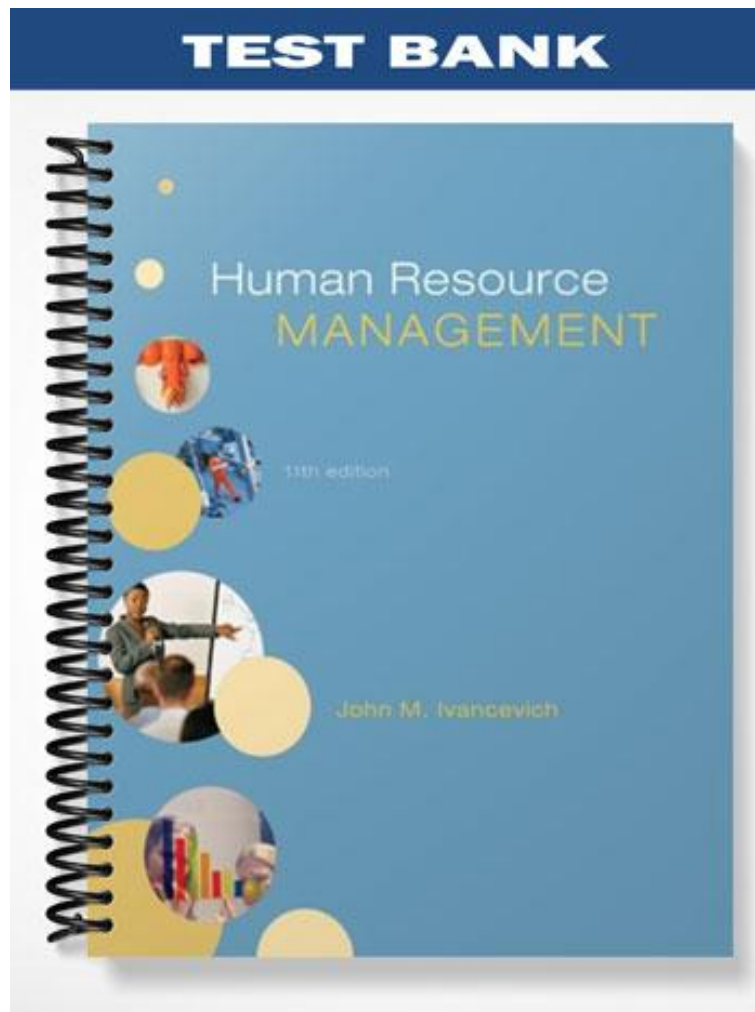


TEST BANK



Human Resource MANAGEMENT

11th edition

John M. Ivancevich

2. A Strategic Management Approach to Human Resource management

Student: _____

1. Most human resource problems have a single correct prescription.
True False
2. To address their male-dominated advancement culture, Deloitte & Touch made attending a workshop on "Men and Women as Colleagues" mandatory.
True False
3. Union procedures and requirements are elements of the *internal* environment and have a significant impact on HRM programs.
True False
4. Equal employment opportunity and human rights legislation *indirectly* affects employee recruiting, selection, evaluation, and promotion.
True False
5. The amount of government regulation on HR practices and activities has remained relatively constant since the 1940s.
True False
6. Many government regulations are out of date and serve little social purpose.
True False
7. The presence of a union directly affects most aspects of HRM.
True False
8. Motivational techniques can be used attract and hire the best performers.
True False
9. Training and development can improve job performance.
True False
10. IBM and Ford Motor Company are examples of the *public sector* of the economy.
True False
11. Productivity measures are crude and subject to short-term error.
True False
12. In general, private-sector and third-sector are structured similarly.
True False
13. Pressure groups influence the HR manager much more in the public sector than in private business.
True False
14. At the macroeconomic level, the term *advantage* is defined as the degree to which a nation can produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.
True False
15. Maintaining a sustainable competitive advantage requires a firm to deal effectively with employees, customers, suppliers, and competitors.
True False

16. Companies must guard their HRM activities closely, otherwise the competition could duplicate their entire culture.
True False
17. The labor force of the United States comprises all people *age 18 or older* who are not in the military and who are employed or seeking work.
True False
18. On average, a highly qualified employee produces twice as much as a poorly qualified one.
True False
19. The number of married women in the labor force has *more than doubled* since 1947.
True False
20. Less than a quarter of the recipients of accounting and business degrees are women.
True False
21. Benefit plans, which may amount to one-third of base compensation, are set up in such a way that it generally costs *less* to employ older people.
True False
22. Most studies indicate that employees over 45 have more accidents than younger employees.
True False
23. The location of the organization influences the kinds of people it hires and the HRM activities it conducts.
True False
24. Urban locations provide a bigger labor force and generally call for lower wages.
True False
25. The physical location of the organization can have a significant impact on how HRM programs are used.
True False
26. All human beings share some commonalities.
True False
27. Organizational culture can have an impact on the behavior, productivity, and expectations of employees.
True False
28. In general, most people prefer work involving a significant amount of physical exertion.
True False
29. Members of a work group always work next to each other.
True False
30. Managers will have to pay additional incentives to attract workers to jobs that are difficult, dirty, or performed in unpleasant surroundings.
True False
31. Leaders reinforce desirable behavior so that it is sustained and *copied*.
True False
32. The experience and operating style of a leader will influence which HRM programs are communicated, implemented, and effective.
True False

33. Matching an organization's strategic plan, its employees' characteristics, and its HRM activities is important for achieving competitive products and services.
True False
34. Prior to the *Industrial Revolution*, most people worked close to or in their homes.
True False
35. In 2008, white males represent more than 60 percent of the workforce.
True False
36. Telecommuting is being used by fewer organizations each year.
True False
37. Chemical Bank of New York reports that it has to interview *40 job applicants* for every one found suitable for training as a bank teller.
True False
38. In restructuring, an entire layer of a firm's hierarchy may be eliminated.
True False
39. The emotional impact of having a colleague laid off can result in stress-related health problems.
True False
40. About half of all firms downsizing will have even fewer employees within a few years time.
True False
41. Workforce diversity is a reality that influences every HRM area and issue.
True False
42. Downsizing firms tend to increase both profits and productivity in the short run.
True False
43. The health care industry has one of the lowest contingent worker growth rates.
True False
44. Part time employees generally receive the same benefits as full time employees.
True False
45. Besides offering a way to channel energy, work provides people with the opportunity to achieve self-esteem and self-worth.
True False
46. The most carefully designed and implemented HRM activity may backfire if adjustments for individual differences aren't built into the program.
True False
47. _____ management is a process by which an organization works to determine what needs to be done to accomplish objectives, and how they will be achieved.
A. Strategic
B. Tactical
C. Intuitive
D. Selective
48. The letters in ARDM stand for:
A. Acquiring, rewarding, directing, maintaining
B. Acquiring, routing, directing, monitoring
C. Acquiring, rewarding, developing, maintaining
D. None of the choices are correct

49. Why did many women decide to leave the accounting firm of Deloitte & Touche in the late 1980s?
- A. Other companies paid higher wages
 - B. To become housewives
 - C. Because of rampant sexual harassment
 - D. Because they were precluded from advancement
50. Any solution that is implemented must be _____.
- A. original
 - B. systematic
 - C. progressive
 - D. evaluated
51. The ARDM model calls for _____ review of each situation.
- A. thorough
 - B. timely
 - C. systematic
 - D. All of the choices are correct.
52. Which of the following is a cost associated with labor?
- A. Salaries
 - B. Bonuses
 - C. Fringe benefits
 - D. All of the choices are correct.
53. Workers from which of the following countries are the most productive in the world?
- A. Japan
 - B. Germany
 - C. America
 - D. South America
54. Before productivity can be effectively managed and improved, it must be _____.
- A. monitored
 - B. measured
 - C. identified
 - D. prioritized
55. All of the following were mentioned in the text as ways to increase productivity *except*:
- A. Reducing government controls
 - B. Developing favorable tax incentives to invest in new plants and equipment
 - C. Reindustrializing an entire business-industrial complex
 - D. Relocating to a less-industrialized nation
56. In 2007, about _____ of the full-time U.S. workforce consisted of women.
- A. 21 percent
 - B. 48 percent
 - C. 70 percent
 - D. 92 percent
57. Large numbers of _____ are employed in low-skill, low-paying jobs.
- A. Hispanics
 - B. African-Americans
 - C. Native Americans
 - D. All of the choices are correct.

58. According to Sally Heigesen, author of *Everyday Revolutionaries: Working Women and the Transformation of American Life*, the ultimate quest of working women is to:
- A. Make the whole world homelike
 - B. Balance work and family life
 - C. Achieve equal footing with men
 - D. Perform better than expected
59. _____ may be less efficient on jobs requiring quick physical response rates.
- A. Men
 - B. Women
 - C. Older workers
 - D. Younger workers
60. Which of the following occupations is expected to have the fastest employment growth form 2004 to 2014?
- A. Software engineers
 - B. Home health aides
 - C. Dental hygienists
 - D. Network systems analysts
61. Which of the following is considered a fully developed nation?
- A. Australia
 - B. Spain
 - C. India
 - D. Mexico
62. A(n) _____ indicates what an organization's key executives hope to accomplish in the long run.
- A. decree
 - B. strategy
 - C. doctrine
 - D. goal
63. Apple Computer's early success was due to high alignment of its *strategy* with all of the following *except*:
- A. Its structure
 - B. Its people
 - C. Its management
 - D. The strategy of its primary competitor
64. A study found that employees with more supportive work places are more likely than other workers to have:
- A. Higher levels of job satisfaction
 - B. More commitment to their companies
 - C. A stronger intention to remain with their companies
 - D. All of the choices are correct
65. Workers who plan, decide, and solve problems using databases, computer programs, and other technology-driven information sources are called _____.
- A. knowledge workers
 - B. information specialists
 - C. computer nerds
 - D. technical specialists

66. The degree of wholeness in a job, the feeling of completing a whole job as opposed to contributing to only a portion of a job, is its _____.
- A. autonomy
 - B. empowerment
 - C. task identity
 - D. culture
67. Once a person joins an organization, his or her experiences are largely influenced by:
- A. The work group
 - B. Monetary compensation
 - C. Training
 - D. Repetition
68. Effective groups generally have all of the following *except*:
- A. Stable membership
 - B. Members with similar backgrounds
 - C. Dictatorial leaders
 - D. Persons who depend on the group to satisfy their needs
69. Leaders must orchestrate the distinctive _____ and motives of individuals.
- A. skills
 - B. experiences
 - C. personalities
 - D. All of the choices are correct
70. All of the following are levels of strategy generally applied to HRM activities *except*:
- A. Strategic
 - B. Managerial
 - C. Directional
 - D. Operational
71. Which of the following would be considered an operational (short term) HR activity?
- A. Examining labor force trends
 - B. Preparing staffing plans
 - C. Developing a recruitment marketing plan
 - D. Establishing a reward system that is linked to strategic goals
72. _____ is dissolving borders and creating an interconnected, global marketplace.
- A. Knowledge
 - B. Innovation
 - C. Technology
 - D. Industrialization
73. _____ made it easier for women to raise a family and also begin a productive career.
- A. Better educational opportunities
 - B. A shorter standard workweek
 - C. A shortage of workers
 - D. High quality day care
74. How did United Airlines spark an increase in Spanish-speaking travelers?
- A. They increased advertising in South America
 - B. They installed a Spanish-language telephone reservation line
 - C. They used Spanish models in their advertisements
 - D. They added Spanish food items to the menu

75. A part time employee generally works _____ hours or less per week.
- A. 40
 - B. 35
 - C. 25
 - D. 20
76. Which of the following is the result of genetic factors and is rarely subject to change through training?
- A. Finger dexterity
 - B. Interpersonal skills
 - C. Leadership skills
 - D. Recall
77. People are motivated by powerful emotional forces, and work provides an opportunity for the expression of both _____ and pleasure-seeking drives.
- A. regressive
 - B. aggressive
 - C. passion
 - D. self-worth
78. _____ is the set of attitudes that predisposes a person to act in a specific goal-directed way.
- A. Motivation
 - B. Perception
 - C. Personality
 - D. Conviction
79. _____ is the characteristic way a person thinks and behaves in adjusting to his or her environment.
- A. Motivation
 - B. Perception
 - C. Personality
 - D. All of the choices are correct
80. Each person is unique and acts and thinks in a certain way because of:
- A. Personality
 - B. Abilities
 - C. Attitudes and preferences
 - D. All of the choices are correct.
81. Identify five HRM activities, policies, or programs that are influenced by federal regulations.
82. What are the educational and behavioral factors that an HR manager must consider when staffing a division in a new geographic location?

83. Third-world nations are the most difficult to work in. Why?
84. Which of these work-life balance programs would most appeal to you today, and why? What about 10 years from now?
- Child care at or near the worksite
 - Sick care for children and employees
 - On-site summer camp
 - Concierge services to assist with a wide variety of errands, from dry cleaning to making dinner reservations
 - Flexible work schedule
85. Describe your impression of the culture of an organization or group to which you have belonged, or for which you have worked. Be sure to explain both the positive and negative aspects of the culture, and the effect that it had on you as a person.
86. People vary in the level of discomfort they are willing to endure while performing a job. What do you consider an "ideal" work environment, and what would you consider intolerable? For instance, would you work in a building without air conditioning or heat? Would your tolerance level change if you were offered, say, twice your normal salary? What if it was for only a short period of time? Explain in detail.
87. Identify at least three issues that telecommuting raises for HRM.

88. The ARDM model includes four specific steps to be taken by managers. What are they?
89. Why does regulation encourage simplistic thinking on complicated issues?
90. Many economists define institutions that are neither governmental nor profit-oriented as the *third sector*. Identify three types of institutions that would be classified as third sector.
91. How can competitors learn about a firm's HRM policies?
92. What does *symbolic egalitarianism* mean?
93. Identify two benefits of paying wages than are higher than required by the market.

94. Name a method by which an organization can give employees an ownership interest in the organization.
95. How did Aetna Life & Casualty halve the rate of resignations among the new mothers in its workforce?
96. What are the four stages of product development?
97. What types of employees are considered contingent workers?
98. Union organization efforts might gain a foothold at Microsoft. Why?
99. Once an HR diagnosis is completed, a _____ is made to translate the diagnosis into action.

100. A _____ is an organization that represents the interests of employees on such issues as working conditions, wages and salaries, fringe benefits, employees' rights, grievance processes, and work hours.

101. The output of goods and services per unit of input of resources used in a production process is called _____.

102.A _____ is defined as having a superior marketplace position relative to competitors.

103.The nations of the world can be divided into three economic categories: fully developed, developing, and _____.

104.Organization _____ refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

105.An _____ is a characteristic and long-lasting way of thinking, feeling, and behaving toward an object, idea, person, or group of persons.

106.Determine whether each of the following is an internal or an external influence on HRM.

- | | | |
|-----------------------|--------------------------------|-------|
| 1. External influence | The union | _____ |
| 2. External influence | Nature of the task | _____ |
| 3. External influence | Goals | _____ |
| 4. Internal influence | Location of the organization | _____ |
| 5. Internal influence | Composition of the labor force | _____ |

107.Match the following organizations to the sector to which it belongs.

- | | | |
|-------------------|------------------------------|-------|
| 1. Public sector | Museums | _____ |
| 2. Private sector | Private schools | _____ |
| 3. Third Sector | The Internal Revenue Service | _____ |
| 4. Third Sector | General Motors | _____ |
| 5. Third Sector | A family farm | _____ |

2. A Strategic Management Approach to Human Resource management **Key**

1. Most human resource problems have a single correct prescription.
(p. 32) **FALSE**

Because of the complexity of behaviors, emotions, and attitudes, most human resource problems do not have a single, correct prescription.

*Difficulty: Easy
John - Chapter 02 #1*

2. To address their male-dominated advancement culture, Deloitte & Touch made attending a workshop on "Men and Women as Colleagues" mandatory.
(p. 33) **TRUE**

*Difficulty: Easy
John - Chapter 02 #2*

3. Union procedures and requirements are elements of the *internal* environment and have a significant impact on HRM programs.
(p. 33) **FALSE**

Government laws and regulations, union procedures and requirements, economic conditions, and the labor force are all external influences on HRM programs.

*Difficulty: Medium
John - Chapter 02 #3*

4. Equal employment opportunity and human rights legislation *indirectly* affects employee recruiting, selection, evaluation, and promotion.
(p. 33) **FALSE**

Employee recruiting, selection, evaluation, and promotion are directly affected by equal employment opportunity and human rights legislation.

*Difficulty: Medium
John - Chapter 02 #4*

5. The amount of government regulation on HR practices and activities has remained relatively constant since the 1940s.
(p. 34) **FALSE**

In 1940, the U.S. Dept. of Labor administered 18 regulatory programs; in 2004 it administered more than 135.

*Difficulty: Medium
John - Chapter 02 #5*

6. Many government regulations are out of date and serve little social purpose.
(p. 34) **TRUE**

*Difficulty: Easy
John - Chapter 02 #6*

7. The presence of a union directly affects most aspects of HRM.
(p. 34) **TRUE**

*Difficulty: Easy
John - Chapter 02 #7*

8. Motivational techniques can be used attract and hire the best performers.

(p. 35) **FALSE**

Motivational techniques are used to retain employees and improve job performance.

Difficulty: Easy
John - Chapter 02 #8

9. Training and development can improve job performance.

(p. 35) **TRUE**

Difficulty: Easy
John - Chapter 02 #9

10. IBM and Ford Motor Company are examples of the *public sector* of the economy.

(p. 35) **FALSE**

IBM and Ford Motor Company are examples of the private sector of the economy.

Difficulty: Medium
John - Chapter 02 #10

11. Productivity measures are crude and subject to short-term error.

(p. 35) **TRUE**

Difficulty: Medium
John - Chapter 02 #11

12. In general, private-sector and third-sector are structured similarly.

(p. 35) **TRUE**

Difficulty: Medium
John - Chapter 02 #12

13. Pressure groups influence the HR manager much more in the public sector than in private business.

(p. 36) **TRUE**

Difficulty: Medium
John - Chapter 02 #13

14. At the macroeconomic level, the term *advantage* is defined as the degree to which a nation can produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.

(p. 36) **FALSE**

The correct term is competitiveness.

Difficulty: Medium
John - Chapter 02 #14

15. Maintaining a sustainable competitive advantage requires a firm to deal effectively with employees, customers, suppliers, and competitors.

(p. 36) **TRUE**

Difficulty: Medium
John - Chapter 02 #15

16. Companies must guard their HRM activities closely, otherwise the competition could duplicate their entire culture.

(p. 36) **FALSE**

Certainly, a few HRM activities can be copied, but the imitation of an entire culture is extremely difficult.

Difficulty: Easy
John - Chapter 02 #16

17. The labor force of the United States comprises all people *age 18 or older* who are not in the military and who are employed or seeking work.

FALSE

The labor force of the United States comprises all people age 16 or older who are not in the military and who are employed or seeking work.

Difficulty: Hard
John - Chapter 02 #17

18. On average, a highly qualified employee produces twice as much as a poorly qualified one.

(p. 37) **TRUE**

Difficulty: Medium
John - Chapter 02 #18

19. The number of married women in the labor force has *more than doubled* since 1947.

(p. 37) **TRUE**

Difficulty: Easy
John - Chapter 02 #19

20. Less than a quarter of the recipients of accounting and business degrees are women.

(p. 38) **FALSE**

Nearly half of the recipients of accounting degrees and business majors are women.

Difficulty: Easy
John - Chapter 02 #20

21. Benefit plans, which may amount to one-third of base compensation, are set up in such a way that it generally costs *less* to employ older people.

FALSE

Generally, benefit plans are set up in such a way that it costs more to employ older people.

Difficulty: Medium
John - Chapter 02 #21

22. Most studies indicate that employees over 45 have more accidents than younger employees.

(p. 39) **FALSE**

Most studies indicate that employees over 45 do not have more accidents than younger employees.

Difficulty: Medium
John - Chapter 02 #22

23. The location of the organization influences the kinds of people it hires and the HRM activities it conducts.

(p. 39) **TRUE**

Difficulty: Easy
John - Chapter 02 #23

24. Urban locations provide a bigger labor force and generally call for lower wages.

(p. 39) **FALSE**

Urban locations generally call for *higher* wages.

Difficulty: Medium
John - Chapter 02 #24

25. The physical location of the organization can have a significant impact on how HRM programs are used.

(p. 41)

TRUE

*Difficulty: Easy
John - Chapter 02 #25*

26. All human beings share some commonalities.

(p. 42)

TRUE

*Difficulty: Easy
John - Chapter 02 #26*

27. Organizational culture can have an impact on the behavior, productivity, and expectations of employees.

(p. 43)

TRUE

*Difficulty: Easy
John - Chapter 02 #27*

28. In general, most people prefer work involving a significant amount of physical exertion.

(p. 44)

FALSE

In general, most people prefer work involving minimal physical exertion.

*Difficulty: Easy
John - Chapter 02 #28*

29. Members of a work group always work next to each other.

(p. 45)

FALSE

In many cases, but not always, members of a work group work next to each other.

*Difficulty: Medium
John - Chapter 02 #29*

30. Managers will have to pay additional incentives to attract workers to jobs that are difficult, dirty, or performed in unpleasant surroundings.

(p. 44)

TRUE

*Difficulty: Easy
John - Chapter 02 #30*

31. Leaders reinforce desirable behavior so that it is sustained and *copied*.

(p. 45)

FALSE

Leaders reinforce desirable behavior so that it is sustained and enhanced.

*Difficulty: Medium
John - Chapter 02 #31*

32. The experience and operating style of a leader will influence which HRM programs are communicated, implemented, and effective.

(p. 45)

TRUE

*Difficulty: Medium
John - Chapter 02 #32*

33. Matching an organization's strategic plan, its employees' characteristics, and its HRM activities is important for achieving competitive products and services.

(p. 46)

TRUE

*Difficulty: Medium
John - Chapter 02 #33*

34. Prior to the *Industrial Revolution*, most people worked close to or in their homes.

(p. 47)

TRUE

*Difficulty: Easy
John - Chapter 02 #34*

35. In 2008, white males represent more than 60 percent of the workforce.
(p. 48) **FALSE**

In 2008, white males represent less than 40 percent of the workforce.

Difficulty: Medium
John - Chapter 02 #35

36. Telecommuting is being used by fewer organizations each year.
(p. 48) **FALSE**

In spite of some managerial resistance to telecommuting, the approach is being used by more organizations each year.

Difficulty: Easy
John - Chapter 02 #36

37. Chemical Bank of New York reports that it has to interview *40 job applicants* for every one found suitable for training as a bank teller.
(p. 51) **TRUE**

Difficulty: Medium
John - Chapter 02 #37

38. In restructuring, an entire layer of a firm's hierarchy may be eliminated.
(p. 52) **TRUE**

Difficulty: Easy
John - Chapter 02 #38

39. The emotional impact of having a colleague laid off can result in stress-related health problems.
(p. 52) **TRUE**

Difficulty: Easy
John - Chapter 02 #39

40. About half of all firms downsizing will have even fewer employees within a few years time.
(p. 51) **FALSE**

About half of all firms downsizing end up with at least as many employees again within a few years time.

Difficulty: Medium
John - Chapter 02 #40

41. Workforce diversity is a reality that influences every HRM area and issue.
(p. 51) **TRUE**

Difficulty: Easy
John - Chapter 02 #41

42. Downsizing firms tend to increase both profits and productivity in the short run.
(p. 52) **FALSE**

Downsizing firms tend to increase their profits in the short run, but not their productivity.

Difficulty: Medium
John - Chapter 02 #42

43. The health care industry has one of the lowest contingent worker growth rates.
(p. 52) **FALSE**

The health care industry has one of the highest contingent worker growth rates.

Difficulty: Medium
John - Chapter 02 #43

44. Part time employees generally receive the same benefits as full time employees.
(p. 52) **FALSE**

Part time employees generally receive few fringe benefits.

Difficulty: Easy
John - Chapter 02 #44

45. Besides offering a way to channel energy, work provides people with the opportunity to achieve self-esteem and self-worth.
(p. 53) **TRUE**

Difficulty: Easy
John - Chapter 02 #45

46. The most carefully designed and implemented HRM activity may backfire if adjustments for individual differences aren't built into the program.
(p. 53) **TRUE**

Difficulty: Easy
John - Chapter 02 #46

47. _____ management is a process by which an organization works to determine what needs to be done to accomplish objectives, and how they will be achieved.
(p. 30) **A.** Strategic
B. Tactical
C. Intuitive
D. Selective

Difficulty: Medium
John - Chapter 02 #47

48. The letters in ARDM stand for:
(p. 31) A. Acquiring, rewarding, directing, maintaining
B. Acquiring, routing, directing, monitoring
C. Acquiring, rewarding, developing, maintaining
D. None of the choices are correct

Difficulty: Medium
John - Chapter 02 #48

49. Why did many women decide to leave the accounting firm of Deloitte & Touche in the late 1980s?
(p. 32) A. Other companies paid higher wages
B. To become housewives
C. Because of rampant sexual harassment
D. Because they were precluded from advancement

Difficulty: Medium
John - Chapter 02 #49

50. Any solution that is implemented must be _____.
(p. 32) A. original
B. systematic
C. progressive
D. evaluated

Difficulty: Medium
John - Chapter 02 #50

51. The ARDM model calls for _____ review of each situation.
(p. 32) A. thorough
B. timely
C. systematic
D. All of the choices are correct.

Difficulty: Medium
John - Chapter 02 #51

52. Which of the following is a cost associated with labor?

- (p. 35)
- A. Salaries
 - B. Bonuses
 - C. Fringe benefits
 - D.** All of the choices are correct.

Difficulty: Easy
John - Chapter 02 #52

53. Workers from which of the following countries are the most productive in the world?

- (p. 35)
- A. Japan
 - B. Germany
 - C.** America
 - D. South America

Difficulty: Hard
John - Chapter 02 #53

54. Before productivity can be effectively managed and improved, it must be _____.

- (p. 35)
- A. monitored
 - B.** measured
 - C. identified
 - D. prioritized

Difficulty: Medium
John - Chapter 02 #54

55. All of the following were mentioned in the text as ways to increase productivity *except*:

- (p. 35)
- A. Reducing government controls
 - B. Developing favorable tax incentives to invest in new plants and equipment
 - C. Reindustrializing an entire business-industrial complex
 - D.** Relocating to a less-industrialized nation

Difficulty: Medium
John - Chapter 02 #55

56. In 2007, about _____ of the full-time U.S. workforce consisted of women.

- (p. 37)
- A. 21 percent
 - B.** 48 percent
 - C. 70 percent
 - D. 92 percent

Difficulty: Medium
John - Chapter 02 #56

57. Large numbers of _____ are employed in low-skill, low-paying jobs.

- (p. 38)
- A. Hispanics
 - B. African-Americans
 - C. Native Americans
 - D.** All of the choices are correct.

Difficulty: Easy
John - Chapter 02 #57

58. According to Sally Heigesen, author of *Everyday Revolutionaries: Working Women and the Transformation of American Life*, the ultimate quest of working women is to:

- (p. 38)
- A.** Make the whole world homelike
 - B. Balance work and family life
 - C. Achieve equal footing with men
 - D. Perform better than expected

Difficulty: Medium
John - Chapter 02 #58

59. _____ may be less efficient on jobs requiring quick physical response rates.

- (p. 39)
- A. Men
 - B. Women
 - C.** Older workers
 - D. Younger workers

Difficulty: Medium
John - Chapter 02 #59

60. Which of the following occupations is expected to have the fastest employment growth form 2004 to 2014?
(p. 40)
- A. Software engineers
 - B.** Home health aides
 - C. Dental hygienists
 - D. Network systems analysts

Difficulty: Hard
John - Chapter 02 #60

61. Which of the following is considered a fully developed nation?
(p. 40-41)
- A.** Australia
 - B. Spain
 - C. India
 - D. Mexico

Difficulty: Medium
John - Chapter 02 #61

62. A(n) _____ indicates what an organization's key executives hope to accomplish in the long run.
(p. 41)
- A. decree
 - B.** strategy
 - C. doctrine
 - D. goal

Difficulty: Hard
John - Chapter 02 #62

63. Apple Computer's early success was due to high alignment of its *strategy* with all of the following *except*:
(p. 41)
- A. Its structure
 - B. Its people
 - C. Its management
 - D.** The strategy of its primary competitor

Difficulty: Medium
John - Chapter 02 #63

64. A study found that employees with more supportive work places are more likely than other workers to have:
(p. 42)
- A. Higher levels of job satisfaction
 - B. More commitment to their companies
 - C. A stronger intention to remain with their companies
 - D.** All of the choices are correct

Difficulty: Easy
John - Chapter 02 #64

65. Workers who plan, decide, and solve problems using databases, computer programs, and other technology-driven information sources are called _____.
(p. 43-44)
- A.** knowledge workers
 - B. information specialists
 - C. computer nerds
 - D. technical specialists

Difficulty: Medium
John - Chapter 02 #65

66. The degree of wholeness in a job, the feeling of completing a whole job as opposed to contributing to only a portion of a job, is its _____.
(p. 44)
- A. autonomy
 - B. empowerment
 - C.** task identity
 - D. culture

Difficulty: Medium
John - Chapter 02 #66

67. Once a person joins an organization, his or her experiences are largely influenced by:
(p. 44) **A.** The work group
B. Monetary compensation
C. Training
D. Repetition

Difficulty: Medium
John - Chapter 02 #67

68. Effective groups generally have all of the following *except*:
(p. 45) A. Stable membership
B. Members with similar backgrounds
C. Dictatorial leaders
D. Persons who depend on the group to satisfy their needs

Difficulty: Medium
John - Chapter 02 #68

69. Leaders must orchestrate the distinctive _____ and motives of individuals.
(p. 45) A. skills
B. experiences
C. personalities
D. All of the choices are correct

Difficulty: Medium
John - Chapter 02 #69

70. All of the following are levels of strategy generally applied to HRM activities *except*:
(p. 45) A. Strategic
B. Managerial
C. Directional
D. Operational

Difficulty: Medium
John - Chapter 02 #70

71. Which of the following would be considered an operational (short term) HR activity?
(p. 46) A. Examining labor force trends
B. Preparing staffing plans
C. Developing a recruitment marketing plan
D. Establishing a reward system that is linked to strategic goals

Difficulty: Hard
John - Chapter 02 #71

72. _____ is dissolving borders and creating an interconnected, global marketplace.
(p. 47) A. Knowledge
B. Innovation
C. Technology
D. Industrialization

Difficulty: Medium
John - Chapter 02 #72

73. _____ made it easier for women to raise a family and also begin a productive career.
(p. 48) A. Better educational opportunities
B. A shorter standard workweek
C. A shortage of workers
D. High quality day care

Difficulty: Medium
John - Chapter 02 #73

74. How did United Airlines spark an increase in Spanish-speaking travelers?
(p. 49) A. They increased advertising in South America
B. They installed a Spanish-language telephone reservation line
C. They used Spanish models in their advertisements
D. They added Spanish food items to the menu

Difficulty: Medium
John - Chapter 02 #74

75. A part time employee generally works _____ hours or less per week.

- (p. 52)
- A. 40
 - B. 35
 - C. 25
 - D. 20**

Difficulty: Medium
John - Chapter 02 #75

76. Which of the following is the result of genetic factors and is rarely subject to change through training?

(p. 53)

- A. Finger dexterity**
- B. Interpersonal skills
- C. Leadership skills
- D. Recall

Difficulty: Medium
John - Chapter 02 #76

77. People are motivated by powerful emotional forces, and work provides an opportunity for the expression of both _____ and pleasure-seeking drives.

(p. 53)

- A. regressive
- B. aggressive**
- C. passion
- D. self-worth

Difficulty: Medium
John - Chapter 02 #77

78. _____ is the set of attitudes that predisposes a person to act in a specific goal-directed way.

(p. 53)

- A. Motivation**
- B. Perception
- C. Personality
- D. Conviction

Difficulty: Medium
John - Chapter 02 #78

79. _____ is the characteristic way a person thinks and behaves in adjusting to his or her environment.

(p. 54)

- A. Motivation
- B. Perception
- C. Personality**
- D. All of the choices are correct

Difficulty: Medium
John - Chapter 02 #79

80. Each person is unique and acts and thinks in a certain way because of:

(p. 54)

- A. Personality
- B. Abilities
- C. Attitudes and preferences
- D. All of the choices are correct.**

Difficulty: Easy
John - Chapter 02 #80

81. Identify five HRM activities, policies, or programs that are influenced by federal regulations.

(p. 33)

Any five of the following: Hiring, promotion, managing diversity, performance evaluation, downsizing, discipline, recruitment, orientation, career planning, training, compensation, benefits, privacy, safety, and collective bargaining.

Difficulty: Medium
John - Chapter 02 #81

82. What are the educational and behavioral factors that an HR manager must consider when staffing a division in a new geographic location?
(p. 40)

When staffing in a new geographic location, an HR manager must consider the number of skilled employees available, attitudes toward education, literacy level, available educational facilities, and attitudes toward wealth and profits, managerial roles, and authority.

Difficulty: Hard
John - Chapter 02 #82

83. Third-world nations are the most difficult to work in. Why?
(p. 41)

Third-world nations are difficult to work in because of significant constraints in terms of education, economic system, political structure, and the general infrastructure. In other words, the population is often poorly educated, the financial system is chaotic, the dominant political party may change without notice, and there are few (or poor) roads and communication systems.

Difficulty: Medium
John - Chapter 02 #83

84. Which of these work-life balance programs would most appeal to you today, and why? What about 10 years from now?
(p. 42)
- Child care at or near the worksite
 - Sick care for children and employees
 - On-site summer camp
 - Concierge services to assist with a wide variety of errands, from dry cleaning to making dinner reservations
 - Flexible work schedule

Open answer

Difficulty: Easy
John - Chapter 02 #84

85. Describe your impression of the culture of an organization or group to which you have belonged, or for which you have worked. Be sure to explain both the positive and negative aspects of the culture, and the effect that it had on you as a person.
(p. 43)

Student answers will vary.

Difficulty: Medium
John - Chapter 02 #85

86. People vary in the level of discomfort they are willing to endure while performing a job. What do you consider an "ideal" work environment, and what would you consider intolerable? For instance, would you work in a building without air conditioning or heat? Would your tolerance level change if you were offered, say, twice your normal salary? What if it was for only a short period of time? Explain in detail.
(p. 44)

Student answers will vary.

Difficulty: Easy
John - Chapter 02 #86

87. Identify at least three issues that telecommuting raises for HRM.
(p. 47)

Telecommuting raises a number of HRM issues, such as (1) how performance will be monitored, (2) how telecommuters should be rewarded, (3) how telecommuters can be made to feel like part of the team, (4) how telecommuters can be mentored. How telecommuters can be trained is also acceptable.

Difficulty: Hard
John - Chapter 02 #87

88. The ARDM model includes four specific steps to be taken by managers. What are they?
(p. 32)

Diagnosis, prescription, implementation, and evaluation

Difficulty: Medium
John - Chapter 02 #88

89. Why does regulation encourage simplistic thinking on complicated issues?
(p. 34)

Because small enterprises are treated like large ones and different industries are regulated alike.

Difficulty: Medium
John - Chapter 02 #89

90. Many economists define institutions that are neither governmental nor profit-oriented as the *third sector*. Identify three types of institutions that would be classified as third sector.
(p. 35)

Any three of the following: museums, symphony orchestras, private schools and colleges, not-for-profit hospitals and nursing homes, and voluntary organizations such as churches and social clubs.

Difficulty: Hard
John - Chapter 02 #90

91. How can competitors learn about a firm's HRM policies?
(p. 36)

Competitors can learn about a firm's HRM policies through laid-off employees, customers, communication materials.

Difficulty: Hard
John - Chapter 02 #91

92. What does *symbolic egalitarianism* mean?
(p. 37)

It means giving employees equal treatment, specifically by eliminating such "perks" as executive dining rooms and reserved parking spaces.

Difficulty: Medium
John - Chapter 02 #92

93. Identify two benefits of paying wages that are higher than required by the market.
(p. 37)

Any two of the following: (1) attracts better qualified applicants, (2) reduces turnover, (3) sends a message that the firm values its employees.

Difficulty: Medium
John - Chapter 02 #93

94. Name a method by which an organization can give employees an ownership interest in the organization.

(p. 37)

The organization can allow employees to purchase company stock or establish a profit-sharing program.

Difficulty: Hard
John - Chapter 02 #94

95. How did Aetna Life & Casualty halve the rate of resignations among the new mothers in its workforce?

(p. 42)

By extending unpaid parental leave to six months.

Difficulty: Medium
John - Chapter 02 #95

96. What are the four stages of product development?

(p. 47)

Conception, design, development, and manufacturing.

Difficulty: Hard
John - Chapter 02 #96

97. What types of employees are considered contingent workers?

(p. 52)

Contingent employees are generally everyone except the employees on the company payroll, including temporaries, part-timers, contract or leased workers, and other individuals who are hired to handle extra jobs tasks or workloads.

Difficulty: Medium
John - Chapter 02 #97

98. Union organization efforts might gain a foothold at Microsoft. Why?

(p. 53)

Union organization efforts might gain a foothold at Microsoft because they employ over 6,000 temporary employees, who have expressed feelings of being treated as second-class citizens, because they are excluded from the benefits and stock option plan that its regular workers enjoy.

Difficulty: Medium
John - Chapter 02 #98

99. Once an HR diagnosis is completed, a _____ is made to translate the diagnosis into action.

(p. 32)

prescription

Difficulty: Medium
John - Chapter 02 #99

100. A _____ is an organization that represents the interests of employees on such issues as working conditions, wages and salaries, fringe benefits, employees' rights, grievance processes, and work hours.

(p. 34)

union

Difficulty: Medium
John - Chapter 02 #100

101. The output of goods and services per unit of input of resources used in a production process is called _____.

(p. 34-35)

productivity

Difficulty: Hard
John - Chapter 02 #101

102. A _____ is defined as having a superior marketplace position relative to competitors.
(p. 36) **competitive advantage**

Difficulty: Hard
John - Chapter 02 #102

103. The nations of the world can be divided into three economic categories: fully developed, developing, and _____.
(p. 40) **less developed**

Difficulty: Medium
John - Chapter 02 #103

104. Organization _____ refers to a system of shared meaning held by members that distinguishes the organization from other organizations.
(p. 43) **culture**

Difficulty: Hard
John - Chapter 02 #104

105. An _____ is a characteristic and long-lasting way of thinking, feeling, and behaving toward an object, idea, person, or group of persons.
(p. 53) **attitude**

Difficulty: Hard
John - Chapter 02 #105

106. Determine whether each of the following is an internal or an external influence on HRM.
(p. 31)

1. External influence	The union	<u>1</u>
2. External influence	Nature of the task	<u>4</u>
3. External influence	Goals	<u>4</u>
4. Internal influence	Location of the organization	<u>1</u>
5. Internal influence	Composition of the labor force	<u>1</u>

Difficulty: Easy
John - Chapter 02 #106

107. Match the following organizations to the sector to which it belongs.
(p. 35)

1. Public sector	Museums	<u>3</u>
2. Private sector	Private schools	<u>3</u>
3. Third Sector	The Internal Revenue Service	<u>1</u>
4. Third Sector	General Motors	<u>2</u>
5. Third Sector	A family farm	<u>3</u>

Difficulty: Medium
John - Chapter 02 #107

2. A Strategic Management Approach to Human Resource management **Summary**

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	30
Difficulty: Hard	15
Difficulty: Medium	62
John - Chapter 02	107