File: ch01, CHAPTER 1: The Dynamic Environment of HRM

TRUE/FALSE

1. In the 1920s, multinational corporations became commonplace.

Ans: False

Difficulty: Easy

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

2. In a collective society such as the United States, people are primarily concerned with their own family.

Ans: False

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

3. According to Thomas Friedman, there are three eras of globalization: transportation, communication, and technology.

Ans: True

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

4. When off the job, an employer cannot legally control an employee’s behavior by prohibiting such things as riding a motorcycle, skydiving, smoking, or drinking alcohol.

Ans: False

Difficulty: Hard

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Comprehension

AACSB Tag: Ethical understanding and reasoning

5. Interestingly, most organizations take a ‘melting pot’ approach to diversity.

Ans: False

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

6. Many Gen Xers and Gen Yers, while passionate about their careers, will not sacrifice family and leisure for their career.

Ans: True

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

7. Given the population and technology shifts occurring today, the authors foresee an end to the labor shortage within the next year or two.

Ans: False

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

8. Employees who work fewer than 40 hours a week are called part-time employees.

Ans: True

Difficulty: Easy

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

9. Quality management is an organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization.

Ans: True

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

10. Continuous improvement programs aim at constantly improving the quality of products and services.

Ans: True

Difficulty: Easy

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

11. Radical changes in an organization are the focus area of work process engineering.

Ans: True

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

12. When managers make clear, forceful decisions for subordinates, employee involvement increases.

Ans: False

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Comprehension

AACSB Tag: Analytical thinking

13. Recent corporate scandals have created a lack of trust for management.

Ans: True

Difficulty: Easy

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Comprehension

AACSB Tag: Ethical understanding and reasoning

14. Because contract workers’ labor cost is unknown and their service is usually poor as compared to full-time employees, organizations prefer not to use them.

Ans: False

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

15. According to the Internal Revenue Service (IRS), an employee is an individual who performs work for you, and you have the right to control or direct the result of the work but not the means and methods of accomplishing the result.

Ans: False

Difficulty: Hard

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Synthesis

AACSB Tag: Analytical thinking

16. Mergers are a common way for businesses to enter new or global markets, acquire new technology, or gain a financial advantage by achieving economies of scale.

Ans: True

Difficulty: Medium

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

MATCHING KEY TERMS AND DEFINITIONS

a) Multinational corporations

b) Work process engineering

c) Contingent workforce

d) Baby-boomers

e) Knowledge workers

f) Outsourcing

g) Downsizing

h) Acquisition

i) Core employees

j) Rightsizing

k) Workforce diversity

l) Code of ethics

m) Quality management

n) Kaizen

o) Globalization

17. A process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment, accelerated by information technology.

Ans: o

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

18. Corporations with significant operations in more than one country

Ans: a

Difficulty: Easy

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

19. The varied personal characteristics that make the workforce heterogeneous.

Ans: k

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

20. Those individuals born between 1946 and 1965.

Ans: d

Difficulty: Easy

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

21. An activity in an organization aimed at creating greater efficiency by eliminating certain jobs.

Ans: g

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

22. Linking employee needs to organizational strategy.

Ans: j

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

23. The part-time, temporary, and contract workers used by organizations to fill peak staffing needs.

Ans: c

Difficulty: Easy

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

24. Employees whose jobs are designed around acquisition and application of information.

Ans: e

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Knowledge

AACSB Tag: Information technology

25. Using outside firms for providing necessary products and services.

Ans: f

Difficulty: Easy

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

26. A formal document that states an organization’s primary values and the ethical rules it expects organizational members to follow.

Ans: l

Difficulty: Medium

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

27. The Japanese term for an organization’s commitment to continuous improvement.

Ans: n

Difficulty: Easy

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

28. Radical, quantum change in an organization.

Ans: b

Difficulty: Hard

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

29. An organization’s full-time employee population.

Ans: i

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Reflective thinking

30. Organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization.

Ans: m

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

31. The transfer of ownership and control of one organization to another.

Ans: h

Difficulty: Easy

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

FILL IN THE BLANKS

32. The fact that organizations are no longer constrained by national borders in producing goods and services illustrates the \_\_\_\_\_\_\_ of businesses.

Ans: globalization

Difficulty: Easy

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

33. According to Thomas Friedman, \_\_\_\_\_\_ was the second era of globalization.

Ans: communication

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

34. Women and \_\_\_\_\_\_\_ are the fastest growing segments of the U.S. workforce.

Ans: minorities

Difficulty: Easy

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

35. In times of labor \_\_\_\_\_\_, good wages and benefits are not enough to hire and keep skilled workers.

Ans: shortages

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

36. Contacting a pool of qualified applicants is one of the most critical aspects of \_\_\_\_\_\_\_\_\_\_\_\_.

Ans: recruiting

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

37. \_\_\_\_\_\_, a Wyoming statistician, is credited with introducing continuous improvement programs to Japan.

Ans: Deming

Difficulty: Easy

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

38. \_\_\_\_\_\_\_ goes beyond incremental change and requires an organization to face the possibility that what the organization may really need is radical or quantum change.

Ans: Work process engineering

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Analytical thinking

39. A \_\_\_\_\_ may tend to view their work as not critically important to an organization.

Ans: contingent employee

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Knowledge

AACSB Tag: Reflective thinking

40. Work teams, delegation, and peer influence are all examples of \_\_\_\_\_\_\_\_\_ practices.

Ans: employee involvement

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Knowledge

AACSB Tag: Reflective thinking

41. A set of rules or principles that defines right and wrong is commonly referred to as \_\_\_\_\_\_\_.

Ans: ethics

Difficulty: Easy

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

MULTIPLE CHOICE

42. During the mid-\_\_\_\_\_\_, multinational corporations (MNCs) become commonplace.

a) 1880s

b) 1920s

c) 1970s

d) 1960s

e) 1990s

Ans: d

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

43. Kenyata is the training manager of a Chicago-based company. She is working on a training program for a subsidiary in Venezuela. The training program focuses on work-related cultural differences in Venezuela and the United States. It is very important for Kenyata to emphasize that:

a) both Venezuela and the United States are individualistic countries.

b) both Venezuela and the United States are collectivist countries.

c) Venezuela is a collectivist society whereas the United States is an individualistic society.

d) Spanish is the official language in Venezuela whereas English is the official language in the United States.

e) future orientation is highly valued and rewarded both in Venezuela and the United States.

Ans: c

Difficulty: Hard

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Synthesis

AACSB Tag: Diverse and multicultural work environments

44. DeMario, a Canadian native, has just been cleared for assignment as a country manager. He went to school in the United States and speaks English, Spanish, and French. What assignment would work best for him if there is no time for additional training?

a) Mexico

b) Brazil

c) India

d) Spain

e) Australia

Ans: e

Difficulty: Hard

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Synthesis

AACSB Tag: Diverse and multicultural work environments

45. All of these countries value individualism and acquiring things EXCEPT:

a) Singapore

b) New Zealand

c) Australia

d) Netherlands

e) Canada

Ans: a

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

46. All of these countries value collectivism relationships, and concern for others EXCEPT:

a) Singapore

b) New Zealand

c) China

d) Venezuela

e) Philippines

Ans: b

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

47. Different countries perceive status differently. For example, status in French society depends to a large extent on education and seniority. Such an emphasis on education and seniority is called:

a) ascribed status

b) prescribed status

c) status differentiation

d) achieved status

e) earned status

Ans: a

Difficulty: Medium

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Comprehension

AACSB Tag: Diverse and multicultural work environments

48. A California-based software company has just started a joint venture with a Japanese company in Tokyo. Doug, a U.S. expatriate, is the new general manager of the joint-venture. He is very excited about his foreign assignment in Japan. However, Doug has quickly become frustrated with the lack of assertiveness of his Japanese managers and employees. He feels things are not accomplished fast enough. What should Doug do?

a) Confront his Japanese managers and employees about their lack of assertiveness.

b) Train his Japanese managers and employees on how to become more assertive.

c) Reward his Japanese managers and employees for being assertive.

d) Make an effort to better understand the Japanese culture.

e) Make an effort to speak with his managers and employees in Japanese more often.

Ans: d

Difficulty: Hard

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Synthesis

AACSB Tag: Diverse and multicultural work environments

49. Which of the following statement about knowledge workers is FALSE?

a) They currently comprise about 75% of the U. S. workforce.

b) They are expected to be among the fastest growing job sectors in the next decade.

c) Their jobs are designed around the acquisition and application of information.

d) Their job skills need to be continually upgraded

e) They are paid a premium for their skills.

Ans: a

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Analysis

AACSB Tag: Information technology

50. How has technology changed HRM practices?

a) The HR function is simpler.

b) Recruiting using the web generates smaller, more focused applicant pools.

c) Employee training is often delivered on demand rather than through scheduled courses.

d) Electronic resumes take more time to evaluate than paper resumes.

e) Employees are happy to be under surveillance by their employers.

Ans: c

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Analysis

AACSB Tag: Information technology

51. Shaneka is employed by a company that monitors employee emails and telephone conversations. While off the job, Shaneka’s employer can legally do all of the following EXCEPT:

a) Prevent her from riding a motorcycle.

b) Tell her who to marry.

c) Prevent her from smoking.

d) Not allow her to eat junk food.

e) None of the above.

Ans: b

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

52. Your text mentioned that telephone calls are monitored in which of these organizations?

a) Ford

b) American Express

c) IBM

d) IRS

e) GE

Ans: b

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Knowledge

AACSB Tag: Information technology

53. Which of the following is an implication of technology in HRM?

a) Workers will need the ability to read and comprehend software and hardware manuals, technical journals, and detailed reports.

b) Employees will need more face time with their superiors.

c) Managers will have to revert to autocratic decision making.

d) Employees are motivated to work a constant 8-hour day.

e) Abuse of email and web surfing is eliminated.

Ans: a

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Synthesis

AACSB Tag: Information technology

54. All of these changes are causing an increased diversity in the U.S. workforce EXCEPT:

a) fewer younger workers enter the workforce.

b) more baby boomers take early retirement.

c) Federal legislation prohibits employee discrimination.

d) passage of the Senior Citizens Freedom to Work Act.

e) globalization lowers barriers to immigrants.

Ans: b

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Synthesis

AACSB Tag: Reflective thinking

55. Which of the following is NOT true regarding workforce diversity in the United States?

a) Differences are increasingly recognized and celebrated in organizations.

b) Minority and female applicants have become the fastest-growing segments of the workforce over the last 30 years.

c) Firms increasingly establish policies that consider various work styles.

d) As globalization becomes more pronounced, so does the importance of managing workforce diversity for U.S. organizations.

e) Accommodating the needs of minority and female employees is less and less a major responsibility for managers.

Ans: e

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

56. According to the text, communication via a blog has all of the following advantages EXCEPT:

a) it’s a quick and efficient means of advertising a company’s products.

b) companies can discuss ideas among organizational members.

c) dissatisfied customers and disgruntled employees can write about anything they do not like.

d) companies can provide more believable public relations information.

e) employees can discuss the good things that are happening to them, which personalizes the faceless company to the readers.

Ans: c

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Analysis

AACSB Tag: Information technology

57. Today, the percentage of women managers in the United States is approximately

a) 50%

b) 37%

c) 12%

d) 20%

e) 8%

Ans: d

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Knowledge

AACSB Tag: Diverse and multicultural work environments

58. Which of the following is NOT true regarding work/life issues in the United States?

a) Fewer families have only a single breadwinner.

b) The line between work and non-work has become blurred.

c) Many employees are asked to put in longer hours.

d) It has become easier for married employees to find the time to fulfill non-work commitments.

e) Communication technology allows employees to work at anytime from anywhere.

Ans: d

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Evaluation

AACSB Tag: Diverse and multicultural work environments

59. Why are so many organizations exhibiting a trend toward downsizing?

a) Quality emphasis programs are creating flatter structures and redesigning work to increase efficiency.

b) Greater control reduces flexibility.

c) Quality programs create steeper hierarchies with fewer workers at the lower levels.

d) Organizations are no longer global.

e) Big companies are vanishing.

Ans: a

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Comprehension

AACSB Tag: Application of knowledge

60. Which statement is the best comparison of downsizing and rightsizing?

a) Rightsizing maintains long term employee commitment. Downsizing leads to outsourcing.

b) Rightsizing links long term organizational goals to staffing levels. Downsizing is one of the actions that may be performed.

c) Rightsizing maintains competitive levels of employee surplus. Downsizing emphasizes quality management.

d) Rightsizing is another term for offshoring. Downsizing is another term for outsourcing.

e) Rightsizing is a euphemism for a racist workforce. Downsizing means cutting the number of employees.

Ans: b

Difficulty: Hard

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Comprehension

AACSB Tag: Application of knowledge

61. A large manufacturing firm needs to increase production to meet a seasonal demand. The demand is not sufficient to justify building new production facilities. Of the following options, which one provides the greatest flexibility and responsiveness to the changing environment?

a) Downsizing

b) Flextime

c) Outsourcing

d) Telecommuting

e) Automating

Ans: c

Difficulty: Medium

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Comprehension

AACSB Tag: Application of knowledge

62. Technology increasingly impacts HRM practices in the following areas EXCEPT:

a) recruiting

b) employee selection

c) training and development

d) motivating factory workers

e) motivating knowledge workers

Ans: d

Difficulty: Easy

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Analysis

AACSB Tag: Information technology

63. Work process engineering is:

a) another name for downsizing.

b) another name for rightsizing.

c) a continuous improvement method that radically increase an organization’s productivity.

d) an organizational commitment to incrementally improving the quality of products and services.

e) is a radical change in an organization.

Ans: e

Difficulty: Easy

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Knowledge

AACSB Tag: Reflective thinking

64. According to the authors, one of the biggest challenges facing HR leaders is

a) understanding that workers will need to be recruited in a different way than just advertising a position and then selecting a candidate.

b) creating an environment that balances core and contingency employees.

c) training immigrant workers who do not have the skill set for the available jobs.

d) ensuring management treats all of their employees with respect.

e) rewriting HR policy manuals to satisfy the new generation of workers.

Ans: a

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Comprehension

AACSB Tag: Analytical thinking

65. HRM typically provides which of these types of training to temporary employees?

a) Orientation

b) Retirement planning

c) Benefits options

d) Career management

e) Technology certification

Ans: a

Difficulty: Medium

Section Reference: Technology

Learning Objective: Describe how human resource managers use technology.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

66. An amusement park needs customer representatives during the summer season. The best staffing option for this amusement park is to use:

a) part-time employees.

b) core employees.

c) contract workers.

d) independent contractors.

e) recent college graduates

Ans: a

Difficulty: Easy

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

67. Which of the following is not a component of continuous improvement?

a) Intense focus on the customer.

b) Improvement in the quality of everything the organization does.

c) Intense focus on individual performance.

d) Accurate measurement.

e) Empowerment of employees.

Ans: c

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Analytical thinking

68. Which of the following quality experts has been credited for helping Japanese firms improve their productivity following World War II?

a) W. Edwards Deming

b) Robert Fleming

c) Albert Duran

d) Joseph Juran

e) Frederick Taylor

Ans: a

Difficulty: Easy

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

69. Which of the following is a component of continuous improvement?

a) Outsourcing of customer needs.

b) Eliminating perfectionist tendencies to constantly be better than “very good.”

c) Refocusing quality on only the production process.

d) Replacing statistical techniques with benchmark roots for problem solving.

e) Empowering employees.

Ans: e

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

70. According to W. Edward Deming, a well-managed organization is one in which:

a) statistical control increases variability in production processes.

b) statistical control reduces variability in production processes and also results in uniform quality and predictable level of production.

c) most employees like their job.

d) employees are paid at least the market wage rate.

e) All of the above.

Ans: b

Difficulty: Hard

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

71. The Japanese term “Kaizen” represents:

a) a radical change in an organization.

b) work process reengineering.

c) a firm’s commitment to continuous improvement.

d) empowering employees.

e) intense focus on the customer.

Ans: c

Difficulty: Easy

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

72. Which of the following statements best compares continuous improvement and work process engineering?

a) Continuous improvement asks, “How can we do it better?” Work process improvement asks, “Are we doing the right thing?”

b) Continuous improvement has increased training requirements. Work process engineering has increased security requirements.

c) Continuous improvement is effective in turbulent environments. Work process engineering is effective in stable organizational settings.

d) Continuous improvement is used in the service sector. Work process engineering is used in the manufacturing sector.

e) Continuous improvement decreases the number of employees in an organization. Work process engineering increases the number of employees in an organization.

Ans: a

Difficulty: Hard

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Synthesis

AACSB Tag: Reflective thinking

73. Which type of organizational change may provide a false sense of security?

a) Continuous improvement methods

b) Work process engineering

c) Horizontal alliances

d) Status quo

e) Lateral combinations

Ans: a

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

74. Suppose you are the HR manager of an organization that has just adopted the philosophy of continuous improvement. You can support improvement programs in all of these ways except

a) Provide clear and extensive communication regarding the organizational change.

b) Help employees overcome barriers to change.

c) Explain new performance expectations.

d) Design jobs very narrowly to ensure that employees can specialize on a few tasks.

e) Train employees to adapt to the new work arrangement

Ans: d

Difficulty: Hard

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

75. Which of the following provides the best description of work process engineering?

a) A slow process of incremental change.

b) An alternative to rapid technology transfer.

c) An alternative to retraining a workforce.

d) A focus on the whole work process.

e) A safeguard for traditional work attitudes.

Ans: d

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

76. A major drawback of focusing on continuous improvements is that it:

a) may prevent employers from making needed radical changes.

b) works well for Japanese companies but not for U.S. companies.

c) makes it difficult to discharge low-performing employees.

d) usually requires the layoff of employees.

e) requires the use of complicated statistical techniques.

Ans: a

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

77. Ivan is the vice-president of human resources for a large manufacturing organization involved in work process engineering. What kinds of training needs should he anticipate?

a) New work procedures.

b) Technology enhancements.

c) Decision making.

d) Working in teams.

e) All of the above.

Ans: e

Difficulty: Medium

Section Reference: Continuous Improvement Programs

Learning Objective: Explain how HRM supports continuous improvement programs.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

78. All of the following types of employees are considered contingent employees EXCEPT:

a) part-time employees.

b) contract workers.

c) full-time temporary workers.

d) full-time long-term employees.

e) freelancers.

Ans: d

Difficulty: Easy

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

79. Raj is suing an organization, claiming that because he is an employee and not an independent contractor, the organization should have withheld taxes for him. All of these factors could be used to support his claim EXCEPT

a) He receives no insurance or pension benefits.

b) He received training on company policies and procedures.

c) He is allowed great flexibility in scheduling his work time.

d) He is paid market rate for his services.

e) He is reimbursed for travel.

Ans: a

Difficulty: Hard

Section Reference: Labor Costs

Learning Objective: Explain the contingent workforce and other methods used to control labor costs.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

80. Conchita Lopez is the vice-president for human resources of a major manufacturing company. She is thinking of increasing the proportion of contingent workers in the different plants. As a consultant, you advise Conchita that a major disadvantage associated with contingent workers is that:

a) contingent workers are entitled to retirement benefits.

b) contingent employees complain more than core employees.

c) contingent workers may be less loyal and committed than core employees.

d) contingent workers do not require extensive skill training before they become fully productive to an organization.

e) contingent employees are usually less reliable than core employees.

Ans: c

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Analysis

AACSB Tag: Reflective thinking

81. HRM is often involved in all of the following for their contingent workers except

a) Motivation.

b) Locating temporary workers.

c) Scheduling options to meet workers’ needs.

d) Conflict resolution between contingent and core employees.

e) Negotiating health care benefits.

Ans: e

Difficulty: Medium

Section Reference: Workforce Composition Trends

Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt.

Bloom’s Level: Analysis

AACSB Tag: Reflective thinking

82. HRM provides support in all of these areas to increase employee involvement except

a) Delegation.

b) Retirement planning.

c) Work teams.

d) Goal setting.

e) Participative management.

Ans: b

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

83. How does group decision making empower a workforce?

a) Employees have less input to work processes.

b) Isolated workers are prone to fewer work conflicts.

c) Employees have greater access to needed information.

d) There is less stress due to new job skill requirements.

e) Employees have the benefit of tried-and-true past decisions.

Ans: c

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

84. Which of the following is the best illustration of a work team?

a) A one-man band.

b) A football team that has separate players who specialize in offense, defense, and kickoff.

c) A symphony orchestra with special sections for wind, percussion, and strings

d) A surgical team of 3 nurses and 3 surgeons.

e) Airline employees who may handle baggage today, check in customers tomorrow, or serve on the information desk.

Ans: e

Difficulty: Hard

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Comprehension

AACSB Tag: Application of knowledge

85. Useful employee involvement requires:

a) demonstrated leadership and supportive management.

b) increased compensation, rather than extensive training.

c) extensive training and increased compensation.

d) clear decision making responsibility by upper management.

e) greater precision in job descriptions.

Ans: a

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

86. Which of the following is not true regarding the employee involvement for HRM?

a) Employees are expected to work in teams.

b) Employees are expected to delegate.

c) Employees are expected to withhold strategic information from co-workers.

d) Employees need to be trained in all aspects of the job.

e) Employees need training in interpersonal skills.

Ans: c

Difficulty: Medium

Section Reference: Employee Involvement

Learning Objective: Define employee involvement and list its critical components.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking

87. Ethics refers to:

a) a set of rules or principles that defines what is legal and what is illegal.

b) a set of rules or principles that defines right and wrong conduct.

c) a situation in which decisions are made based on religious rules or principles

d) a situation in which individuals make decisions based primarily on their best interest.

e) a situation in which individuals act make decisions based primarily on the best interest of the most economically disadvantaged individuals

Ans: b

Difficulty: Easy

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

88. People who lack a strong moral sense are much less likely to do wrong if:

a) the company has a code of ethics.

b) they feel constrained by rules and strong cultural norms that discourage unethical behaviors.

c) they attend a business ethics seminar.

d) the company monitors their emails.

e) the employer performs an integrity test during the selection process

Ans: b

Difficulty: Hard

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

89. Which of the following is NOT true regarding ethics in organizations?

a) In recent years, ethics has become a major issue in U.S. organizations owing to corporate scandals such as Enron or WorldCom.

b) Corporate scandals such as Enron and WorldCom have created a lack of trust in management.

c) Companies that were in corporate scandals did not have codes of ethics.

d) Codes of ethics are increasingly popular in U.S. organizations.

e) A mission statement details an organization’s primary values and the ethical rules it expects managers and employees to follow. .

Ans: e

Difficulty: Medium

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

90. Due to the importance of legal rights and requirements of employees and employers, which of the following has become a significant responsibility for HRM?

a) Employee rights

b) Invasion of privacy issues

c) Technology

d) Ethics

e) Legal compliance

Ans: e

Difficulty: Medium

Section Reference: Regulations and Legislation

Learning Objective: Explain regulation and legislation issues relevant to HRM.

Bloom’s Level: Evaluation

AACSB Tag: Ethical understanding and reasoning

91. The act of valuing contributions and adapting human resource practices to reflect this is known as what?

a) Inclusion

b) Diversity

c) Ethics

d) Work/life balance

e) Rightsizing

Ans: a

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

92. Which aspect of diversity has greatly shaped the labor pool for U.S. companies based on immigration trends?

a) Socioeconomic status

b) Multiculturalism

c) Sexual orientation

d) Politics

e) Spirituality

Ans: b

Difficulty: Medium

Section Reference: Diversity and Inclusion

Learning Objective: Explain how HRM supports diversity and inclusion in the workplace.

Bloom’s Level: Comprehension

AACSB Tag: Reflective thinking

93. Ethical behavior and the impact of business decisions on a community, economy, and natural environment are key components of:

a) codes of ethics.

b) acquisitions.

c) sustainability.

d) employee morale.

e) corporate improvement programs.

Ans: c

Difficulty: Difficult

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Analysis

AACSB Tag: Ethical understanding and reasoning

94. Which of the following established a procedure for public companies regarding how they handle their finances and reporting?

a) Codes of ethics

b) U.S. Department of Labor

c) Whistle-blower Protection Act

d) Sarbanes-Oxley Act

e) Labor unions

Ans: d

Difficulty: Easy

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Ethical understanding and reasoning

95. Which of the following is a common way for a business to enter a new market, acquire technology, or gain financial advantage?

a) Offshoring

b) Merger

c) Bankruptcy

d) Economies of scale

e) Acquisition

Ans: b

Difficulty: Medium

Section Reference: Other HRM Challenges

Learning Objective: Outline emerging challenges facing HRM.

Bloom’s Level: Knowledge

AACSB Tag: Application of knowledge

96. Why is it increasingly important that HR understand the implications of global economies?

a) Companies will be better able to focus on how to attract, hire, train, motivate, and maintain employees.

b) There is enormous pressure on HRM to anticipate and prepare for the unexpected, whether it is a natural disaster, technological change, or political or economic volatility.

c) As globalization accelerates, national borders reduce in importance to business, and global economies become more interdependent.

d) When background, language, custom, or age differences increase, employee conflict is likely to become more of an issue.

e) Strong employees become a source of competitive advantage in a global environment facing rapid and complex change.

Ans: e

Difficulty: Difficult

Section Reference: Globalization

Learning Objective: Discuss how globalization affects HRM practices.

Bloom’s Level: Analysis

AACSB Tag: Analytical thinking