forward Media, an advertising firm, started a monthly online journal dedicated to allowing company personnel to put forth their ideas about improving organizational performance. Open to all employees through the firm's website, the journal offers an opportunity to give constructive feedback without revealing one's identity. This is an example of

A) the forced ranking method.
B) a social networking system.
C) a behaviorally anchored rating scale.
D) management by objectives.
E) 360-degree feedback.

108) This morning, several people in the marketing department were called by someone at headquarters asking about their coworker Joanna's performance on the job. The man explained that he wanted to get each person's honest assessment of her strengths and weaknesses, and he assured them that they would remain anonymous. Most likely the company is applying the _____ approach to managing employee performance.

A) forced ranking
B) 360-degree feedback
C) management by objectives
D) behaviorally anchored rating scales
E) job analysis

ESSAY. Write your answer in the space provided or on a separate sheet of paper.
109) Define job performance. Does it involve results, such as the dollar value of sales? Why or why not?

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

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

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

113) You are asked to analyze six different work incidents and determine which type of counterproductive behavior is present, if any, and rate the severity of each incident.

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

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

116) Sunrise Roofing is a family-owned business operating for over 35 years. Dale Price Sr. started the business and Dale Price Jr. continues the business to this day. The work itself has changed very little over the years but job performance, and the evaluation of job performance, *has* changed over that time.

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

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

Answer Key

Test name: chapter 2

1) FALSE
2) FALSE
3) TRUE
4) FALSE
5) TRUE
6) FALSE
7) FALSE
8) TRUE
9) FALSE
10) TRUE
11) TRUE
12) TRUE
13) FALSE
14) TRUE
15) FALSE
16) TRUE
17) FALSE
18) FALSE
19) TRUE
20) TRUE
21) C
22) B
23) B
24) C
25) A
26) A

27) E
28) C
29) D
30) B
31) D
32) B
33) C
34) B
35) E
36) D
37) E
38) D
39) E
40) A
41) E
42) A
43) A
44) C
45) E
46) B
47) D
48) B
49) D
50) E
51) B
52) C
53) C
54) C
55) C
56) B

57) C
58) B
59) C
60) D
61) C
62) E
63) C
64) E
65) E
66) D
67) B
68) E
69) D
70) C
71) D
72) C
73) C
74) A
75) A
76) E
77) A
78) E
79) C
80) B
81) C
82) A
83) D
84) A
85) B
86) B

87) A
88) A
89) D
90) B
91) C
92) E
93) C
94) C
95) C
96) D
97) B
98) A
99) B
100) A
101) C
102) C
103) C
104) A
105) C
106) E
107) B
108) B

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

110) Student examples will vary but should demonstrate an understanding of the various types of task performance. A sample answer follows.Task performance includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. Put differently, task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. It includes:Routine task performance involves well-known responses to demands that occur in a normal, routine, and predictable way. For example, an accountant's job involves routine task performance.Adaptive task performance involves employee responses to task demands that are novel, adaptive, unusual, and unpredictable. Examples of adaptive task performance include handling emergencies and crises.Creative task performance refers to the degree to which individuals develop ideas or physical outcomes that are both novel and useful. An example of creative task performance is developing breakthrough products.

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

112) Student examples will vary but should demonstrate an understanding of the varieties of citizenship behavior. A sample answer follows.The two types of citizenship behavior are interpersonal and organizational.Interpersonal citizenship behavior includes all those behaviors that benefit coworkers and colleagues. These involve assisting, supporting, and developing other organizational members in a way that goes way beyond normal job expectations. Subcategories include the following:• Helping: assisting coworkers who have heavy workloads, aiding them with personal matters, and showing new employees the ropes when they first arrive on the job.• Courtesy: keeping coworkers informed about matters that are relevant to them.• Sportsmanship: maintaining a good attitude with coworkers, even when they have done something annoying or when the unit is going through tough times.Organizational citizenship behavior includes behaviors that benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it. Subcategories include the following:• Voice: speaking up and offering constructive suggestions for change.• Civic virtue: participating in the company's operations at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company.• Boosterism: representing the organization in a positive way when out in public, away from the office, and away from work.

113) Jane performed in a work group with four other workers, meeting first thing on Friday mornings. Steve had missed four of the last six meetings but was otherwise a high performer, always performing his tasks on time. While waiting for the meeting to start, Jane and Sue are talking and Jane wonders aloud if Steve will be present for today's meeting. Sue says "Between you and me? I think Steve has a drinking problem. That is why he cannot make the morning meetings." Jane had not considered anything like that before, but now she would look for other clues.Kendra was leaving the office late one evening and her bag accidentally knocked over a potted plant that was sitting on one of the cubicle dividers. The plant fell into her coworkers' workspace, tragically landing right in the middle of a nearly completed building model her coworker had been working on for two weeks. Kendra felt awful but there was nothing to be done now, she would speak to her coworker the next day.The CEO retired and Mark, a middle manager, was very dissatisfied with Cedric, the replacement the board voted in last week. Mark never liked working with Cedric, let alone reporting directly to Cedric. When Cedric announced a new payroll system was rolling out by the beginning of the next fiscal year, Mark started nitpicking the plan apart to each of his fellow middle managers and the employees directly under him until they too were unhappy with the planned payroll system change.The sales group that both Tim and Devonte worked in was full of high achievers. The group won accolades nearly every month. However, Tim nearly always had the lowest sales total in any given month. When entering meetings, Devonte would greet others by name, but when he got to Tim, he greeted him with, "Hello, Mr. Last Place" or "Hi Mr. Weak Link." Everyone laughed it off, but it was starting to annoy Tim.Carl worked in maintenance and his supervisor instructed Carl to "touch up" the yellow paint on the ten 2-foot concrete poles at the far edge of the parking lot. When Carl drove the small service vehicle up to

the poles, he realized they did not need very much paint as they still looked bright and visible with only a few missing chips of paint here or there. Carl took two whole days to "touch up" the ten concrete poles and used ten cans of yellow spray paint in the process.Kiera enjoyed her job as a legal assistant and liked Mr. Vincent, the lawyer she worked for. Another lawyer in the same office, also had a legal assistant, Tina, who nobody liked. Tina had been at this job longer than any of the other assistants and seemed to take joy in making the other assistants squirm. Tina never greeted anyone in the mornings, instead heading straight to her desk. Everyone quickly learned not to greet Tina, or they would get an earful before the workday even began.Analyze the information and discern which behaviors are property deviance, which are production deviance, which are political deviance, and which are personal aggression behaviors. Also identify which are interpersonal behaviors versus organizational behaviors and distinguish which are minor offenses and which are serious offenses.Student answers should resemble the sample answer provided.In the first scenario, Sue is gossiping by stating facts not confirmed as true during casual conversation. Sue does not know that Steve has a drinking problem, there may be other reasons for him being absent from recent meetings. Steve still performs his work tasks on time. Gossiping is considered a political deviance meant to intentionally disadvantage other individuals, such as Steve. Gossiping is considered a minor interpersonal counterproductive behavior.There was no counterproductive behavior in the second scenario as one of the requirements of a behavior being labeled as counterproductive is that the behavior was intentional. Kendra knocking the plant off onto her coworker's model was an accident and not intentional, although it was destructive and will likely inconvenience her coworker.In the third incident, Mark is sabotaging the new payroll system the company plans to introduce. Mark is talking down the new

system to his coworkers and his employees. This type of talk is often contagious and now his coworkers and employees also have a negative opinion of the new system. Sabotage is a property deviance, a serious organizational counterproductive behavior.Devonte's greeting Tim as "Mr. Weak Link" rather than Tim's proper name is a form of harassment. Devonte is subjecting Tim to unwanted verbal remarks on an ongoing basis. Although the names are laughed off at the time, they can cause Tim distress in the long-term. Harassment is considered personal aggression, a serious interpersonal counterproductive behavior.In the fifth scenario, Carl used way more paint than he needed and took much longer to perform the "touch up" on the concrete poles than he needed. This is a classic example of wasting resources, a production deviance. Although wasting resources is considered a minor organizational counterproductive behavior, it is also the most common form of production deviance.In the final scenario, Tina shows all the signs of incivility, she is rude, impolite, discourteous, and lacking in good manners. Incivility is considered a political deviance, a minor interpersonal counterproductive behavior.

114) Most notable among these trends are the decline of physical, industrial jobs and the rise of cognitive, service jobs.Today, statistics from the U.S. Department of Labor confirm that knowledge work is becoming more prevalent than jobs involving physical activity. It requires employees to engage in cognitive work, applying theoretical and analytical knowledge acquired through formal education and continuous learning. In addition to being more cognitive, knowledge work tends to be more fluid and dynamic in nature.One of the largest and fastest growing sectors in the economy is not in industries that produce goods, but rather in industries that provide services. Service work, or work that provides nontangible goods to customers through direct electronic, verbal, or physical interaction, accounts for a large part of the economic activity in the United States. Examples of service work include retail jobs, customer service representatives, and food service workers.

115) The increase in service jobs has a number of implications for job performance. For example, the costs of bad task performance are more immediate and more obvious. When customer service representatives do their job duties poorly, the customer is right there to notice. That failure cannot be hidden or corrected by other employees chipping in before it is too late. In addition, service work contexts place a greater premium on high levels of citizenship behavior and low levels of counterproductive behavior. If service employees refuse to help one another or maintain good sportsmanship, or if they gossip and insult one another, those negative emotions get transmitted to the customer during the service encounter. Maintaining a positive work environment therefore becomes even more vital.

116) Under Price Sr., Sunrise Roofing operated up to five crews, each containing five workers. Each crew contained three positions on the roof and two on the ground. Each position had assigned tasks, but Price Sr. liked his workers to be versatile and able to work any position, upper or lower, on any given day. Under Price Sr., every employee was evaluated and paid at the same level and he hired new crews each roofing season. Price Sr. traveled from jobsite to jobsite overseeing the work and handling any problems. When evaluating workers, Price Sr. kept notes and logged individual feedback from fellow workers, but mainly relied on his observations to decide if a worker was called back to work the next season. Workers who had worked for Price Sr. previously would perform at a higher level while the boss was on the jobsite and routinely fed him negative feedback about fellow workers. In addition, workers often fought over who would perform the relatively easier ground jobs each day. At the end of each roofing season, Price Sr. did not formally meet with any of his workers, nor tell them if they would be called back the followed season but the workers were aware of the company's practice.Currently, Price Jr. coordinates up to ten crews of six workers, each crew contains the same five positions with an additional crew boss. Each job position is static and the only position requiring any versatility is the crew boss, who is required to jump in and work any position as needed. Under Price Jr., Sunrise Roofing retains its workers who draw unemployment during the off-season. He hires each season only enough workers to fill vacant positions. All workers start at the same hourly pay but if retained, the worker receives a year-end bonus and a raise effective the following season. The younger Price stays in near constant contact with his crew bosses through daily jobsite visits, phone calls and texts. Nearly every crew boss communicates with their crew using calls and texts. Price Jr. formally evaluates workers at the end of every season, relying mainly on his crew bosses for the majority of input, but

he also considers coworker feedback collected throughout the season. Crew bosses log on to the company website once a week and submit weekly progress reports. Crew bosses report not only on job progress but also on individual worker behaviors such as arriving on time, effort, and daily attitude with fellow coworkers. Price Jr. views the reports and follows up with questions or clarifications, making his own notes on each report. At the end of each roofing season, Price Jr. meets personally with each worker, reviews their work with them, asks for their input and determines if they are eligible for retention, along with the year-end bonus and pay raise.Of the four well-known practices in which job performance information is used to manage employee performance, which do you predict was being used at Sunrise Roofing when Price Sr. owned the company and rationalize your choice? Does it appear the evaluation practice has changed under the management of Price Jr.? Assess the information and deduce if Sunrise Rooking is currently using one or more approaches. Provide your conclusion and rationalize your choice.Student may choose and rationalize any of the four job performance evaluation practices, but their answer should exhibit some of the points given in the following sample answer.Under the direction of Dale Price Sr., Sunrise Roofing was not using the MBO method as there was not objective measures of performance involved. Price Sr. may have used a form of BARS with a mental comparison of different job dimensions against actual worker performance but there was no feedback of any kind to the workers allowing for task improvement. While Price Sr. considered coworker feedback similar to the 360-degree feedback system, there appears to be the potential for highly inaccurate information contained in the feedback, evidenced in the competitive nature of the workers. There were no social networking systems and it appears a forced ranking system was used to determine if a worker was retained for the following season. It appears that Dale Price Sr. was the

only person doing the ranking, relying mainly on his own observations which were often incorrect as the workers behaved differently while he was on the jobsite.Worker evaluation has changed considerably under the direction of Dale Price Jr. Sunrise Roofing could be using a combination of methods to evaluate worker performance and determine both retention and eligibility for the annual bonus and raise. The MBO method is best suited for managing the performance of employees who work in contexts in which objective measures of performance can be quantified. Aspects of each position could be quantified, such as shingles laid in one minute, but it does not appear worker goals and objectives are formally set at the beginning of the season. Price Jr. may use a form of the BARS system, scoring employee's overall job performance using "critical incidents" (such as tardiness) provided in the weekly crew boss reports. It is unclear if this feedback is shared with the employees, but possibly shared during the formal evaluation at the end of the season. There are definitely elements of the 360-degree feedback system as Price Jr. asks employees for their own input during the formal evaluation and he already has feedback from their coworkers and crew boss. There is no evidence of a formal social networking system at Sunrise Roofing, but mobile communications allow immediate feedback between Price Jr. and his crew bosses. The likely evaluation method is a form of the 360-degree feedback system and possibly a BARS evaluation.

117) Former General Electric chairman and CEO Jack Welch's "vitality curve" forces managers to rank all of their people into one of three categories: the top 20 percent (A players), the vital middle 70 percent (B players), or the bottom 10 percent (C players). The A players are thought to possess "the four Es of GE leadership" (very high *energy* levels, the ability to *energize* others around common goals, the *edge* to make tough yes-and-no decisions, and finally the ability to consistently *execute* and deliver on their promises). The B players are the focus of development. According to Welch, B players are the backbone of the company but lack the passion of As. The C players are employees who cannot get the job done and should be let go.There are some important limitations to this system of performance management. For example, some believe the system is inherently unfair because it forces managers to give bad evaluations to employees who may be good performers, just to reach a pre-established percentage. Also, employees may become competitive with one another to avoid finding themselves in a lower category, or they may avoid stepping outside the bounds of routine task behaviors for fear of standing out or making a mistake. For these reasons, organizations today (including GE) have moved away from performance management systems that rely upon forced ranking of employees.

118) Social networking technology has recently been applied in organizational contexts to develop and evaluate employee job performance. Although the effectiveness of social networking applications for performance evaluation and employee development purposes has not been studied scientifically, there are some advantages that make us believe that they will grow in popularity. For example, these types of systems provide performance timelier information relative to traditional practices that measure performance quarterly or even yearly. Although it might be unpleasant to learn from your peers that a presentation you gave was boring, it is much better than giving 50 boring presentations over the course of the year and then getting the news from your boss.