Management, 10e (Robbins)
Chapter 10   Managing Human Resources

1) High-performance work practices are those that lead to high individual and high organizational performance.
Answer: TRUE
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

2) High-performance work practices involve a commitment by management to improve the knowledge skills and abilities of the organization's employees, increasing employee motivation, and enhancing the retention of quality employees.
Answer: TRUE
Diff: 1   Page Ref: 207
Topic: The Human Resource Management Process

3) The human resource management (HRM) process consists of 10 activities necessary for staffing the organization and sustaining high employee performance.
Answer: FALSE
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

4) A labor union is an organization that represents workers and seeks to protect their interests.
Answer: TRUE
Diff: 1   Page Ref: 207
Topic: The Human Resource Management Process

5) In the United States, nearly 25 percent of all workers are unionized.
Answer: FALSE
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

6) Affirmative action programs assure that minorities are given equal opportunities in the workplace.
Answer: FALSE
Diff: 3   Page Ref: 208
Topic: The Human Resource Management Process

7) A community fire department can categorically deny employment to a firefighter applicant who is confined to a wheelchair.
Answer: TRUE
Diff: 2   Page Ref: 208
Topic: The Human Resource Management Process

8) Human resource planning can be condensed into two steps: assessing current human resources and assessing and meeting future resource needs.
Answer: TRUE
Diff: 1   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

9) Job descriptions focus on the job, while job specifications focus on the person.
Answer: TRUE
Diff: 1   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

10) One disadvantage to employee referrals as a source of job candidates is that candidates tend to be minimally skilled.
Answer: FALSE
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

11) Firing and early retirements are two decruitment options.
Answer: TRUE
Diff: 2   Page Ref: 212
Topic: Identifying and Selecting Competent Employees

12) A selection device is valid if it measures the same thing consistently.
Answer: FALSE
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

13) In a realistic job preview (RJP), an applicant might be told that there are limited opportunities to interact with peers during office hours and that the likelihood for advancement is slim.
Answer: TRUE
Diff: 2   Page Ref: 214
Topic: Identifying and Selecting Competent Employees

14) There are three types of orientation: work unit orientation, organization orientation, and procedural orientation.
Answer: FALSE
Diff: 2   Page Ref: 215
Topic: Providing Employees with Needed Skills and Knowledge

15) Job rotation is the implementation of lateral transfers allowing employees to work at different jobs in an organization.
Answer: TRUE
Diff: 2   Page Ref: 216
Topic: Providing Employees with Needed Skills and Knowledge

16) Types of performance appraisal methods include written essays, multiperson comparisons, and graphic rating scales.
Answer: TRUE
Diff: 1   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

17) Variable pay systems reward employees for the job skills and competencies they can demonstrate.
Answer: FALSE
Diff: 2   Page Ref: 219
Topic: Retaining Competent, High-Performing Employees

18) Studies find that downsizing is as stressful for the survivors as it is for the victims.
Answer: TRUE
Diff: 2   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

19) Although most sexual harassment complaints are filed against men, the percentage of charges filed against women has steadily risen over the past decade.
Answer: TRUE
Diff: 2   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

20) Sexual harassment is defined as any desired action or activity of a sexual nature that explicitly affects an individual's employment, performance, or work environment.
Answer: FALSE
Diff: 1   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

21) A firm can do little to protect itself from sexual harassment claims. It is usually one employee's word against another's.
Answer: FALSE
Diff: 2   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

22) The environment in today's organizations with mixed-gender work teams and working long hours is undoubtedly contributing to an increased number of workplace romances.
Answer: TRUE
Diff: 2   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

23) Work-family life conflicts are less relevant for male and single employees as they are for married and female employees.
Answer: FALSE
Diff: 1   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

24) Today's progressive workplaces provide a wide range of scheduling options and benefits that allow employees more flexibility at work and allow them to better balance or integrate their work and personal lives.
Answer: TRUE
Diff: 1   Page Ref: 223
Topic: Contemporary Issues in Managing Human Resources

25) People who prefer integration are more likely to respond positively to options such as flextime and part-time hours.
Answer: FALSE
Diff: 2   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

26) Various studies have concluded that an organization's human resources can be a significant source of _____.
A) competitive advantage
B) problems for management
C) frustration for employees
D) high-performance work practices
Answer: A
Diff: 2   Page Ref: 206
Topic: The Human Resource Management Process

27) High-performance work practices are characterized by _____.
A) improving knowledge, skills, and abilities of employees
B) allowing managers to lead in their own best style
C) allowing employees to loaf on the job as long as they can produce average daily production levels
D) decreasing employees' motivation
Answer: A
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

28) High-performance work practices include such activities as _____.
A) closed communication
B) centralized decision making
C) firm job assignments
D) self-managed teams
Answer: D
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

29) The first _____ activities of the human resource management (HRM) process ensure that competent employees are identified and selected.
A) two
B) three
C) four
D) five
Answer: B
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

30) The final three activities of the HRM process _____.
A) ensure that the organization retains competent and high-performing employees
B) ensure that the organization selects and trains competent employees
C) identify for the organization the best compensation packages for the new hires
D) provide employees with up-to-date knowledge and skills
Answer: A
Diff: 2   Page Ref: 208
Topic: The Human Resource Management Process

31) Labor unions use _____ to protect the rights of their members.
A) functional operations
B) new product development
C) collective bargaining
D) process
Answer: C
Diff: 1   Page Ref: 207
Topic: The Human Resource Management Process

32) In organizations, _____ programs ensure that protected classes are retained and their opportunities are maintained.
A) needs-based analysis
B) functional
C) global human resource management
D) affirmative action
Answer: D
Diff: 2   Page Ref: 208
Topic: The Human Resource Management Process
Skill: AACSB: Multicultural and Diversity

33) Federal laws, the largest environmental factor constraining human resource activities, cover such processes as _____.
A) choosing employees to be hired
B) directing who can be hired
C) selecting who can be fired
D) selecting pay scales
Answer: B
Diff: 2   Page Ref: 208
Topic: The Human Resource Management Process

34) What U.S. act permits employees in organizations with 50 or more workers to take up to 12 weeks of unpaid leave each year for family or medical reasons?
A) Civil Rights Act of 1991
B) Fair Pay Overtime Initiative
C) Family and Medical Leave Act of 1993
D) Health Insurance Portability and Accountability Act of 1996
Answer: C
Diff: 1   Page Ref: 209
Topic: The Human Resource Management Process

35) By 2010, more than half of all workers in the United States will be _____.
A) baby boomers
B) Gen Yers
C) over 40
D) retiring
Answer: C
Diff: 2   Page Ref: 209
Topic: The Human Resource Management Process

36) The beginning point for any human resource planning process is the examination of the current human resource status by making a _____.
A) strategic plan
B) human resource inventory
C) product evaluation
D) analysis of customer demands
Answer: B
Diff: 1   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

37) An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
A) job description
B) job specification
C) goal-oriented job definition
D) job analysis
Answer: D
Diff: 3   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

38) Job analysis is concerned with which of the following human resource planning aspects?
A) deciding how well someone is performing his or her job
B) what behaviors are necessary to perform a job
C) hiring someone to do a job
D) estimating pay on job level in an organization
Answer: B
Diff: 1   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

39) A written statement that describes a job to include; job content, environment, and conditions of employment is called a _____.
A) job specification
B) process departmentalization
C) goal-oriented job definition
D) job description
Answer: D
Diff: 2   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

40) A list of the minimum qualifications or requirements needed by an employee to perform a job is known as a _____.
A) job analysis
B) job description
C) responsibility factor list
D) job specification
Answer: D
Diff: 2   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

41) Recruitment is the process of _____.
A) hiring employees from competitors
B) locating, identifying, and attracting potential employees
C) measuring the pressure in the local labor market
D) hiring from outside the organization
Answer: B
Diff: 3   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

42) If human resource planning shows a surplus of employees, management may want to reduce the organization's workforce through _____.
A) recruitment
B) decruitment
C) expansion
D) jobbing
Answer: B
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

43) As a source of potential job candidates, _____ generates the best referrals, because a good referral reflects on the source of the recommendation.
A) the company Web site
B) the Internet
C) employee referrals
D) professional recruiting organizations
Answer: C
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

44) While _____ reaches a tremendous number of people, it also generates many unqualified candidates for jobs.
A) the company Web site
B) the Internet
C) employee referrals
D) college recruiting
Answer: B
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

45) Which of the following is a disadvantage of recruiting at colleges?
A) limited supply
B) generates many unqualified candidates
C) may not increase workforce diversity
D) limited to entry-level positions
Answer: D
Diff: 1   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

46) As a decruitment option, _____ are a temporary involuntary termination that can last from a few weeks to several years.
A) layoffs
B) attritions
C) transfers
D) early retirements
Answer: A
Diff: 2   Page Ref: 212
Topic: Identifying and Selecting Competent Employees

47) Which of the following is not an option for decruitment?
A) attrition
B) reduced workweeks
C) early retirements
D) Internet hiring
Answer: D
Diff: 2   Page Ref: 212
Topic: Identifying and Selecting Competent Employees

48) Which of the following decruitment methods is accomplished by not filling openings created by normal retirements?
A) firing
B) layoffs
C) attrition
D) reduced workweeks
Answer: C
Diff: 2   Page Ref: 212
Topic: Identifying and Selecting Competent Employees

49) _____ is the proven relationship between the selection device and some relevant job selection criterion.
A) Responsibility
B) Unreliability
C) Reliability
D) Validity
Answer: D
Diff: 2   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

50) _____ indicates how consistent a selection device measures a criterion.
A) Operational scoring
B) Qualification
C) Reliability
D) Validity
Answer: C
Diff: 2   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

51) Which of the following is an example of selection device reliability?
A) An applicant's score on an intelligence test predicted his or her job performance.
B) A superior job performer was given a low interview score by all five independent interviewers.
C) The intelligence test significantly predicted the job performance of 250 job applicants.
D) A protected group individual was given a low selection score and was a poor job performer.
Answer: B
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

52) Asking a candidate for an automotive mechanic's position to deconstruct and reconstruct part of an engine motor would be an example of what kind of selection device?
A) spatial test
B) performance-simulation test
C) intelligence test
D) interview
Answer: B
Diff: 1   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

53) Assessment centers are best if they are used to select _____.
A) senior management
B) semiskilled workers
C) routine operatives in the firm
D) unskilled workers
Answer: A
Diff: 2   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

54) A strength of using an application form as a selection device is that _____.
A) relevant biographical facts that can be verified have been shown to be valid performance measures for some jobs
B) many items on most forms are valid in selecting good employees
C) they are moderately valid predictors for many semiskilled and unskilled lower-level jobs in industrial organizations
D) they are reasonably good predictors for supervisory positions
Answer: A
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

55) To use a physical exam as a selection device, a company must _____.
A) be sure the physical requirements are valid and that they do not discriminate
B) have an insurance carrier that does not require the testing
C) prove that supervisors do not need physical abilities to perform their jobs
D) prove that the test has nothing to do with insurance
Answer: A
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

56) A(n) _____ that includes both positive and negative aspects about the job and the company provides higher job satisfaction and lower turnover.
A) structured interview
B) unstructured interview
C) realistic job preview
D) assessment center
Answer: C
Diff: 2   Page Ref: 214
Topic: Identifying and Selecting Competent Employees

57) _____ familiarizes the employee with the goals of the work unit, clarifies how his or her job contributes to the unit goals, and includes an introduction to his or her new co-workers.
A) Organizational orientation
B) Work unit orientation
C) Procedural orientation
D) An assessment center
Answer: B
Diff: 1   Page Ref: 215
Topic: Identifying and Selecting Competent Employees

58) Successful orientation, whether formal or informal, results in an outsider-insider transition that _____.
A) makes the new member feel uncomfortable
B) helps the new member feel fairly well adjusted
C) lowers the likelihood of high work performance
D) increases the probability of a surprise resignation
Answer: B
Diff: 1   Page Ref: 215
Topic: Providing Employees with Needed Skills and Knowledge

59) It has been estimated that the dollar amount spent by U.S. firms on formal courses and training programs is _____.
A) $553 million
B) $956 million
C) $31 billion
D) $59 billion
Answer: D
Diff: 1   Page Ref: 214
Topic: Providing Employees with Needed Skills and Knowledge

60) What traditional training method involves employees working with an experienced worker who provides information, support, and encouragement?
A) e-learning
B) experiential exercises
C) mentoring and coaching
D) on-the-job training
Answer: C
Diff: 2   Page Ref: 216
Topic: Providing Employees with Needed Skills and Knowledge

61) What training method involves employees participating in role playing, simulations, or other face-to-face types of training?
A) experiential exercises
B) job rotation
C) mentoring and coaching
D) on-the-job training
Answer: A
Diff: 2   Page Ref: 216
Topic: Providing Employees with Needed Skills and Knowledge

62) What training method is Internet-based learning where employees participate in multimedia simulations or other interactive modules?
A) CD-ROM/DVD/videotapes/audiotapes
B) e-learning
C) experiential exercises
D) videoconferencing/teleconferencing/satellite TV
Answer: B
Diff: 2   Page Ref: 216
Topic: Providing Employees with Needed Skills and Knowledge
Skill: AACSB: Technology

63) What is considered a technology-based training method?
A) classroom lectures
B) experiential exercises
C) videoconferencing/teleconferencing/satellite TV
D) workbooks/manuals
Answer: C
Diff: 1   Page Ref: 216
Topic: Providing Employees with Needed Skills and Knowledge
Skill: AACSB: Technology

64) _____ is a process of setting standards and measuring employee performance to arrive at performance standards.
A) Time and motion study
B) Benchmarking
C) Legal influence arrangements
D) A performance management system
Answer: D
Diff: 3   Page Ref: 217
Topic: Retaining Competent, High-Performing Employees

65) The use of _____ focuses the evaluator's attention on key behaviors that distinguish effective from ineffective work performance.
A) simple analysis
B) job analysis
C) critical incidents
D) graphic rating scales
Answer: C
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

66) A performance appraisal method that allows the evaluator to rate employees on an incremental scale is called a _____.
A) written essay
B) critical incident
C) graphic rating scale
D) multiperson comparison
Answer: C
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

67) A performance appraisal system that combines a graphic rating scale and a critical incident system into one process is a(n) _____.
A) written essay
B) 360-degree feedback
C) objective
D) behaviorally anchored rating scale
Answer: D
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

68) _____ is a process used to compare one's performance with that of others.
A) Multiperson comparison
B) Job analysis
C) A critical incident
D) A graphic rating scale
Answer: A
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

69) The most thorough performance appraisal method, _____, utilizes feedback from supervisors, employees, and coworkers.
A) management by objectives
B) 360-degree feedback
C) critical incidents
D) graphic rating scales
Answer: B
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

70) An organization's compensation system has been shown to have an impact on its _____.
A) turnover
B) profits
C) strategic performance
D) productivity
Answer: C
Diff: 3   Page Ref: 217
Topic: Retaining Competent, High-Performing Employees

71) What is not a factor that can influence compensation and benefits?
A) appearance and sex
B) unionization
C) geographical location
D) labor intensive
Answer: A
Diff: 1   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

72) Skill-based pay systems rely on the employee's job _____ to define his or her pay category.
A) title
B) skills
C) performance
D) description
Answer: B
Diff: 3   Page Ref: 219
Topic: Retaining Competent, High-Performing Employees

73) What pay systems seem to be more successful in manufacturing organizations than in service organizations and organizations pursuing technical innovations?
A) skill-based pay systems
B) traditional pay systems
C) variable pay systems
D) incentive pay systems
Answer: A
Diff: 2   Page Ref: 219
Topic: Retaining Competent, High-Performing Employees

74) _____ is the term used to define planned elimination of jobs in an organization.
A) Downsizing
B) Decruitment
C) Recruitment
D) Planned firing
Answer: A
Diff: 2   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources

75) When an organization _____, it may need to eliminate jobs.
A) is faced with increasing market share
B) has grown too slowly
C) has been poorly managed
D) is confronted with new management
Answer: C
Diff: 2   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources

76) In providing assistance to employees being downsized, many organizations offer some form of _____.
A) severance pay
B) employee training
C) orientation
D) family-friendly benefits
Answer: A
Diff: 2   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources

77) To help survivors of downsizing cope with their new stress, managers might want to _____.
A) individually call employees into the office intermittently with those being downsized
B) offer some form of severance pay
C) provide job search assistance
D) provide counselors for employees to talk to
Answer: D
Diff: 2   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources

78) To improve workplace diversity, managers should _____.
A) widen their recruiting net
B) downsize
C) hire more employee referrals
D) recruit more minority candidates
Answer: A
Diff: 3   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources
Skill: AACSB: Multicultural and Diversity

79) Which of the following statements is <u>true</u> of current situations in human resource management?
A) To improve workforce diversity, managers need to narrow their approach to recruiting.
B) Once a diverse pool of applicants is defined, a manager does not need to address discrimination as a problem.
C) Recent research has shown that diversity makes moving into a workforce harder for women and minorities.
D) Some organizations are aggressively pursuing diversity efforts.
Answer: D
Diff: 3   Page Ref: 220
Topic: Contemporary Issues in Managing Human Resources
Skill: AACSB: Multicultural and Diversity

80) About _____ *Fortune* 500 companies have been sued for sexual harassment.
A) one in ten
B) one in five
C) one in three
D) one in two
Answer: C
Diff: 2   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

81) _____ creates an unpleasant work environment and undermines workers' ability to perform their job.
A) A workplace romance
B) Diversity
C) Sexual harassment
D) Work-family imbalance
Answer: C
Diff: 1   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

82) When there are sexual harassment claims against an organization, the courts want to know whether the organization _____.
A) knew about the alleged behavior
B) educated its employees on sexual harassment matters
C) had mechanisms available to monitor employees
D) ensured that no retaliatory actions were taken against a person who has filed the charges
Answer: A
Diff: 2   Page Ref: 221
Topic: Contemporary Issues in Managing Human Resources

83) Why are workplace romances potentially problematic for organizations?
A) an increased work-family life imbalance
B) the potential for sexual harassment accusations
C) flirting on the job affects productivity
D) couples tend to act as their own team
Answer: B
Diff: 2   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

84) What can organizations do to protect themselves against workplace romances?
A) have mechanisms available to monitor employees
B) ensure that no retaliatory actions are taken
C) educate employees on the dangers of workplace romances
D) have some type of policy regarding workplace dating among coworkers
Answer: D
Diff: 2   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

85) "Family-friendly benefits" commonly include programs like _____.
A) health insurance programs
B) health savings accounts
C) time off for school functions
D) individual retirement accounts
Answer: C
Diff: 1   Page Ref: 222
Topic: Contemporary Issues in Managing Human Resources

86) People who prefer segmentation are more likely to be satisfied and committed to their jobs when offered options such as _____.
A) job sharing
B) company-sponsored family picnics
C) on-site child care
D) gym facilities
Answer: A
Diff: 2   Page Ref: 223
Topic: Contemporary Issues in Managing Human Resources

87) What is not one way that organizations are controlling their health care costs?
A) passing on additional health care costs to employees
B) firing those who refuse to quit smoking
C) providing opportunities for employees to lead healthy lifestyles
D) eliminating health insurance from their benefit programs
Answer: D
Diff: 2   Page Ref: 224
Topic: Contemporary Issues in Managing Human Resources

88) Many reasonably sound companies no longer provide _____.
A) health insurance
B) family-friendly benefits
C) pension plans
D) stock options
Answer: C
Diff: 2   Page Ref: 224
Topic: Contemporary Issues in Managing Human Resources

The New Human Resources Manager (Scenario)

Steve is hired to manage the human resources department of a local manufacturing company. this company has the reputation of being the firm "where you work until you find another job." Employee turnover is high and morale is low. Steve is determined to change the situation and make the organization's human resources a competitive advantage and source of pride for the firm.

89) Steve believes that achieving competitive success in business today requires that managers change how they think about their employees and how they view the work relationship. He hopes to initiate workplace programs geared toward improving organizational commitment to improving the knowledge, skills, and abilities of employees, increasing employee motivation, and enhancing retention of quality employees. These traits have been found to be consistent with _____.
A) employee empowerment
B) high-performance work practices
C) the human resources management process
D) performance appraisal methods
Answer: B
Diff: 2   Page Ref: 207
Topic: The Human Resource Management Process

90) Top management decides that the performance appraisal process is problematic. They ask Steve to make a study of a new appraisal technique,_____, which rates employees according to items along a numerical scale with examples of actual behaviors on the job.
A) 360-degree feedback
B) objectives
C) behaviorally anchored rating scale
D) management by objectives
Answer: C
Diff: 3   Page Ref: 218
Topic: Retaining Competent, High-Performing Employees

91) As part of restructuring the organization's human resources, Steve decides that new job _____, which state the minimum job qualifications that a person must possess to successfully perform a given job, must be written for each position.
A) descriptions
B) specifications
C) analysis
D) satisfaction surveys
Answer: B
Diff: 2   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

92) Steve recommends a (an) _____ pay system that rewards employees for learning more job skills and competencies.
A) knowledge-based
B) analyzed
C) functional stabilization
D) skills-based
Answer: D
Diff: 3   Page Ref: 219
Topic: Retaining Competent, High-Performing Employees

93) As one of his first tasks, Steve's boss asks him to develop a database of the education, special capabilities and specialized skills of all the employees. This is known as a _____.
A) simple design of the organization
B) human resource inventory
C) division of labor
D) job analysis
Answer: B
Diff: 2   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

94) Steve believes that part of the reason for the high turnover is that individual jobs are very poorly defined. Employees are not sure of what is expected of them and that performance standards are unequal between regions and functions. Steve conducts a _____ for each position, defining all the jobs and behaviors necessary to perform them.
A) job description
B) job specification
C) job analysis
D) job satisfaction analysis
Answer: C
Diff: 2   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

The New Hire (Scenario)

Frances begins her career working in the human resources department of a major corporation. She is asked to help ensure that the organization is following the federal guidelines for employment.

95) Frances reviews the _____ guidelines, which outlines practices that enhance the employment, upgrading, and retention of protected groups.
A) employment need-based
B) functional employment
C) global human resource management
D) affirmative action
Answer: D
Diff: 3   Page Ref: 208
Topic: The Human Resource Management Process
Skill: AACSB: Multicultural and Diversity

96) As Frances studies management selection processes, she finds that _____ can be used to evaluate managerial potential through job simulation activities. In this process, the potential employees are asked to perform various exercises to simulate real problems they would encounter on the job.
A) written tests
B) interviews
C) assessment centers
D) work sampling
Answer: C
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

97) To develop a proper selection process, Frances knows she needs a _____ to provide the minimum qualifications relative to knowledge skills and attitudes needed to perform the job.
A) job description
B) job specification
C) goal-oriented job definition
D) job analysis
Answer: B
Diff: 3   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

98) The company is using _____ selection instruments because once on the job, the employees with high scores on the instrument outperform employees with low scores on the instrument.
A) reliable
B) valid
C) fair
D) unfair
Answer: B
Diff: 3   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

99) To demonstrate its _____, Frances wants a selection process that measures the same thing consistently.
A) responsibility
B) unreliability
C) reliability
D) validity
Answer: C
Diff: 2   Page Ref: 213
Topic: Identifying and Selecting Competent Employees

100) As part of any assessment of current operations of a job, Frances knows that a _____ is a basic point of departure. This defines the job and behaviors necessary to perform the job.
A) job description
B) job specification
C) goal-oriented job definition
D) job analysis
Answer: D
Diff: 3   Page Ref: 210
Topic: Identifying and Selecting Competent Employees

Recruitment (Scenario)

Ken's company was expanding. After a period of downsizing, the company had decided to increase organizational profitability by gaining market share, which meant a need for more people. As assistant manager of human resources, he was in the process of evaluating what would be the most effective means of gaining new employees who were qualified, were cost efficient, and could help maintain the company's commitment to a diversified workforce.

101) Ken should consider _____ as a source of potential candidates because it reaches large numbers of people and he could get immediate feedback. The problem with this source is that it may generate many unqualified candidates.
A) the Internet
B) employee referrals
C) college recruiting
D) professional recruiting organizations
Answer: A
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

102) Ken might also consider using _____. Even though this source would have little commitment to Ken's company, it has a good knowledge of industry challenges and requirements.
A) the Internet
B) employee referrals
C) college recruiting
D) professional recruiting organizations
Answer: D
Diff: 2   Page Ref: 211
Topic: Identifying and Selecting Competent Employees

103) A major source of potential employees is _____, which has a large, centralized pool of candidates, but tends to only be good for entry-level positions.
A) professional recruiting organizations
B) the Internet
C) the company Web site
D) college recruiting
Answer: D
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Topic: Identifying and Selecting Competent Employees

104) _____ is a positive source of potential job candidates because of the knowledge the potential candidate may gain about the employer. However, it may not increase the diversity and mix of employees.
A) Employee referral
B) The Internet
C) College recruiting
D) Professional recruiting organizations
Answer: A
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Topic: Identifying and Selecting Competent Employees
Skill: AACSB: Multicultural and Diversity

A Sign of the Times (Scenario)

After hearing of the threat for a long time, Aurora's company had finally decided that it must "right-size," and this meant coming up with a plan for reducing the current size of the workforce at her manufacturing plant. The job was left to her, and as much as she hated doing this part of her job, it was necessary for the survival of the company and not just an effort to inflate their stock price. She also appreciated that her company was willing to try many different routes to decrease their labor costs, which was consistent with the positive way the company had treated their employees in the past.

105) Aurora suggests to management that by not filling openings created by voluntary resignations or normal retirements, the organization may avoid much of the pain associated with workforce reduction. This option is known as _____.
A) transfers
B) attrition
C) layoffs
D) reduced workweeks
Answer: B
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Topic: Identifying and Selecting Competent Employees

106) Aurora tells management that another option at their disposal for easing the labor-cost crunch would be _____, which is a temporary involuntary termination that could last a few days or extend to years.
A) firing
B) layoffs
C) reduced workweeks
D) early retirements
Answer: B
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Topic: Identifying and Selecting Competent Employees

107) Another option that may help would be to have employees share jobs or perform their jobs on a part-time basis, an option known as _____.
A) firing
B) layoffs
C) reduced workweeks
D) early retirements
Answer: C
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Topic: Identifying and Selecting Competent Employees

Human Resources Selection (Scenario)

Dennis, the manager of selection in the human resources department, had been asked by Stephen, his boss, and the vice president of human resources, to review the selection methods their firm had been using and to recommend methods for future use. It seems that recent hires have not been working out, and this caused friction between the human resources group and the front-line managers, who had to utilize the talent sent to them. Additionally, there was also a need to hire executives in the company, and due to the responsibility these positions carry, the company wanted to ensure they selected the best possible people. Dennis reviewed written tests as a selection method.

108) Dennis also reviewed _____, in which applicants are presented with a miniature replica of a job and are asked to perform tasks central to that job.
A) work sampling
B) written tests
C) job-related interviews
D) intelligence tests
Answer: A
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Topic: Identifying and Selecting Competent Employees

109) For the executive positions, Dennis considered using _____, where candidates go through two- to four-day exercises that simulate real problems they would confront on the job.
A) assessment centers
B) realistic job previews
C) work sampling
D) visitation tests
Answer: A
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Topic: Identifying and Selecting Competent Employees

110) Since the technique provides little valid information, Dennis has decided to spend less energy on _____.
A) work sampling
B) written testing
C) job-related interviewing
D) reference checking
Answer: D
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Topic: Identifying and Selecting Competent Employees

The Internal Hire (Scenario)

Wade McKenzie is a new sales manager for The Potomac Group, a healthcare finance consulting firm, based in the mid-South. Wade was hired from within the firm and he is now supervising many of the people he had formerly worked with, including two friends with whom he competed for his new job. Thus, Wade is especially cognizant of potential problems stemming from the performance evaluation process and is conducting lengthy research on the advantages and disadvantages of the various methods.

111) Upon starting his new job, Wade met with each of his new charges individually. Prior to this meeting, Wade took the time to write out a subjective description of what he perceived as each of his employees' strengths and weaknesses. He also provided each salesperson with a graph depicting each salesperson's recent objective performance against his or her own past performance. Wade is utilizing which of the following technique(s)?
A) graphic rating scales
B) written essays
C) multiperson comparison
D) behaviorally anchored rating scales
Answer: B
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Topic: Retaining Competent, High-Performing Employees

112) Over the course of the year, Wade had taken some time to compile and write down a series of anecdotes about his employees. Some reflect particularly superior or ineffective performance, others are just plain funny. All the anecdotes describe specific behaviors of his employees. During the national sales meeting, time is provided for a break-out session for each region to meet separately. Wade presents these stories, not revealing the identity of the salesperson. The salespeople all enjoy the funny stories. Wade makes a point of commending the superior performance behaviors. After each of the anecdotes reflecting ineffective behaviors, he asks the group to suggest ideas for handling the situation differently. This is most reflective of what appraisal technique?
A) critical incident
B) multiperson comparison
C) written essays
D) 360-degree feedback
Answer: A
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Topic: Retaining Competent, High-Performing Employees

113) Prior to the start of the national sales meeting at the end of January, Wade has scheduled a video conference with each of his employees in order to conduct their formal performance appraisal. Wade has considered a variety of performance appraisal methods. Since there are wide differences in the size and nature of territories within his region, Wade knows that objective measures of sales performance may not be a fair method of appraisal. He is more interested in maximizing the potential of each employee and each territory than letting employees know where they rank in comparison to their peers. Therefore, he has decided to make up a list of performance factors such as quantity and quality of work, job knowledge, cooperation, and initiative, and has ranked each employee on each factor using a five-point incremental scale. This approach is most consistent with what technique?
A) graphic rating scale
B) MBO
C) multiperson comparison
D) 360-degree feedback
Answer: A
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Topic: Retaining Competent, High-Performing Employees

114) Wade is a little concerned over constant reports that his sales folks are unreasonably demanding of sales administration and customer service personnel. Although Wade knows that one of his salespeople is very difficult to deal with at times, he believes the rest are being painted with the same brush unfairly. With management's approval, Wade administers a survey to sales administration and customer service staff, asking them to respond to items that reflect the actual job behaviors of sales employees from all four regions. The surveys are randomized to eliminate potential biases. He then compares his region's evaluation against that of the others. This is most representative of what performance evaluation method?
A) critical incident
B) 360-degree feedback
C) behaviorally anchored rating scales
D) multiperson comparison
Answer: C
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Topic: Retaining Competent, High-Performing Employees

115) After the New Year, Wade schedules a day to travel with each of his sales reps. He presents them with their bonus checks from the preceding year. He confidentially shares with each of them a report that he recently received from top management. This report provides a comparison of regional performance, based upon percentage of quota met, for each quarter and the entire year. Additionally, individual salespeople are compared on a bar graph with their peers within the region and corporate-wide, for each quarter and the year. Finally, each employee is ranked on a percentile scale, indicating his or her relative performance for the year. Wade must provide management with a report offering reasons for poor performance and suggesting corrective actions. This is most representative of which performance evaluation technique?
A) MBO
B) critical incident
C) multiperson comparison
D) graphic rating scales
Answer: C
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Topic: Retaining Competent, High-Performing Employees

116) Six months into Wade's tenure as regional sales manager, he hosts his first regional sales meeting. During the course of the meeting, Wade meets individually with his employees and shows them a chart of their sales numbers for each month compared to their budgeted quota for the year to date. Additionally, Wade and each employee set mutually agreed-upon, off-budget goals for the remaining six months of the fiscal year. This is most representative of what performance evaluation method?
A) 360-degree feedback
B) critical incident
C) MBO
D) multiperson comparisons
Answer: C
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Topic: Retaining Competent, High-Performing Employees

117) In a short essay, explain why human resource management is important to organizational success.

Answer: Various studies have concluded that an organization's human resources can be a significant source of competitive advantage. And that's true for organizations around the world, not just U.S. firms. The Human Capital Index, a comprehensive study of over 2,000 firms in North America, Europe, and the Asia=Pacific region conducted by consulting firm Watson Wyatt Worldwide concluded that people-oriented HR gives an organization an edge by creating superior shareholder value. Achieving competitive success through people requires a fundamental change in how managers think about their employees and how they view the work relationship. It involves working with and through people and seeing them as partners, not just as costs to be minimized or avoided. That's what people-oriented organizations do. In addition to being an important part of organizational strategy and contributing to competitive advantage, an organization's HRM practices have been found to have a significant impact on organizational performance. For instance, one study reported that significantly improving an organization's HRM practices could increase its market value by as much as 30 percent. Another study that tracked average annual shareholder returns of the publicly traded companies on *Fortune*'s list of 100 best companies to work for found that these companies significantly beat the S&P 500 over 10-year, 5-year, 3-year, and 1-year periods. High-performance work practices lead to both high individual and high organizational performance. The common thread in these practices seems to be a commitment to improving the knowledge, skills, and abilities of an organization's employees, increasing their motivation, reducing loafing on the job, and enhancing the retention of quality employees while encouraging low performers to leave. Even if an organization chooses not to implement high-performance work practices, there are certain HRM activities that must be completed in order to ensure that the organization has qualified people to perform the work that needs to be done=activities that comprise the human resource management process.

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Topic: The Human Resource Management Process

118) In a short essay, explain how organizations determine future human resource needs.

Answer: Future human resource needs are determined by the organization's mission, goals and strategies. Demand for employees is a result of demand for the organization's products or services. Once managers have assessed both current capabilities and future needs, they can estimate areas in which the organization will be understaffed or overstaffed. With this information, managers are ready to proceed to the next step in the HRM process.

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Topic: Identifying and Selecting Competent Employees

119) In a short essay, discuss job analysis, job description, and job specification.
Answer: Job analysis is an assessment that defines jobs and the behaviors necessary to perform them. Information for a job analysis can be gathered through the following methods: directly observing or filming individuals on the job, interviewing employees individually or in a group, having employees complete a structured questionnaire, having job "experts" identify a job's specific characteristics, and having employees record their daily activities in a diary or notebook. With information from the job analysis, managers develop or revise job descriptions and job specifications. A job description is a written statement of what a jobholder does, how it is done, and why it is done. It typically describes job content, environment, and conditions of employment. A job specification states the minimum qualifications that a person must possess to perform a given job successfully. It identifies the knowledge, skills, and attitudes needed to do the job effectively. Both the job description and specification are important documents when managers begin recruiting and selecting.
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Topic: Identifying and Selecting Competent Employees

120) In a short essay, list five of the six major sources of potential job candidates. Include a discussion of the advantages and disadvantages of each major source to support your answer.
Answer: a.   Internet═the advantages are that this source can reach large numbers of people and can get immediate feedback. The disadvantage is that it generates many unqualified candidates.
b.   Employee referrals═the advantages include knowledge about the organization may be provided by current employee and can generate strong candidates because a good referral reflects on the recommender. A disadvantage is that this source may not increase the diversity and mix of employees.
c.   Internal source═the advantages include low cost, builds employee morale, and candidates are familiar with the organization. The disadvantages include limited supply and this source may not increase the proportion of employees from protected groups.
d.   Company Web site═the advantages include wide distribution and this source can be targeted to specific groups. A major disadvantage is that it may generate many unqualified candidates.
e.   College recruiting═one advantage is that there is a large centralized body of candidates. The disadvantage is this source is limited to entry-level positions.
f.   Professional recruiting organizations═the advantage is that the candidates have a good knowledge of industry challenges and requirements. The disadvantage is candidates have little commitment to the specific organization.
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Topic: Identifying and Selecting Competent Employees

121) In a short essay, list and discuss five of the six best-known selection devices that managers can use to reduce, accept, and reject errors when hiring new employees. Include an analysis of the strengths and weaknesses of each of these selection devices to support your answer.

Answer: a.   The Application Form—almost all organizations require job candidates to fill out an application. It may be only a form on which the person gives his or her name, address, and telephone number. Or it might be a comprehensive personal history profile, detailing the person's activities, skills, and accomplishments. <u>Strength:</u> contains relevant biographical data and facts that can be verified and have been shown to be valid performance measures for some jobs. <u>Weakness:</u> usually only a couple of items on the form prove to be valid predictors of job performance and then only for specific jobs.

b.   Written tests—typical types of written tests include tests for intelligence, aptitude, ability, and interest. Such tests have been used for years, although their popularity tends to run in cycles. Today, personality, behavioral, and aptitude assessment tests are popular among businesses. <u>Strength:</u> intelligence tests are reasonably good predictors for supervisory positions. <u>Weakness:</u> intelligence and other tested characteristics can be somewhat removed from actual job performance, thus reducing their validity.

c.   Performance-simulation tests—these tests are made up of actual job behaviors. The best-known performance-simulation tests are work sampling and assessment centers. Work sampling involves presenting applicants with a miniature model of a job and having them perform a task or set of tasks that are central to it. Assessment centers are places in which job candidates undergo performance-simulation tests that evaluate managerial potential. <u>Strength:</u> have proven to be valid predictors of job performance. <u>Weakness:</u> expensive to create and administer.

d.   The Interview—like the application form, the interview is an almost universal device. However, the value of the interview as a selection device has been the subject of considerable debate. <u>Strength:</u> must be structured and well organized to be effective predictors. <u>Weakness:</u> subject to potential biases, especially if interviews are not well structured and standardized.

e.   Background investigations—these are of two types: verifications of application data and reference checks. The first type has proved to be a valuable source of selection information whereas the latter is essentially worthless as a selection tool because applicants' references tend to be almost universally positive. <u>Strength:</u> verifications of background data are valuable sources of information. <u>Weakness:</u> reference checks are essentially worthless as a selection tool.

f.   Physical examinations—this device would be useful only for a small number of jobs that have certain physical requirements. Instead, the physical examination is mostly used for insurance purposes, as organizations want to be sure that new hires will not submit insurance claims for injuries or illnesses they had before being hired. <u>Strength:</u> has some validity for jobs with certain physical requirements. <u>Weakness:</u> must be sure that physical requirements are job related and do not discriminate.

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Topic: Identifying and Selecting Competent Employees

122) In a short essay, discuss orientation and the two types of orientation.
Answer: When a person starting a new job is introduced to his or her job and the organization, this is called orientation. There are two types of orientation. Work unit orientation familiarizes the employee with the goals of the work unit, clarifies how his or her job contributes to the unit's goals, and includes an introduction to his or her new coworkers. Organization orientation informs the new employee about the company's goals, history, philosophy, procedures, and rules. It should also include relevant human resource policies and maybe even a tour of the facilities. Many organizations, particularly large ones, have formal orientation programs. Others may use a more informal orientation program in which, for instance, the manager assigns the new employee to a senior member of the work group who introduces the new employee to immediate coworkers and shows him or her locations of the copy room, coffee machine, restrooms, cafeteria, and the like. And then there are intense orientation programs that cover everything from the culture of the company to on-the-job training. Managers have an obligation to make the integration of the new employee into the organization as smooth and as free of anxiety as possible. They need to openly discuss employee beliefs regarding mutual obligations of the organization and the employee. It's in the best interests of the organization and the new employee to get the person up and running in the job as soon as possible. Successful orientation, whether formal or informal, results in an outsider-insider transition that makes the new member feel comfortable and fairly well adjusted, lowers the likelihood of poor work performance, and reduces the probability of a surprise resignation by the new employee only a week or two into the job.
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Topic: Providing Employees with Needed Skills and Knowledge

123) In a short essay, discuss three of the traditional training methods that managers use to improve employee skill sets.
Answer: a.   On-the-job–employees learn how to do tasks simply by performing them, typically after an initial introduction to the task.
b.   Job rotation–employees work at different jobs in a particular area getting exposure to a variety of tasks.
c.   Mentoring and coaching–employees work with an experienced worker who provides information, support, and encouragement.
d.   Experiential exercises–employees participate in role playing, simulations, or other face-to-face types of training.
e.   Workbooks/manuals–employees refer to training workbooks and manuals for information.
f.   Classroom lectures–employees attend lectures designed to convey specific information.
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Topic: Providing Employees with Needed Skills and Knowledge

124) In a short essay, list four of the seven major performance appraisal methods.
Answer: a.   Written essay≡a technique in which an evaluator writes out a description of an employee's strengths and weaknesses, past performance, and potential. The evaluator also makes suggestions for improvement.
b. Critical incidents≡focuses the evaluator's attention on critical or key behaviors that separate effective from ineffective job performance. The appraiser writes down anecdotes that describe what an employee did that was especially effective or ineffective. The advantage to this approach is that only specific behaviors, not vaguely defined personality traits, are cited.
c. Graphic rating scales≡this method lists a set of performance factors such as quantity and quality of work, job knowledge, cooperation, initiative, and so forth. The evaluator goes down the list and rates each employee on each factor using an incremental scale.
d. Behaviorally-anchored scales≡these scales combine major elements from the critical incident and graphic rating scale approaches. The appraiser rates the employee according to items along a numerical scale, but the items are examples of actual job behaviors rather than general descriptions or traits.
e. Multiperson comparison≡this approach compares one person's performance with that of others.
f. MBO≡Management by objectives is also an effective performance appraisal method. Employees are evaluated on specific goals that were established jointly by them and the manager.
g. 360-degree feedback≡a method utilizing feedback from supervisors, employees, and coworkers, utilizing information from the full circle of people with whom the manager interacts. Although it's effective for career coaching and helping a manager recognize his or her strengths and weaknesses, it's not appropriate for determining pay, promotions, or terminations.
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Topic: Retaining Competent, High-Performing Employees

125) In a short essay, discuss how workforce diversity is directly affected by recruitment, selection, and orientation and training.

Answer: a. Recruitment—to improve workforce diversity, managers need to widen their recruiting net. For example, the popular practice of relying on employee referrals as a source of job applicants tends to produce candidates who are similar to current employees. Some organizations, such as Exabyte, of Boulder, Colorado, used this to their advantage in recruiting diverse employees. The company's positive experience with a hearing-impaired employee led to hiring other hearing-impaired employees through employee referrals, but not every organization is able to do this. So managers may have to look for job applicants in places where they might not have looked in the past. To increase diversity, managers are turning to nontraditional recruitment sources such as women's job networks, over-50 clubs, urban job banks, disabled people's training centers, ethnic newspapers, and gay rights organizations. This type of outreach should enable the organization to broaden its pool of diverse applicants.

b. Selection—once a diverse set of applicants exists, efforts must be made to ensure that the selection process does not discriminate. Moreover, applicants need to be made comfortable with the organization's culture and be made aware of management's desire to accommodate their needs. For instance, because a small percentage of women apply for Microsoft's technical jobs, the company makes every effort to hire a high percentage of female applicants and strives to make sure that these women have a successful experience once they're on the job.

c. Orientation and training—the outsider-insider transition is often more challenging for women and minorities than for white males. Many organizations provide special workshops to raise diversity awareness issues. For example, at a Kraft manufacturing facility in Missouri, managers developed an ambitious diversity program reflecting the increased value the organization had placed on incorporating diverse perspectives. One thing they did was to reward "diversity champions," individual employees who supported and promoted the benefits of diversity. They also added diversity goals to employee evaluations, encouraged nontraditional promotions, sponsored six ethnic meal days annually, and trained over half of the plant's employees in diversity issues. Some organizations are aggressively pursuing diversity efforts. For instance, after a gender bias lawsuit cost it $72.5 million, Boeing agreed to change its hiring, pay, promotion, and complaint investigation processes. Abercrombie and Fitch agreed to hire a vice president of diversity and hire up to 25 diversity recruiters after it paid $40 million to settle a class-action lawsuit that accused it of promoting whites at the expense of minorities. Home Depot has aggressively recruited older workers because of the expertise, skills, and attitudes they bring to the workplace.

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Topic: Contemporary Issues in Managing Human Resources
Skill: AACSB: Multicultural and Diversity