

Exam

Name _____

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) The value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment is known as: 1) _____
 - A) job performance
 - B) job commitment
 - C) job satisfaction
 - D) organizational commitment
 - E) motivation

- 2) Employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, are known as: 2) _____
 - A) job withdrawal
 - B) counterproductive behaviour
 - C) citizenship behaviour
 - D) task performance
 - E) organizational commitment

- 3) The explicit obligations that an employee must fulfill to receive compensation and continued employment are known as: 3) _____
 - A) citizenship behaviour
 - B) counterproductive behaviour
 - C) task performance
 - D) job withdrawal
 - E) organizational commitment

- 4) For an accountant, preparing, examining, and analyzing accounting records for accuracy and completeness is most likely an example of: 4) _____
 - A) organizational commitment
 - B) job withdrawal
 - C) task performance
 - D) citizenship behaviours
 - E) counterproductive behaviour

- 5) 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: 5) _____
 - A) counterproductive behaviour
 - B) job withdrawal
 - C) task performance
 - D) organizational commitment
 - E) citizenship behaviours

- 6) Well-known responses to normal job demands that occur in a predictable way are known as: 6) _____
 - A) adaptive task performance
 - B) citizenship behaviour
 - C) counterproductive behaviour
 - D) routine task performance

E) job withdrawal

- 7) For a surgical technician, handing the surgeon the required surgical tools for a simple appendectomy is an example of: 7) _____
A) adaptive task performance
B) job withdrawal
C) counterproductive behaviour
D) routine task performance
E) citizenship behaviour
- 8) An employee's response to job demands that are novel, unusual, or unpredictable is known as: 8) _____
A) adaptive task performance
B) citizenship behaviour
C) counterproductive behaviour
D) job withdrawal
E) routine task performance
- 9) For a kindergarten teacher, assisting her twenty-one students out of a smoke-filled elementary school is an example of: 9) _____
A) citizenship behaviour
B) routine task performance
C) adaptive task performance
D) counterproductive behaviour
E) job withdrawal
- 10) What is the concept that is described as ideals or physical outcomes that are both novel and useful? 10) _____
A) creative task performance
B) citizenship behaviour
C) adaptive task performance
D) routine task performance
E) job withdrawal
- 11) Two kinds of task performance include 11) _____
A) citizenship and counterproductive
B) creative and adaptive
C) interpersonal and organizational
D) property and production
E) political and personal
- 12) 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

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have a stake or are asked for involve ment. On her own time, she keeps up on all dental regulati ons and business -related news that may have an impact on the firm. Carol, on the other hand, can be describe d as the unoffici al publicist of Family Dentistr y. She always represen ts 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 contribute most directly to the business goals of the Family Dentistry practice through their _____.

12) _____

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

13) Scenario: Family Dentistry, Inc.

13) _____

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

14) Scenario: Family Diner

14) _____

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

- 15) 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: 15) _____
- A) adaptive task performance.
 - B) routine task performance.
 - C) citizenship behaviour.
 - D) job withdrawal.
 - E) counterproductive behaviour.
- 16) 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? 16) _____
- A) Solving problems creatively.
 - B) Dealing with uncertain and unpredictable work situations.
 - C) Learning work tasks, technologies, and work situations.
 - D) Handling work stress.
 - E) Demonstrating interpersonal adaptability.
- 17) All of these are behaviours involved in adaptability except: 17) _____
- A) handling emergencies
 - B) demonstrating interpersonal adaptability
 - C) performing daily rituals
 - D) solving problems creatively
 - E) handling work stress
- 18) A job analysis consists of which of the following? 18) _____
- A) consulting with a subject matter expert as to the frequency of all job activities
 - B) consulting with a subject matter expert as to the importance of all job activities
 - C) activities rated highly in terms of frequency and importance are used to define task performance
 - D) listing all job activities
 - E) All of these
- 19) The Canadian government database used to identify job titles and occupational group descriptions is known as: 19) _____
- A) Behavioural Anchored Ratings Scale Network
 - B) National Occupational Classification
 - C) Job and Occupation Bank
 - D) Job Analysis Network
 - E) all of these
- 20) Relatively discretionary activities that contribute to the organization by improving the overall quality of the setting in which work takes place are known as: 20) _____
- A) routine task performance
 - B) counterproductive behaviour
 - C) citizenship behaviour

- D) adaptive task performance
- E) job withdrawal

- 21) Citizenship behaviours can be divided into the two main categories of: 21) _____
- A) intrapersonal and organizational
 - B) interpersonal and political
 - C) interpersonal and intrapersonal
 - D) interpersonal and organizational
 - E) organizational and political
- 22) Which of the following statements about the National Occupational Classification (NOC) database is false? 22) _____
- A) It enables people to compile, analyze, and communicate information about occupations.
 - B) It captures the "numerous small decisions" that separate the most effective organizations from their competitors.
 - C) It is an online database.
 - D) It represents only the first step in figuring out the important tasks for a given job.
 - E) It provides a description of occupational groups.
- 23) Interpersonal citizenship behaviours consist of: 23) _____
- A) helping, courtesy, and sportsmanship
 - B) sportsmanship, kindness, competitiveness
 - C) courtesy, competitiveness, performance
 - D) helping, performance, kindness
 - E) none of the choices is correct
- 24) Interpersonal citizenship behaviour includes which of the following activities? 24) _____
- A) Sportsmanship
 - B) Civic virtue
 - C) Boosterism
 - D) Voice
 - E) All of these
- 25) 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? 25) _____
- A) Political citizenship behaviour
 - B) Interpersonal citizenship behaviour
 - C) Production citizenship behaviour
 - D) Intrapersonal citizenship behaviour
 - E) Organizational citizenship behaviour
- 26) 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? 26) _____
- A) Courtesy
 - B) Sportsmanship
 - C) Civic virtue
 - D) Helping
 - E) Boosterism

- 27) 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? 27) _____
- A) Helping
 - B) Sportsmanship
 - C) Courtesy
 - D) Boosterism
 - E) Civic virtue
- 28) _____ refers to keeping coworkers informed about matters that are relevant to them. 28) _____
- A) Courtesy
 - B) Sportsmanship
 - C) Boosterism
 - D) Helping
 - E) Civic virtue
- 29) 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? 29) _____
- A) Helping
 - B) Courtesy
 - C) Sportsmanship
 - D) Boosterism
 - E) Civic virtue
- 30) Organizational citizenship behaviours consist of which of these? 30) _____
- A) Boosterism, Voice, Performance
 - B) Voice virtue, Performance, Kindness
 - C) Civic virtue, Voice, Boosterism
 - D) Civic virtue, Performance, Competitiveness
 - E) None of the choices are correct
- 31) Organizational citizenship behaviours consist of: 31) _____
- A) helping
 - B) courtesy
 - C) sportsmanship
 - D) voice
 - E) all of these
- 32) Yan speaks up and offers constructive suggestions about how to change the operations of her department. Yan is demonstrating which type of citizenship behaviour? 32) _____
- A) Boosterism
 - B) Voice
 - C) Civic virtue
 - D) Sportsmanship
 - E) Helping
- 33) James is always reading and keeping up with organizational announcements and news that affects his company. James is demonstrating which type of citizenship behaviour? 33) _____
- A) Voice
 - B) Boosterism
 - C) Helping
 - D) Civic virtue

E) Sportsmanship

- 34) 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? 34) _____
- A) Boosterism
 - B) Helping
 - C) Voice
 - D) Sportsmanship
 - E) Civic virtue
- 35) _____ 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. 35) _____
- A) Helping
 - B) Voice
 - C) Civic virtue
 - D) Sportsmanship
 - E) Boosterism
- 36) _____ means representing the organization in a positive way when out in public, away from work. 36) _____
- A) Voice
 - B) Sportsmanship
 - C) Civic virtue
 - D) Boosterism
 - E) Helping
- 37) Which of these is true about research conducted on citizenship behaviour in a paper mill? 37) _____
- A) The quality but not quantity of crew output was higher in crews that included more good citizens
 - B) The quantity and quality of crew output was higher in crews that included more good citizens
 - C) The quantity but not 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
- 38) Which of these has been shown to have a positive impact on workgroups and organizations? 38) _____
- A) Political deviance
 - B) Counterproductive behaviours
 - C) Citizenship behaviours
 - D) Property deviance
 - E) Personal aggression

39) Scenario: Family Dentistry, Inc.

Ama,
and Bianca

, and 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 dental and to Dr. Devon. Amanda specifically takes on the role of attending all hygienis community-related voluntary meetings and functions where Family Dentistry may have ts who a stake or are asked for involvement. On her own time, she keeps up on all dental work for regulations and business-related news that may have an impact on the firm. Carol, on the Dr. other hand, can be described as the unofficial publicist of Family Dentistry. She always Devon represents the firm in a very positive way away from work. In groups she belongs to, at at church, or at her children's school, she is always bragging about how good it is to work Family at Family Dentistry. Dr. Devon couldn't be happier to have such wonderful people Dentistr working with her.

y. All three The three hygienists' interact with one another in a manner that reflects high levels of hygienis _____.

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

40) Scenario: Family Dentistry, Inc.

40) _____

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

41) Scenario: Family Dentistry, Inc.

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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.

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

42) Scenario: Family Diner

42) _____

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) Boosterism
- D) Civic virtue
- E) Personal aggression

43) 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?

43) _____

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

44) 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?

44) _____

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

45) 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?

- our? 45) _____

- A) Civic virtue
 - B) Voice
 - C) Sportsmanship
 - D) Boosterism
 - E) Helping
- 46) 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? 46) _____
- A) Voice
 - B) Helping
 - C) Sportsmanship
 - D) Civic virtue
 - E) Boosterism
- 47) Employee behaviours that intentionally hinder organizational goal accomplishment are known as: 47) _____
- A) job withdrawal
 - B) task performance
 - C) counterproductive behaviour
 - D) organizational commitment
 - E) citizenship behaviours
- 48) Behaviours that intentionally harm the organization's assets and possessions are known as: 48) _____
- A) production deviance
 - B) property deviance
 - C) personal aggression
 - D) political deviance
 - E) none of these
- 49) 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: 49) _____
- A) wasting resources
 - B) theft
 - C) political deviance
 - D) incivility
 - E) sabotage
- 50) Counterproductive behaviours can be divided into the main categories of: 50) _____
- A) political deviance
 - B) production deviance
 - C) personal aggression
 - D) property deviance
 - E) All of these
- 51) Which of these behaviours is included in the "serious" category of organizational 50) _____
counterpro

ductive 51)
behavio
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- A) Incivility
- B) Harassment
- C) Sabotage
- D) Substance abuse
- E) All of these

52) Which of these behaviours is included in the "serious" category of interpersonal counterproductive behaviour?

52) _____

- A) Harassment
- B) Substance abuse
- C) Incivility
- D) Sabotage
- E) None of these

53) Which of these behaviours is included in the "minor" category of organizational counterproductive behaviour?

53) _____

- A) Sabotage
- B) Incivility
- C) Substance abuse
- D) Harassment
- E) None of these

54) Which of these behaviours is included in the "minor" category of interpersonal counterproductive behaviour?

54) _____

- A) Sabotage
- B) Incivility
- C) Harassment
- D) Substance abuse
- E) All of these

55) Which of these behaviours are considered to be production deviance?

55) _____

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

56) Which of these behaviours are considered to be property deviance?

56) _____

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

57) Which of these behaviours are considered to be political deviance?

57) _____

- A) Harassment and abuse
- B) Wasting resources and substance abuse
- C) Sabotage and theft

- D) Interpersonal and organizational
- E) Gossiping and incivility

- 58) Which of these behaviours are considered to be personal aggression? 58) _____
- A) Sabotage and theft
 - B) Harassment and abuse
 - C) Interpersonal and organizational
 - D) Wasting resources and substance abuse
 - E) Gossiping and incivility
- 59) The cost of counterproductive behaviours in the restaurant industry is estimated to be _____ percent of revenues per year. 59) _____
- A) 2-3
 - B) 25
 - C) 50
 - D) 15-20
 - E) 8-10
- 60) Research has shown that up to _____ of all employees have engaged in counterproductive behaviours such as theft. 60) _____
- A) 90
 - B) 10
 - C) 50
 - D) 75
 - E) 25
- 61) Behaviours that focus specifically on reducing the efficiency of work output are known as: 61) _____
- A) Personal aggression
 - B) Personal assertion
 - C) Political deviance
 - D) Property deviance
 - E) Production deviance
- 62) _____ is the most common form of production deviance. 62) _____
- A) Incivility
 - B) Sabotage
 - C) Harassment
 - D) Wasting resources
 - E) Theft
- 63) Edward is one of the four administrative assistants 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? 63) _____
- A) Sabotage
 - B) Incivility
 - C) Wasting resources
 - D) Theft
 - E) Harassment
- 64) Every day Johnny comes to work intoxicated, and this compromises his work efficiency. Johnny is engaging in which of these counterproductive behaviours? 64) _____
- A) Incivility
 - B) Production deviance
 - C) Sabotage
 - D) Property deviance
 - E) None of the choices are correct

- 65) Behaviours that intentionally disadvantage other individuals rather than the larger organization are known as _____. 65) _____
- A) Wasting resources
 - B) Theft
 - C) Political deviance
 - D) Sabotage
 - E) Incivility
- 66) 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? 66) _____
- A) Substance abuse
 - B) Political deviance
 - C) Personal aggression
 - D) Wasting resources
 - E) Gossiping
- 67) 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? 67) _____
- A) Wasting resources
 - B) Incivility
 - C) Gossiping
 - D) Harassment
 - E) Substance abuse
- 68) Behaviour that involves verbal hostility and physical altercations directed toward other employees is known as: 68) _____
- A) theft
 - B) political deviance
 - C) personal aggression
 - D) Sabotage
 - E) incivility
- 69) Gus constantly subjected Liz to unwanted physical contact and verbal remarks. This behaviour is an example of which type of counterproductive behaviour? 69) _____
- A) Harassment
 - B) Substance abuse
 - C) Gossiping
 - D) Incivility
 - E) Productive aggression
- 70) Which of the following is false about counterproductive behaviours? 70) _____
- A) There is a strong positive correlation between task performance and counterproductive behaviour
 - B) Counterproductive behaviours tend to represent a pattern of behaviour rather than isolated incidents
 - C) Sometimes the best task performers are the ones who can best get away with counterproductive actions

- D) Counterproductive behaviour is relevant to any job
- E) People who engage in one form of counterproductive behaviour also tend to engage in other forms of counterproductive behaviour

71) There is _____ correlation between task performance and counterproductive behaviour. 71) _____

- A) a strong positive
- B) a strong negative
- C) a weak positive
- D) a weak negative
- E) none of these

72) Scenario: Family Diner 72) _____

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

73) Scenario: Family Diner em get plo worse. yee me Cindy' etins g tobehavi add our resscan be the classifi issued as es which bef of ore these? thin gs

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73)

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

74) Scenario: Family Diner

74) _____

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

75) 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:

75) _____

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

76) Which of the following is a serious organizational counterproductive behaviour?

76) _____

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

77) Which of the following is a serious interpersonal counterproductive behaviour?

77) _____

- A) Substance abuse
- B) Wasting resources
- C) Sabotage
- D) Incivility

E) Abuse

- 78) Which of the following behaviours is a minor organizational counterproductive behaviour? 78) _____
- A) Sabotage
 - B) Harassment
 - C) Gossiping
 - D) Wasting resources
 - E) Incivility
- 79) Which of the following behaviours is a minor interpersonal counterproductive behaviour? 79) _____
- A) Gossiping
 - B) Harassment
 - C) Substance abuse
 - D) Wasting resources
 - E) Sabotage
- 80) 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? 80) _____
- A) Wasting resources
 - B) Theft
 - C) Production deviance
 - D) Sabotage
 - E) Political deviance
- 81) Which of the following represents communication that is rude, impolite, discourteous, and lacking in good manners? 81) _____
- A) Gossiping
 - B) Substance abuse
 - C) Wasting resources
 - D) Incivility
 - E) Personal aggression
- 82) Which of the following occurs when employees are subjected to unwanted physical contact or verbal remarks from a colleague? 82) _____
- A) Productive aggression
 - B) Substance abuse
 - C) Incivility
 - D) Harassment
 - E) Gossiping
- 83) Which of the following occurs when an employee is assaulted or endangered in such a way that physical and psychological injuries may occur? 83) _____
- A) Substance abuse
 - B) Abuse
 - C) Incivility
 - D) Gossiping
 - E) Theft

- 84) The management technique that assesses an employee's performance by directly assessing job performance behaviours is known as 84) _____
- A) 360 degree feedback
 - B) hovering
 - C) management by objectives
 - D) behaviourally anchored rating scales
 - E) none of these
- 85) 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 85) _____
- A) task mandates
 - B) management by objectives
 - C) 360 degree feedback
 - D) critical incidents
 - E) none of these
- 86) 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 86) _____
- A) behaviourally anchored rating scales
 - B) management by objectives
 - C) hovering
 - D) 360 degree feedback
 - E) none of the choices are correct
- 87) A BARS approach might use critical incidents to create response anchors, ranging from 1-5 where 5 indicates: 87) _____
- A) unwilling to accept changes.
 - B) poor adaptive performance.
 - C) excellent adaptive performance.
 - D) requires persuasion and supervision to make changes.
 - E) able to make changes with average amount of instruction.
- 88) Which of the following bases an employee's evaluations on whether the employee achieves specific performance goals? 88) _____
- A) Behavioural observation scales
 - B) Management by objectives
 - C) Behaviourally anchored rating scales
 - D) Benchmarking
 - E) 360 degree feedback
- 89) Which of the following individuals would not provide input to a 360-degree feedback approach? 89) _____
- A) Subordinates
 - B) Shareholders
 - C) Customers
 - D) Supervisors
 - E) Co-workers
- 90) Which of the following concepts refers to a performance management system in which managers

rank 90)
subordin
ates
relative
to one
another?

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—

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

- 91) Which of the following is a social networking system used to appraise employee performance? 91) _____
- A) YouTube
 - B) LinkedIn
 - C) Facebook
 - D) Myspace
 - E) Instagram

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

- 92) Job performance includes employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces. 92) _____
- 93) It is important to know which behaviours are relevant to job performance. 93) _____
- 94) The term "results" or "job performance results" is used to describe the outcomes associated with performance behaviours. 94) _____
- 95) Task performance is the set of explicit obligations that an employee must fulfill to receive compensation and continued employment. 95) _____
- 96) In addition to being more cognitive, knowledge-based work tends to be more structured and routine in nature. 96) _____
- 97) Task performance is formally defined as the value of the set of employee behaviours that contribute, either positively or negatively, to organizational goal accomplishment. 97) _____
- 98) Routine task performance involves employee responses to task demands that are novel, unusual, or, at the very least, unpredictable. 98) _____
- 99) Creative task performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful. 99) _____
- 100) Evan's daily work can be described as routine task performance. 100) _____
- 101) 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. 101) _____

- 102) Citizenship behaviours have a positive effect on work units and organizations. 102) ____
- 103) The first step in conducting a job analysis is to generate a list of all the activities involved in a job. 103) ____
- 104) The National Occupational Classification (NOC) organizes over 30,000 job titles into 520 occupational group descriptions. 104) ____
- 105) 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. 105) ____
- 106) Courtesy involves maintaining a good attitude with coworkers, even when they've done something annoying or when the unit is going through tough times. 106) ____
- 107) 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. 107) ____
- 108) Organizational citizenship behaviours benefit the larger organization by supporting and defending the company, working to improve its operations, and being especially loyal to it. 108) ____
- 109) Boosterism involves speaking up and offering constructive suggestions for change. 109) ____
- 110) Political deviance refers to behaviours that intentionally harm the organization's assets and possessions. 110) ____
- 111) Wasting resources is the most common form of production deviance. 111) ____
- 112) Fortunately, people who engage in one form of counterproductive behaviour do not usually engage in other forms. 112) ____
- 113) Sometimes the best task performers are also the employees who engage in high levels of counterproductive behaviour. 113) ____
- 114) Counterproductive behaviour is defined as employee behaviours that unintentionally hinder organizational goal accomplishment. 114) ____
- 115) Substance abuse is a form of political deviance. 115) ____
- 116) Production deviance refers to behaviours that intentionally disadvantage the larger organization rather than other individuals. 116) ____
- 117) Gossiping represents communication that is rude, impolite, discourteous, and lacking in good manners. 117) ____
- 118) Personal aggression is defined as hostile verbal and physical actions directed toward other employees. 118) ____
- 119) Feedback from BARS can help an employee develop and improve over time. 119) ____
- 120) Despite its popularity, 360 degree feedback is not well suited for developing employee talent. 120) ____

120) _____

121) BARS emphasize the results of job performance as much as it does the performance behaviours themselves. 121) _____

122) 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. 122) _____

123) Very few 360 degree feedback systems ask the employee to provide ratings of his/her own performance. 123) _____

124) Social networking applications for performance evaluation and employee development are expected to grow in popularity. 124) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

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.

- 1) A
- 2) D
- 3) C
- 4) C
- 5) C
- 6) D
- 7) D
- 8) A
- 9) C
- 10) A
- 11) B
- 12) A
- 13) D
- 14) E
- 15) B
- 16) C
- 17) C
- 18) E
- 19) B
- 20) C
- 21) D
- 22) B
- 23) A
- 24) A
- 25) B
- 26) B
- 27) C
- 28) A
- 29) C
- 30) C
- 31) D
- 32) B
- 33) D
- 34) A
- 35) C
- 36) D
- 37) B
- 38) C
- 39) B
- 40) D
- 41) A
- 42) A
- 43) C
- 44) D
- 45) A
- 46) E
- 47) C
- 48) B
- 49) E
- 50) E
- 51) C

- 52) A
- 53) C
- 54) B
- 55) B
- 56) D
- 57) E
- 58) B
- 59) A
- 60) D
- 61) E
- 62) D
- 63) C
- 64) B
- 65) C
- 66) E
- 67) B
- 68) C
- 69) A
- 70) A
- 71) D
- 72) A
- 73) B
- 74) C
- 75) C
- 76) E
- 77) E
- 78) D
- 79) A
- 80) C
- 81) D
- 82) D
- 83) B
- 84) D
- 85) D
- 86) D
- 87) C
- 88) B
- 89) B
- 90) A
- 91) C
- 92) FALSE
- 93) TRUE
- 94) TRUE
- 95) TRUE
- 96) FALSE
- 97) FALSE
- 98) FALSE
- 99) TRUE
- 100) TRUE
- 101) FALSE
- 102) TRUE
- 103) TRUE

- 104) TRUE
- 105) TRUE
- 106) FALSE
- 107) FALSE
- 108) TRUE
- 109) FALSE
- 110) FALSE
- 111) TRUE
- 112) FALSE
- 113) TRUE
- 114) FALSE
- 115) FALSE
- 116) FALSE
- 117) FALSE
- 118) TRUE
- 119) TRUE
- 120) FALSE
- 121) FALSE
- 122) FALSE
- 123) FALSE
- 124) TRUE
- 125) • 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.
- 126) • 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.
- 127) • 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.
- 128) • 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.

- **viour:** behaviours that benefit the larger organization by supporting and defending the company, working Orga 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.
- 129) • **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.
- 130) • **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