Chapter 8

TRUE-FALSE

1. Socialization is a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles. True

2. Socialization can be conceptualized as a process made of two phases:  encounter and metamorphosis. False

3. Metamorphosis is complete when the new employee becomes comfortable with the organization and their work teams. True

4. New-employee orientation is the system of sharing meaning within the company that determines how employees act. false

5. A well-designed employee handbook will only include the company policies and an explanation of employee benefits. False

6. Research suggests that only employees with management potential can be developed. False

7. One type of training that facilitates learning by using the same equipment that one actually will use on the job but in a simulated work environment is vestibule training. true

8. Employee training focuses on an employee’s future personal growth. False

9. Job rotation moves employees horizontally or vertically to expand their skills, knowledge, or abilities. True

10. Simulation training typically involves some major emotional and physical challenge, such as, white-water rafting or mountain climbing. False

11. Organization development facilitates system-wide change in an organization. True

12. Leadership plays a minor role as an organization moves to become a learning organization. False

13. Post-training performance methods evaluate training programs based on how well employees can perform their jobs after training. True

14.  It is easy to evaluate a training program that teaches managers better communication skills. False

15. The bulk of cross-cultural training is language training.  False

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MATCHING KEY TERMS AND DEFINITIONS

16. Also known as socialization which takes place as individuals attempt to learn the values and norms of work roles. Onboarding

17. The socialization stage where individuals confront the possible dichotomy between their organizational expectations and reality. Encounter stage

18. Provides different perspectives from which the outcomes of training may be evaluated.  Kirkpatrick’s model

19. The activities involved in introducing new employees to the organization and their work unit. Orientation

20. The system of sharing meaning within the organization that determines how employees act. Organizational culture

21. An activity that enhances employees’ specific skills and abilities so that they can immediately perform their jobs. Employee training

22. Lateral transfers that allow employees to work at different jobs. Job rotation

23. A booklet describing important aspects of employment an employee needs to know. Employee hand book

24. Any artificial environment that attempts to closely mirror an actual condition. Simulation

25. Individual responsible for fostering the change effort and assisting employees in adapting to changes. Change agent

26. Assessment of employees’ perceptions and attitudes regarding their jobs and organization. Survey feedback

27. Evaluating training by comparing pre- and post-training test results with individuals who have not had the training. Pre-post-training performance with control group method

28. Evaluating training programs based on the difference in before and after training job performance. Pre-post-training performance method

29. Helping members of various groups become a cohesive team. Intergroup development

30. Learning tasks on the same equipment that one actually will use on the job but in a simulated work environment. Vestibule training

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MULTIPLE-CHOICE

41. Which of the following is NOT an assumption that underlies the socialization process?

a) Socialization influences employee performance and organizational stability.

b) Although possible, loneliness and a feeling of isolation are unusual for new employees.

c) New members suffer from anxiety.

d) Socialization does not occur in a vacuum.

e) Individuals tend to adjust to new situations in similar ways.

42. The socialization process refers to all of the following EXCEPT

a) helping employees adapt to their new organizations.

b) learning the ropes.

c) retraining workers with obsolete skills.

d) making new employees fully productive as soon as possible.

e) helping new employees adapt to work responsibilities.

43. Rodríguez, a production manager, wants to eliminate the socialization process for college students with business degrees.  He says they know what to do.  They should hit the ground running.  Which of these statements would defend the socialization program?

a) New organizational members suffer from anxiety unless they have been screened.

b) Individuals adjust to situations in an increasingly diverse set of ways.

c) Organizational stability is diminished through socialization.

d) Proper socialization increases organizational stability over time.

e) Proper socialization is not needed for manufacturing sector jobs.

44. Socialization can be conceptualized as a process made up of:

a) two stages:  encounter and metamorphosis.

b)two stages:  prearrival and metamorphosis.

c)two stages:  prearrival and encounter.

d)three stages:  prearrival, encounter, and metamorphosis.

e)three stages:  prearrival, encounter, and postarrival.

45. All of the following are assumptions about the process of socialization EXCEPT:

a) new employees have low anxiety levels.

b) socialization strongly influences employee performance and organizational stability.

c) socialization does not occur in a vacuum.

d) individuals adjust to new situations in similar ways.

e) none of the above.

46. Raymond, a new employee at XYZ, Inc., has become comfortable with the values and norms of his organization. Raymond is in what stage of the socialization process?

a) Postarrival stage

b) Maturity stage

c) Encounter stage

d) Metamorphosis stage.

e) Insider stage

47. Ramona manages editors for specialty books, such as gifts, children, poetry, in a religious publishing house.  Although nearly 80% of her new employees stay with the organization and progress, 75% of the graduates of a local private college have to be dismissed or quit within 90 days because they are unable to adapt to the firm.  Failure has occurred in which socialization stage?

a) Encounter

b) Metamorphosis

c) Previous

d) Prearrival

e) Passage

48. Jacob manages editors for specialty books, such as gifts, children, poetry, in a religious publishing house.  The turnover rate for the industry is 20% during the first year.  Jacob’s director has just informed him that his turnover rate for new employees is 60%.  The rest of the house is just under 20% for similar employees.  What comments should Jacob make at this time?

a) It appears that during the encounter process my employees become totally disillusioned with the realities of the job, and resign.

b) We should begin to recruit from different universities.

c) Thank you for this excellent performance evaluation. I will try to continue my good work.

d) Most of my employees take longer to internalize organizational goals and norms than other workers.

e) My employees are well aware of the performance criteria I use for productivity evaluation.

49. Which of the following is NOT a characteristic of the metamorphosis stage?

a) New employees are comfortable with the organization and their work teams.

b) New employees are learning how their performance will be evaluated.

c) New employees internalize coworker and organization norms.

d) New employees understand the organizational system.

e) New employees will feel accepted by their peers as trusted and valued individuals.

50. Juliana is a new employee at Toy Stores. She feels that her co-workers do not trust her and do not value her performance. She does not feel competent to complete her job successfully. In Juliana’s situation, what is a likely scenario?

a) Her productivity is high.

b) Her commitment to Toy Stores is strong.

c) Her job satisfaction is high.

d) She will get fired.

e) She will quit.

51. Which of the following is NOT a purpose of a new employee orientation program?

a) Familiarize the new member with the firm’s objectives, history, philosophy, and procedures.

b) Communicate relevant HRM policies such as work hours, pay procedures, and employee benefits.

c) Determine the training needs of the new member.

d) Review the specific duties and responsibilities of the new member’s job.

e) Introduce the employee to his or her manager and co-workers.

 52. Jim, the vice-president of human resources, is reading the evaluations from the new round of orientation programs.  New employees report being excited about work, strongly identifying with the CEO’s speech.  Many of them expressed frustration with awareness of physical facilities, grievance procedures, and benefits options.  The major change has been that now orientation is managed by each employing division, rather than HRM.  What should Jim do?

a) Hire new trainers to deliver the orientation material.

b) Stress the new buildings on the pre-interview tours.

c) Remove the CEO speech.

d) Let HRM coordinate the overall orientation program again.

e) Change the recruiting practices to attract more detail-oriented people to the firm.

53. Involving the CEO in the orientation process provides all of these benefits EXCEPT

a) it assures a systematic, thorough orientation process.

b) CEO visioning and visibility contributes to organizational success.

c) the CEO reaffirms that the new employee has made an excellent choice.

d) a CEO welcome can encourage newcomers, like a pep rally.

e) it reinforces a message that the company cares about its employees.

54. Which of the following is NOT true regarding the role of HRM in new employee orientation?

a) HRM plays a major coordinating role in new-employee orientation.

b) HRM should not be involved as a participant in the orientation program. The new employee orientation should be done by the new employee’s supervisor.

c) Once a job offer is accepted, HRM should instruct the new employee when to report to work.

d) HRM should spend some orientation time addressing what assistance it can offer to employees in the future.

e) HRM must be prepared to answer questions that the new employees may have about company benefits.

55. Which of the following is NOT true regarding the role of the CEO in new employee orientation?

a) The CEO should welcome the new employees aboard.

b) The CEO should be ready to answer questions about employee benefits.

c) The CEO should inspire the new employees by talking about what it is like to work for the organization.

d) The CEO should listen to the concerns of the new employees.

e) The CEO should talk about the company’s culture.

56. John is putting together an employee handbook.  One thing John should NOT include in the handbook is

a) a paragraph that tell employees that as long as performance is satisfactory,  they will be retained.

b) a chapter on the history of the company.

c) the work rules of the company.

d) the appeals process for a disciplinary infraction.

e) how to accrue vacation time.

57. Which of the following is NOT true regarding employee training?

a) It focuses on future jobs in the organization.

b) It is present-day oriented.

c) It focuses on individuals’ current jobs.

d) It is a learning experience.

e) It aims at enhancing the skills and abilities that employees need to immediately perform their jobs.

58. Organizations typically ensure full EEO compliance for training programs with all of these activities EXCEPT

a) providing equal training opportunities for all employees.

b) removing training programs from the requirements for salary increases.

c) monitoring training completion rates for protected groups compared to the majority group.

d) advertising training schedules for all employees.

e) ensuring that training selection criteria are related to the job.

59. Carlos, director of training for a large organization, is looking at the diversity audit, which shows completion rates for the annual clerical training program; a program that is required for promotion to advanced clerical worker.  The information presented shows the following figures for relevant groups of employees: Caucasian 30%; Hispanic 25%; African American 30%; Asian 40%; Other, 30%.  The company typically promotes about a third of its clerical staff each year. What should Carlos do?

a) Change the trainers.  Success rates of 50% or better are required for ADA compliance.

b) There is no problem with adverse impact for the program.  No action needs to be taken.

c) Carlos should reengineer jobs to eliminate the clerical function.

d) Arrange for the Caucasian group to take a different test.

e) Change the cut score.

60. Which of the following is NOT true regarding employee training?

a) Employee training may help improve job performance.

b) Employee training should be judged by its contribution to performance.

c) Employee training is not very costly for organizations.

d) Employee training should not be viewed as a cure-all for what ails the company.

e) Employee training may be required due to a technological breakthrough.

61. Training should be performed in which of these situations?

a) An increase in performance increase will justify the training expense.

b) Lack of motivation is cited as the cause of a performance deficit.

c) A performance deficit has been identified.

d) The organization’s strategic goals include enhancing quality.

e) Training is available and inexpensive.

62. Mary, a teller trainer for a large bank, has designed a new training program that largely automates the training process.  Tellers go into a “cage,” and are given simple sample transactions to process.  If an error is made, a flashing light and bell indicates to everyone in the training area that the person has made a mistake.  If the transaction is processed correctly, the teller is provided a $50 gift certificate to a clothing store and then the computer generates a more difficult task.  Mary proudly presents the new format to you, the HR executive. Which of the following questions would you ask Mary first?

a) What was wrong with the old teller training program?

b) What are the goals of this program?

c) How much will this cost?

d) Were you ever a teller, B.W.?

e) Were job redesign characteristics infused into this simulation?

63. Which of the following is NOT an off-the-job training method?

a) Classroom lectures

b) Films and videos

c) Understudy

d) Simulation exercises

e) Vestibule training

64. Comparing employee development to employee training,

a) training focuses on existing work groups.  Development focuses on work group formation.

b) development is used for indoctrination.  Training is required for metamorphosis.

c) training focuses on current job skills.  Development focuses on personal growth.

d) training is Intranet-based.  Development uses Internet technology.

e) training is more complex than development.

65. Jeremiah owns a ski instruction school in the Berkshire Mountains, a dog training academy in Connecticut, and an investment house in Boston.  He just told Chet, one of his most promising investment managers, to run the dog academy for six months. What technique is Jeremiah using?

a) Simulation

b) Adventure training

c) Job rotation

d) Virtual reality

e) Assistant-To position

66. Fariba is in line for a senior vice president position at a large hotel conglomerate.  She has just received a letter, appointing her to the national environmental task force for water and electricity conservation.  What is happening to her career?

a) Promotion

b) Job rotation

c) Adjusted

d) Committee assignment

e) Survival training

67. The case study method developed at the Harvard Graduate School of Business is an example of which of the following methods?

a) Simulation

b) Vestibule training

c) Lecture

d) Experiential exercise

e) Apprenticeship

69. Kurt Lewin’s change process model is best suited for which of the following organizational image metaphors?

a) Calm waters

b) White-water rapids

c) Planting corn on concrete

d) Chicken and egg

e) Groupthink

70. Which of the following describes Kurt Lewin’s model of the change process?

a) Equilibrium - Chaos - Equilibrium

b) Status quo - Driving forces - Status quo

c) Freeze - Unfreeze -Defreeze

d) Unfreeze - Freeze - Refreeze

e) Unfreeze - Refreeze - Unfreeze

71. Mustafa, the OD consultant for your company, has just proposed a year-long schedule of intergroup development.  What has he diagnosed as an organizational problem?

a) Resistance to change

b) Low skill levels in production areas

c) Lack of trust and openness

d) Conflicts between functional areas

e) Learning reluctance

72. Valerie, the OD consultant for your company, spends most of her time in process consultation.  What has she diagnosed as an organizational problem?

a) Resistance to change

b) Low skill levels in production areas

c) Lack of trust and openness

d) Bottlenecks and stoppages in workflow

e) Learning reluctance

73. Which of the following is NOT true regarding a learning organization?

a) In a learning organization, learning can take place without information.

b) A learning organization has the capacity to continuously adapt and change.

c) In a learning organization, it is critical for members to share information and collaborate on work activities.

d) In a learning organization, managers serve as facilitators, supporters, and advocates for employee teams.

e) The organizational culture is an important aspect of being a learning organization.

74. Milan, a successful CEO of a learning organization, is speaking at a fundraising luncheon for his favorite charity.  When asked about his most important leader function, he could answer all of the following EXCEPT

a) facilitating shared vision for the organization.

b) keeping organizational members working toward the shared vision.

c) supporting a collaborative environment.

d) demonstrating his personal mastery of most of the work tasks in the organization.

e) encouraging managers to encourage their employees.

75. Which of the following is NOT true regarding organization development (OD) interventions?

a) OD interventions often produce positive change results.

b) OD interventions that rely on participation of organizational members can often create mistrust among employees.

c) OD interventions that rely on participation of organizational members can create openness among employees.

d) OD interventions can help employees understand that the organization wants to promote risk taking.

e) OD interventions can help employees understand that the organization wants to promote empowerment.

76. Is the role of information different in a learning organization than in other organizational types?

a) Yes.  With the emphasis on learning, information is less important.

b) No.  The usual top-down and bottom up filters operate.

c) Yes. Security is tighter, so information is restricted.

d) No.  Divisions still protect their knowledge bases, regarding them as power.

e) Yes.  Information must be shared freely and accurately among organizational members.

77. Training evaluation should include all of the following EXCEPT:

a) Was the training hard enough?

b) Do participants use their new skills on the job?

c) Did participant’s behavior change?

d) Did it achieve its desired results?

e) How much did the participants learn?

78. Fernando, director of training for a large choral ensemble, is evaluating a new training program to improve performance skills for all singers.  He has gathered performance information about mistakes and miscues in performance, number of practices required for quality, the number of practices interrupted by personality issues or timing factors, and other work-related indicators.  He plans to compare similar figures gathered next season after employees complete the course.  What training evaluation method is Fernando using?

a) Supervisor and incumbent opinion.

b) Test-retest method.

c) Pre-post training performance method.

d) Pre-post training performance with control group method.

e) Employee inventory.

79. Sayjolol, director of training for a large manufacturing organization, has developed a workplace diversity appreciation program.  All employees are interviewed a month after attending the program.  They are asked about any workplace behaviors that did not exhibit diversity appreciation and their actions in those situations.  What training evaluation method is Sayjolol using?

a) Supervisor and incumbent opinion

b) Test-retest method

c) Pre-post performance method

d) Pre-post training performance with control group method

e) Post training performance method

80. Rahim, director of training for a large hospital, has developed a new “Tender, loving care” nurse training program.  He plans to measure patient satisfaction in ten wards, and then put nurses from half of the wards through the new program.  Four months later he will measure patient satisfaction again.  What training evaluation method is Rahim using?

a) Supervisor and incumbent opinion

b) Test-retest method

c) Pre-post performance method

d) Pre-post training performance with control group method

e) Post training performance method

81. Cultural sensitivity is most often taught to employees before overseas assignments through which of these techniques?

a) Lectures, movies

b) Video recordings and embassy tours

c) Interactive simulations and lectures

d) Role playing, simulations, and meeting former international assignees

e) Meeting with foreign correspondents and watching the media

82. Which of the following training evaluation methods is the least valid?

a) Pre-post training performance method

b) Trainees’ reactions to the training

c) Pre-post training performance with control group method

d) Trainees’ changes in behaviors

e) Trainees’ changes in skills

83. Which of the following is true regarding cross-cultural training?

a) Cross-cultural training is necessary only for expatriate managers, not their families.

b) Cross-cultural training is necessary only before foreign assignments.

c) Cross-cultural training is necessary only during foreign assignments.

d) Cross-cultural training is necessary before, during, and after foreign assignments.

e) Cross-cultural training is necessary only after foreign assignments.

84. Your friend, George, has an opportunity to take an overseas assignment for his organization.  He’s single and likes to travel.  The only problem he sees is that he does not speak the language well.  What do you tell him?

a) Don’t worry. Everyone speaks English.

b) Don’t go. You won’t be able to work there or live there.

c) Get a good interpreter who understands your business.  Learn some social phrases and try to communicate in the local language.

d) Stay in the United States until you are fluent in the language.

e) Take Richard, our old roommate, along. His grandmother was born there.  He knows the language and the culture and you two would have a great time.

85. When the overseas assignment is completed, the organization has different options for the returning expatriate. Which of the following is least desirable option for the organization?

a) The returning expatriate begins the repatriation process by being assigned to a domestic position.

b) The returning expatriate seeks retirement in the United States.

c) The returning expatriate is terminated because the organization has no suitable openings.

d) The returning expatriate is preparing for another overseas assignment.

e) The returning expatriate seeks retirement in the country in which s/he spent the past few years.

Chapter 9

TRUE-FALSE

1. It is increasingly the responsibility of organizations to manage their employees’ careers.   False

2. Unfortunately, research finds that career success can be defined only subjectively and not objectively.  False

3. Career planning focuses on assisting individuals in identifying their major goals and how to achieve them. True

4. Career development has a shorter time focus than employee development. False

5. The workforce in the next decade will reflect a less varied combination of race, nationality, gender, and values in the organization. False

6. The mid-career stage is encountered when an individual becomes more of a teacher/mentor than a learner. True

7. The exploration stage of a career has the least relevance to organizations because it occurs prior to employment. True

8. Stagnation in one’s current job usually occurs at the late-career stage. False

9. According to the Bureau of Labor Statistics, one of the fastest growing occupations projected through 2018 is supervisors of production workers. False

10. Per Edgar Schein, an organization that offers the same value clusters that a worker holds will anchor that person in that job, organization, or industry. : True

11. Holland's Vocational Preference Theory identifies ten themes that identify occupational preferences. False

12. Interestingly, the Myers-Briggs Type Indicator provides the same information as the Holland Vocational Preference Profile. False

13. The Myers-Briggs (MBTI) uses six dimensions of personality to identify 24 personality types.  False

14. Employers are increasingly looking at what employees have accomplished rather the titles that they have held. True

15.  The most effective way, according to research, to enhance your career is to keep your accomplishments to yourself and letting others discover them on their own. False

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MATCHING KEY TERMS AND DEFINITIONS

16. Actively guiding another individual. Coaching

17. Involves the properties or qualities of an occupation. External career

18. A type in the Holland Vocational Preference Profile that indicates scientific, task-oriented, and preference for abstract problems. Investigative

19. A personal value cluster identified by Edgar Schein. Technical-functional competence

20. A type in the Holland Vocational Preference Profile that indicates good facility with words, prefer selling or leading, energetic, and extroverted.  Enterprising

21. Adept at generating conceptual possibilities and analyzing them strategically. ENTP

22. Describing those individuals who are more prone to take actions to influence their environment. Proactive Personality

23. One of the more widely used methods of identifying personalities that uses four dimensions of personality to identify 16 different personality types. MBTI

24. MBTI dimension that reflects one’s preference of evaluating information in an analytical manner or on the basis of values and beliefs. Thinking-feeling

25. Career stage during which an employee becomes more of a teacher/mentor than a learner. Mid-career

26. Career stage during which an employee prepares for retirement. Decline

27. Career stage during which an employee’s job assignments draw primarily on maturity of judgment. Late career

28. A career stage that usually ends in the mid-twenties as one makes the transition from school to work. Exploration

29. The pattern of work-related experiences that span the course of a person’s life. Career

30. Represents an individual occupational personality as it relates to vocational themes. Holland vocational preferences

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MULTIPLE-CHOICE

41. Which of the following is NOT true regarding career development in today’s contemporary organizations?

a) Employees are responsible for managing their careers.

b) Organizations have an obligation to manage their employees’ careers.

c) Organizations’ responsibility is to build employee self-reliance.

d) Organizations’ responsibility is to help employees maintain their marketability through continual learning.

e) Organizations should provide support so employees can continually add to their skills, abilities, and knowledge.

42. The career development responsibility for organizations today is to

a) provide assessment tests and information for most fulltime employees.

b) groom internal candidates for promotions.

c) build employee self-reliance.

d) fire any employee who seeks development.

e) increase organizational contributions to employee career development.

43. All of the following historical career-related beliefs have changed EXCEPT

a) all employees want to be promoted.

b) competent people somehow emerge in organizations to fill arising vacancies.

c) a valuable employee will always be a valuable employee.

d) career development is an important recruiting tool.

e) HRM should match employee career needs with organization’s requirements.

44. Which of the following is NOT true regarding career development from the organization’s perspective?

a) It is also called organizational career planning.

b) It focuses on assisting individuals to identify their major goals and how to achieve them.

c) It looks at individuals filling the needs of the organization.

d) It involves tracking career paths.

e) It involves developing career ladders.

45. Marcus, a new graduate, wants to work for a firm that will support his career development.  He can expect all of the following EXCEPT

a) financial assistance.

b) clear communication of the organization’s goals and future strategies.

c) limited contingent workforce contracts.

d) time for him to learn.

e) growth opportunities.

46. Which of the following is NOT a positive result that can accrue from a well-designed career development?

a) Needed talent will be available

b) Minorities and women have comparable opportunities for growth and development

c) Increased employee frustration

d) Enhanced cultural diversity

e) Organizational goodwill

47. Which of the following is a subjective measure of career success?

a) Salary

b) Benefits

c) Large corner office

d) Meaningful work

e) Company car

50. Rodriguez, a college sophomore, is unsure of his career choice.  If he came to you, a human resource professional, for advice, what would you tell him?

a) Your career development will be managed by the organization that hires you.

b) Make sure can learn on the job.  Stay flexible.

c) Any first job will do.

d) Career is an outmoded concept.

e) Your career doesn’t take on any meaning until you are 45-50 years old.

51. Compare individual career development to organizational career development.

a) They are both the responsibility of the individual.

b) Organizational career development focuses on meeting organizational goals and needs. Individual career development focuses on meeting individual goals and needs.

c) Individual career development involves training.  Organizational career development does not.

d) They are different terms for the same experience.

e) Individual career development has a much shorter time frame than organizational career development.

53. Andrea is self-assessing her own talents and limitations. She is developing a self-image and thinking of her ambitions, goals, motives, and limitations.  At what stage is Andrea’s career?

a) Late career

b) Establishment

c) Mid-career

d) Exploration

e) Decline

54. Jason is in a period of settling in at work. He feels threatened by his younger, better trained, more energetic, and ambitious colleagues. What is Jason’s career stage?

a) Exploration

b) Establishment

c) Mid-career

d) Late career

e) Decline

55. Ying is experiencing the shock of entering the real world. She feels insecure around the new tasks of interviewing, applying, being tested, and facing being turned down. What is Ying’s career stage?

a) Exploration

b) Establishment

c) Mid-career

d) Late career

e) Decline

56. Sofia has worked for the same manufacturing firm for 20 years.  Last week, she attended a workshop where she learned new coaching and mentoring practices for managers and supervisors.  She is in line for a promotion next year, and this session will enhance her opportunity for that job. What kind of session did Sofia attend?

a) Career development

b) Sigma management practice

c) Employee development

d) Employee training

e) Retirement planning

57. Gabriele has worked for the same manufacturing firm for 20 years.  Last week, he attended a workshop where he reflected on his goals and aspirations.  He learned that two of his vocational preferences were satisfied in his current job, and that neither one of them would be present in a promotion. He, along with 58 of his coworkers, is in line for a promotion next year.  Attending this session was a recommended step. What kind of session did Gabriele attend?

a) Career development

b) Sigma management practice

c) Employee development

d) Employee training

e) Retirement planning

58. David, vice-president of marketing and a long time employee of a major firm, takes John, a promising managerial candidate, to lunch once a month where he introduces him to other executives in the organization and major vendors and customers.  He has also taught John to play golf instead of tennis, encouraged him to drive an SUV instead of a sports car, and recommended him for a slot on the board of directors for a local charity.  What is going on?

a) John is David’s son-in-law

b) David is reverse mentoring John

c) John is mentoring David

d) David is coaching John

e) David is John’s boss

59. Chloe, a manager in a pharmaceutical house, is explaining to her amazed parents why she is quitting her job to run a shelter for battered women.  She talks about the meaning of life, giving back to the community, being able to know at the end of the day that what she has accomplished is something of value.  What reason is she giving for leaving the pharmaceutical house?

a) Lifelong learning

b) Psychic income

c) External career success

d) Status and mobility

e) Midlife crisis

60. Alberto is preparing himself for retirement. He has found new sources of self-improvement off the job and new sources of job satisfaction through teaching others. What is Alberto’s career stage?

a) Exploration

b) Establishment

c) Mid-career

d) Late career

e) Decline

61. Elijah just congratulated his coworker, Miriam, on her promotion to supervisor with a heartfelt hug, a tacky card, and a lovely bouquet of flowers.  Although they had competed with each other for that promotion for 5 years, last year Elijah attended a career development workshop and realized he was happier with his current job than he would be as a supervisor.  What benefit of career development did their organization receive?

a) Lower training costs

b) Reduced employee frustration

c) Enhanced cultural diversity

d) Increased organizational goodwill

e) Legal defense against discrimination

62. Arianna is learning to accept a reduced role and less responsibility at work. She is also learning to live a less structured life. What is Arianna’s career stage?

a) Exploration

b) Establishment

c) Mid-career

d) Late career

e) Decline

63. Isaac accused his organization of discrimination against women and minorities at high levels of responsibility.  The company’s “Find the Mind” program, a manager potential growth and development program for women and minorities, was cited in defense of the organization.  What value to the organization does this career development activity illustrate?

a) Lower training costs

b) Reduced employee frustration

c) Enhanced cultural diversity

d) Increased organizational goodwill

e) Comparable opportunities for protected groups

64. Which of the following describes the sequence of career stages typical for most adults?

a) Establishment, Mid-career, Peak performance, Mid-life crisis, and Retirement

b) Establishment, Mid-career, Peak performance, Late career, and Retirement

c) Exploration, Establishment, Mid-career, Late career, and Decline

d) Initiation, Early-career, Mid-career, Late career, and Decline

e) Exploration, Mid-career, Late career, Decline, and Retirement

65. Polina attended her college reunion, where she told her former roommate about her work during the last year.  She has continued to work for her employer of 30 years, now finally realizing she doesn’t have to top what she did last year.  She was assigned to the restructuring task force as an advisor and consultant.  Identify Polina’s career stage.

a) Decline

b) Late career

c) Exploration

d) Establishment

e) Mid-career

66. Madelyn attended her college reunion.  She told her former roommate about her work during the last year.  She couldn’t find work with her economics degree, so she is working for a temp agency.  She has been a construction scheduler, legal courier, dog handler, and secretary.  She tells her friend that her social skills are improving, and she is amazed to find that scheduling and time management are important for all of these jobs.  She liked working with the dogs, but was indifferent to the rest of these assignments. Identify Madelyn's career stage.

a) Decline

b) Late career

c) Exploration

d) Establishment

e) Mid-career

67. Emma went to her college reunion.  She told her old roommate about her work during the last year.  She looked at retirement living options in Nevada, Florida, and California.  She learned to knit, something she had tried a bit while still in college.  She showed her old friend pictures from a dinner held in her honor by her employer. They laughed as they remembered a similar dinner on campus during their senior year.  Identify Emma’s career stage.

a) Decline

b) Late career

c) Exploration

d) Establishment

e) Mid-career

68. Mikhail had an internship as an undergraduate in a regional planning office that confirmed his major in Economics.  He went on to law school and today is starting a job in a real estate development firm.  He arranges his desk, looks at his parking and employee identification cards, shines the edge of the frame of the picture of his wife and his dog, and proudly puts his credentials on the office wall.  Identify Mikhail career stage.

a) Decline

b) Late career

c) Exploration

d) Establishment

e) Mid-career

69. Dmitry is a 45-year-old marketing manager for a major appliance manufacturer.  He was not promoted last year and realized that he will never be a senior vice-president of the organization.  He has decided to wait it out for another decade until he can retire. Identify Dmitry’s career stage.

a) Decline

b) Late career

c) Exploration

d) Establishment

e) Mid-career

70. Which of the following models represents an individual’s occupational personality as it relates to vocational themes?

a) The Schein vocational preferences model

b) The Holland vocational preferences model

c) The Jung vocational preferences model

d) The Myers-Briggs vocational preferences model

e) The Lewin vocational preferences model

71. Hector is a research scientist in a large company.  He refuses to go to staff meetings, but volunteers to attend conventions where he receives recognition for his accomplishments.  He holds 17 patents (more than two for each year he has been with his company and they are proudly displayed on his office wall), but will not work with his manager on quarterly goals.  What is Hector's Holland vocational preferences type?

a) Realistic-Investigative-Enterprising

b) Social-Enterprising-Conventional

c) Social-Conventional-Realistic

d) Investigative-Conventional-Artistic

e) Realistic-Conventional-Artistic

72. Adrian is a finance major.  He likes coaching and playing all kinds of team sports.  He wants to be sure to make a lot of money.  He did two internships during his undergraduate career, appreciating the structured approach to entering his career.  He plans to get 2 to 4 years of work experience before going for an MBA.  What is Adrian’s Holland type?

a) Realistic-Investigative-Artistic

b) Social-Enterprising-Conventional

c) Social-Conventional-Intuitive

d) Investigative-Enterprising-Artistic

e) Realistic-Conventional-Artistic

73. Automated Visual Innovations is a small holographic imaging manufacturer, known for being the first in the field with several new products, such as holograms on credit cards and student identification cards.  Employees are rewarded for having new ideas, and trying them.  Workers can choose their hours and their location of work.  Many choose to work at home; no one likes staff meetings or company parties.  What kind of employee would have the most difficulty working at Automated, according to the Holland Vocational Preferences?

a) Realistic-Investigative-Artistic

b) Social-Enterprising-Investigative

c) Social-Conventional-Realistic

d) Investigative-Enterprising-Social

e) Realistic-Investigative-Interesting

74. Catalina opened a pottery shop last year.  She worked on Wall Street for 15 years as a broker, and although she liked the excitement and competition, she was not as satisfied with work as she is now, working with clay and being her own boss.  She still competes and wins, but now it is at craft shows and on the golf course.  What is Catalina’s Holland vocational preferences type?

a) Realistic-Investigative-Artistic

b) Social-Enterprising-Conventional

c) Security, managerial competence

d) Realistic-Artistic-Enterprising

e) Autonomy- Creativity

75. Which of the following is an occupation that is declining in the United States?

a) Biomedical engineers

b) Personal and home care aides

c) Athletic trainers

d) Telemarketers

e) Financial examiners

76. Which of the following is NOT one of the fastest growing occupations?

a) Financial examiners

b) Biochemists

c) Order clerks

d) Athletic trainers

e) Physician assistants

77. Which of the following is NOT one of Holland general occupational themes?

a) Conventional

b) Conscientious

c) Artistic

d) Enterprising

e) Realistic

78. Viktoria has a good facility with words.  She is energetic, extroverted, adventurous, and enjoys persuasion.  She likes to sell and lead.  Which of the following is unlikely to be good job match for Viktoria?

a) A job in public speaking

b) A job in business management

c) A job in merchandising

d) A job in medical science

e) A job in laws and politics

79. Sunil is very concerned with the welfare of others.  He is extroverted, cheerful, and popular.  Which of the following is likely to be the best job match for Sunil?

a) Soldier in the U.S. Army

b) Tax lawyer

c) Teacher

d) Cashier

e) Scientist

80. Which of the following is NOT a personal value cluster identified by Edgar Schein?

a) Technical-functional competence

b) Managerial competence

c) Security-stability

d) Autonomy independence

e) Professional competence

81. Myron, an HR expert, is evaluating the resume of Jeannie, his friend, who has just finished her exit interview.  Jeannie has been an interior designer for the same department store for the last 15 years.  All of the following would be good advice EXCEPT

a) Take anything that comes along, personal preferences are not important in today’s work world.

b) Identify other skills that you have developed, your computer savvy is a great asset.

c) Include the community service part of your life—directing the community food bank and organizing the fundraiser for disease prevention.

d) Restate these items in your resume to show accomplishments, not you’re your titles.

e) Contact the business relationships you have made during the last few years.

82. Which of the following is NOT a dimension of the Myers-Briggs Type Indicator?

a) Extroversion versus introversion

b) Active versus passive

c) Sensing versus intuitive

d) Thinking versus feeling

e) Judging versus perceiving

Chapter 10

TRUE-FALSE

1. The primary purpose of performance appraisal systems is to let employees know their pay raises.  FALSE

2. It is important for managers to recognize that no performance appraisal system is perfect. TRUE

3. Wherever performance evaluations are conducted, a particular structure must be followed. This structure exists to facilitate documentation that often allows for quantifiable evaluation. TRUE

4. There are two main constituencies in the performance management system:  employees and supervisors. FALSE

5. About 50% of all U.S. organizations use some form of performance evaluations.FALSE

6. Research finds that more than 90% of all U.S. organizations evaluate employees more than once a year. FALSE

7. EEO laws require performance appraisal systems be objective, job related, reliable, and valid, as they are used for promotion or termination. TRUE

8. The appraisal process begins with establishment of performance standards in accordance with the organization’s strategic goals. TRUE

9. The fourth and last step of the appraisal process is to compare actual performance with standards. FALSE

10. The major advantage of the forced-choice appraisal method is the appraiser does not know the “right” answers; hence bias and distortion are increased. FALSE

11. The performance method that selects one job trait, and then compares each employee in a group with the others is the group order ranking method. FALSE

12. Given that personality plays a major role in appraising performance, evidence suggests that training appraisers does not make them more accurate raters.  FALSE

13. Central tendency is a factor that distorts performance appraisals. TRUE

14. When evaluators rate other people in the same way that the evaluators perceive themselves, they make a halo error. FALSE

15. A major advantage to absolute standards is that they tend to be biased by positive leniency; that is, evaluators lean toward packing their subjects into the high part of the rankings.FALSE

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MATCHING KEY TERMS AND DEFINITIONS

16. A performance evaluation theory that attempts to differentiate between elements the employee controls (internal) versus those the employee cannot control (external). Attribution theory

17. Measuring an employee’s performance against some established standards. Absolute standards

18. Employees are evaluated on how well they accomplish a specific set of objectives determined as critical in the successful completion of their job. Management by objectives (MBO)

19. A record of performance appraisal process outcomes. Documentation

20. The third step in the appraisal process. Performance measurement

21. A performance appraisal method that lists traits and a range of performance for each. Graphic rating scale

22. Evaluating an employee’s performance by comparing the employee with other employees. Relative standards

23. Ranking employees’ performance from highest to lowest. Individual ranking

24. Performance appraisal distortion caused by evaluating employees against one’s own value system. Leniency error

25. Evaluating employees based on the way an evaluator perceives himself or herself. Similarity error

26. The tendency to let our assessment of an individual on one trait influence our evaluation on that person on other specific traits. Halo error

27. A performance assessment in which coworkers provide input into the employee’s performance. Peer evaluation

28. Performance evaluation in which supervisors, peers, employees, and customers evaluate the individual. 360-degree appraisals

29. Ranking individuals’ performance by counting the times any one individual is the preferred member when compared with all other employees. Paired comparison

30. A type of checklist where the rater must choose between two specific statements about an employee’s work behavior. Forced-choice appraisal

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MULTIPLE-CHOICE

41. Performance management systems are used to provide

a) motivation, maintenance, and quality.

b) feedback, development, and documentation.

c) production and innovation.

d) technology and training.

e) guidelines, guarantees, and goals.

42. Which of the following is the best performance appraisal system?

a) Critical incident appraisal

b) Checklist appraisal

c) Forced-choice appraisal

d) Behaviorally anchored rating scale

e) None of the above

43. Miranda, the HR director, is conducting a workshop for managers on performance management systems.  She teaches them how to conduct appraisals and how to schedule them at established intervals.  She mentions the new emphasis is due to legal implications for which of these reasons?

a) EEO requires organizations to make reasonable accommodations.

b) ADA required organizations to have bias-free HRM practices.

c) EEO requires organizations to have bias-free HRM practices.

d) FMLA required valid data for performance documentation.

e) EEO prohibits discrimination in hiring practices.

44. Which of the following is NOT true regarding performance evaluations in the United States?

a) More than 90 percent of all U.S. organizations use some form of performance evaluations.

b) Once implemented, the evaluation system stays constant for 10 years before any changes are made to the process.

c) About half of all U.S. organizations evaluate employees more than once a year.

d) About a third of all U.S. organizations use some form of a forced ranking of employees.

e) About 25 percent of all U.S. organizations use some form of electronic, software-based evaluation systems.

46. Demario, a college bookstore manager, is involved in the appraisal process for his 30 student workers. He is reading shift reports from the supervisors, looking at his own notes from walking through the store and speaking with employees, and studying the loss/return/breakage analysis.  What step of the appraisal process is he performing?

a) These actions are not part of the appraisal process

b) Reviewing reports

c) Setting measurable goals

d) Establishing performance standards

e) Measuring actual performance

47. Which of the following is NOT an appraisal method that uses absolute standards?

a) Critical incident appraisal

b) Checklist appraisal

c) Paired comparison

d) Graphic rating scale appraisal

48. Davon, a college financial aid office manager, is involved in the appraisal process for his 40 student employees.  He spends 15 minutes with each student individually. Typical comments in these sessions are “You improved your service rate this semester from 1 student per hour to 17 students per hour. That’s good progress toward the standard 50 students per hour.” Or, “I have numerous complaints from students that your work is inaccurate.”   What part of the appraisal process is he performing?

a) These actions are not part of the appraisal process

b) Initiating corrective action

c) Discussing the appraisal with employees

d) Establishing performance standards

e) Measuring actual performance

49. Sharon, a student worker in a college food service location, has just received her first performance appraisal.  Her manager told her that her cleaning and sweeping skills were excellent, but that she needed to show up to work on time and follow the regulations for lunch hours, breaks, personal phone calls, and calling out sick.  Her performance will be evaluated again in 30 days. What was the outcome of this appraisal process?

a) Sharon was fired - very nicely.

b) Sharon received career development from her manager.

c) Sharon received no helpful feedback from her manager during this process.

d) Sharon’s manager initiated immediate corrective action.

e) Sharon's manager initiated basic corrective action.

50. Which of the following is NOT an appraisal method that uses relative standards?

a) Group-order ranking

b) Individual ranking

c) Paired comparison

d) Forced-choice appraisal

e) Forced ranking

51. Darnita, manager of customer service for a large company, is conducting performance appraisals for her staff.  HRM has given her a sheet with a number of grouped statements. She has to select 1 from each group.  For instance, she has to indicate whether an employee is “cheerful” or “confident”. She returns the form to HR, who score it and report the results to her.  What performance appraisal method is she using?

a) Adjective rating scale

b) BARS

c) Critical incident

d) Forced choice

e) Checklist appraisal

52. Annabel is an information specialist. Last year her boss evaluated her with an essay appraisal. She and several of her coworkers were so dissatisfied with the general and qualitative nature of the process that they requested a change.  This year he wrote about several key behaviors that she exhibited throughout the year that were very important for her job performance.  For instance, he described how she spent extra time evaluating network security protocol options.  What appraisal technique is he using?

a) Graphic rating scale

b) BARS

c) Critical incident

d) Checklist appraisal

e) Essay appraisal

53. Gloria is the HR manager of a medium-sized company. She is redesigning the performance evaluation system of her company. She wants to use an appraisal method that generates critical incidents and develops behavioral dimensions of performance. Which appraisal method should she use?

a) Forced-choice appraisal

b) Graphic rating scale appraisal

c) Checklist appraisal

d) Behaviorally anchored rating scales

e) Paired comparison

54. Hung Son, a construction manager, is evaluating his employees.  He fills out a multi-page form.  Each page looks like a big thermometer or rain gauge reading, and shows examples for ranking employees from high to low on the page.  He is to fill in the lines up to the action described for each employee.  For instance, a performance dimension scale for carpenters ranges from 1-often picks up wrong end of hammer to 9-correctly selects nail size and wood surface for various jobs.  What technique is he using?

a) MBO

b) BARS

c) Critical incident

d) Checklist appraisal

e) Forced-choice comparison

55. Elaine supervises 30 sanitation engineers.  She fills out a form that rates such factors as loyalty, cooperation, attendance, and job knowledge.  She checks off the answer for each item, which usually has 5 to 10 options. “Job knowledge is information pertinent to the job that an individual should have for satisfactory job performance” is one of the performance factors.  The choices, one of which she must check, are “poorly informed about work duties, occasionally unsatisfactory, can answer most questions about the job, understands all phases of the job, has complete mastery of all phases of the job.”  Which method is she using?

a) Graphic rating scale

b) BARS

c) Critical incident

d) Checklist appraisal

e) Forced-choice comparison

56. Raj is the owner of a small real estate agency in New York City. He has four employees and wants to be able to evaluate each employee against the other employees. Which appraisal technique should Raj use?

a) BARS

b) Graphic rating scale appraisal

c)  Paired comparison

d) Checklist appraisal

e) Forced-choice appraisal

57. My Satellite International, a major reseller of satellite access services, is growing by about 35% a year.  Lisa, a regional promotions and services manager, needs to provide a list of the top 20% of her employees to funnel into management training programs.  What performance evaluation technique should Lisa use?

a) Individual ranking

b) Group order ranking

c) Paired comparison

d) BARS

e) Checklist

58. One of the best known forced ranking systems is that of General Electric. What is the name of the program used by General Electric?

a) The 30-30-40 plan

b) The 30-50-20 plan

c) The 20-70-10 plan

d) The 20-50-30 plan

e) The 70-20-10 plan

59. Maurice is developing an MBO plan to review with his boss next week.  One of the objectives is “Get better evaluations from customer service.”  Evaluate this item.

a) The boss is the person to set objectives for MBO.

b) The objective should express a character trait, not an outcome.

c) The objective should be more specific.

d) The objective is too specific.

e) There are no objectives like this in an MBO.

60. Amit is a manager for a software company in Palo Alto, California. He wants to use an appraisal system that includes mutual objective setting and evaluation based on the attainment of specific objectives. Which appraisal method should Amit use?

a) Forced-choice appraisal

b) BARS

c) Graphic rating scale appraisal

d) Paired comparison

e) MBO

61. Ramone, an account manager for a large IT provider, has set his quota for next year 20% higher and decided to improve customer satisfaction quality by 10%.  What MBO step was Ramone performing?

a) Goal setting

b) Monitoring

c) Performance evaluation

d) Formal review

e) Self-control

62. Isabella is working with her boss on how to achieve the goals that have been set for the next year.  So far they have agreed that Donna will start a graduate degree, she will be given 2 trainee assistants, and her budget allocation will be increased by 20%.  What is Isabella doing?

a) Critical incident

b) MBO

c) BARS

d) MARS

e) Checklist appraisal

63. Which of the following is NOT a factor that can distort performance appraisals?

a) Leniency error

b) Central tendency

c) Efficiency bias

d) Similarity error

e) Halo error

64. Toni rates Allison, an excellent worker, "below average" on all of her performance evaluations. The first year that Allison worked for Toni she lost three major accounts, incurred a 20% cost overrun on a major printing project, and came in late to work three or four days each week.  Now, three years later, Allison’s personal life is stable, and she routinely saves costs, is never late, and has secured two new accounts in the last month. What rating error is evident?

a) Leniency error

b) Halo error

c) Similarity error

d) Central tendency

e) Inflationary pressures

65. Sometimes, managers evaluate employees based on the way they (the managers) perceive themselves. This is a(n) \_\_\_\_\_\_\_\_.

a) leniency error

b) halo error

c) central tendency error

d) similarity error

e) attribution error

66. Bill, an accountant, is amazed at his 2% salary increase.  Bill had the lowest error rating and the quickest completion times in the division. When Bill learned that Ed, another accountant who was slow and careless in his work also received 2%, he went to HR.  Bill was told that their manager had turned in average ratings for both of them, in fact for the whole department, and that 2% was the average raise that year for all employees. What performance appraisal rating error is evident?

a) Leniency error

b) Inappropriate substitutes for performance

c) Similarity error

d) Central tendency

e) Inflationary pressures

67. Kenyatta, a new manager with an outstanding performance appraisal for her first year, received an average raise and an average performance rating.  When she questioned her boss, she was told that her new job was easy and that only an idiot would not perform as well.  What rating error is evident?

a) Attribution theory

b) Halo error

c) Similarity error

d) Low appraiser motivation

e) Inappropriate substitutes for performance

68. Irina is a manager at Company ABC. She is dissatisfied with the performance evaluation system and would like to change it. She wants to develop an evaluation system in which supervisors, peers, employees, and customers evaluate the employees. Which appraisal system should Irina use?

a) Upward appraisal

b) BARS

c) 360-degree appraisal

d) MBO

e) Forced-choice appraisal

69. Eric asked a professor for a recommendation to graduate school.  The professor wrote a glowing letter that included the statement, “Although Eric received a ‘B’ in the introductory survey course, he ranked 6 out of 450 students taking the course that year.” This letter illustrates which point of effective performance management systems?

a) Combine absolute and relative standards

b) Use trait-based measures

c) Use multiple raters

d) Rate selectively

e) Train appraisers

70. Which of the following is NOT an important ingredient to create an effective performance management system?

a) Use trait-based measures

b) Combine absolute and relative standards

c) Provide ongoing feedback

d) Have multiple raters

e) Train appraisers

71. Don, a team leader in a college business course, wanted to fail Diane, a team member that he said did “nothing.” Dr. Smartee, the professor, refused to fail her, stating that the other team members had all given her satisfactory evaluations on their project review form. Why didn’t the professor back Don’s decision?

a) Selective rating is inappropriate.

b) Relative standards are better than absolute standards.

c) Multiple raters give a more reliable assessment than a single rater.

d) Trait measures are preferable to behaviorally-based measures.

e) Ongoing feedback prevents surprises.

72. Which of the following is NOT a key ingredient in designing an effective team appraisal system?

a) Measure individual performance, not team performance.

b) Measure both team and individual performance.

c) Tie team results to organizational goals.

d) Begin with the team’s customers and its work process to satisfy customers’ needs.

e) Train the team to create its own measures.

73. Which of the following is a major drawback associated with absolute standard methods?

a) Absolute standard methods are very expensive.

b) Absolute standard methods are unpopular among employees.

c) Absolute standard methods force managers to rank employees into specific performance categories.

d) Absolute standard methods tend to be biased by positive leniency.

e) Absolute standard methods require the use of multiple raters.

74. Which of the following is a benefit of using multiple raters?

a) It is less expensive for the company.

b) It forces managers to rank employees.

c) It requires the use of behavior-based measures.

d) It increases the probability of attaining more accurate performance appraisals.

e) It makes the job of the appraiser easier.

75. Tom was assigned to an Asian country as manager of operations for a U.S. manufacturing firm.  He routinely asks his subordinates for their ideas and jokes around with them.  His subordinate evaluations were very bad from this group, even though in the U.S. he was usually regarded as a “perfect” boss.  Explain the difference.

a) In this country, hierarchical values make it a disgrace to ask subordinates for ideas.

b) A hostile cultural environment exists.

c) The home office is so remote that it cannot be fully informed about overseas operations.

d) The economic base of the parent country differs drastically from the host company.

76. Katsiaryna is a middle manager in a large company. She was just passed over for promotion and could not understand why. On a scale from 0 to 100, her overall performance score over the last three years has been 89.  In her company, the performance appraisal system defines outstanding performance at 90 or above, very good at 80 or above, good at 70 or above, average at 60 or above, and unacceptable as anything below 60. Katsiaryna found out that the average score for middle managers in her company is 91. What is the major appraisal problem in this case?

a) Inappropriate substitutes for performance

b) Inflationary pressures

c) Central tendency error

d) Halo error

e) Similarity error

77. The cultural environment in which one manages should be considered when appraising employee performance. The criteria used to evaluate executives in the United States and in China are different. Which of the following is the LEAST LIKELY to be included in the evaluation of a Chinese executive?

a) Industriousness

b) Diligence

c) Creativity

d) Positive attitude

e) Compliance with rules

78. Tom, who is not in Jane’s department, has been asked to conduct her performance appraisal, as her supervisor is on sick leave from the organization.  Tom has little knowledge of what Jane does, but he’s agreed to evaluate Jane.  Tom’s evaluation may be suspect because he \_\_\_\_\_\_\_\_\_.

a) did not explain to Jane the purpose of the meeting.

b) did not properly prepare for the appraisal in advance.

c) is not familiar with Jane’s job responsibilities or how well she performed them.

d) never took a course on how to appraise an employee.

e) does not know how to give constructive criticism.

79. All of the following are key components of the performance appraisal meeting EXCEPT:

a) focus discussions on the employee, not work behaviors.

b) give both positive and negative feedback.

c) prepare for and schedule the meeting in advance.

d) support your evaluation with specific examples.

e) involve the employee in the appraisal discussion, including a self-evaluation.

**Chapter 11**

**TRUE-FALSE**

1. Research finds that with the declining economic situation, employees only value financial types of rewards, such as pay, which are designed to assist in maintaining employee commitment. False

2. Intrinsic rewards include money, promotions, and benefits. False

3. An example of an extrinsic reward is an assigned parking space with an employee’s name clearly painted underneath the “Reserved” sign.True

4. A commission is considered a performance-based reward.True

5. The U.S. Department of Labor estimates that seven in ten U.S. employers are violating wage and hour regulations.True

6. Job evaluation is the process whereby an organization systematically establishes its compensation program.True

7. The Federal minimum wage is $7.25 per hour.False

8. The FLSA identifies two primary categories of employees: full-time and part-time. False

9. In the U.S., the threshold poverty level for an individual is $19,570 per year.False

10. Three basic methods of job evaluation are currently in use: ordering, classification, and point methods. True

11. Employers must offer higher wages when unemployment rates are high to attract qualified workers. False

12. Organization-wide incentives aim to direct the efforts of all employees toward achieving overall organizational effectiveness. True

13. A downside to merit pay is that employees expect pay increases regardless of how well the company performs.

True

14. It is well known that executives in the public sector are paid more than those in the private sector. False

15. Probably one of the most complex functions of international human resource management is the design and implementation of an equitable compensation program. True

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**MATCHING KEY TERMS AND DEFINITIONS**

16. A financial protection plan for executives in case they are severed from the organization. Golden parachute

17. Rewards one gets from the employer, usually money, a promotion, or benefits. Extrinsic rewards

18. The process of managing a company’s compensation program. Compensation administration

19. Used to gather factual data on pay practices among firms and companies within specific communities. Compensation surveys

20. Rewards exemplified by the use of commissions, piecework pay plans, incentive systems, group bonuses, or other forms of merit pay. Performance-based rewards

21. Passed in 1938, this act established laws outlining minimum wage, overtime pay, and maximum hour requirement for most U.S. workers. Fair Labor Standards Act

22. An increase in one’s pay, based on performance that is usually given on an annual basis Merit pay

23. A professional employee whose job category is not required to meet FLSA standards, especially in the area of overtime pay. Exempt

24. Passed in 1963, this act mandates that organizations compensate men and women doing the same job in the organization with the same rate of pay. Equal Pay Act

25. Evaluating jobs based on pre-determined job grades. Classification method

26. A motivation system that rewards all facility members based on how well the entire group performed. Organization-wide incentive

27. Pay based on how well the team performed. Team-based compensation

28. Wage adjustment linked to cost of living to maintain standards of living for an expatriate employee. Differential

29. Ranking job worth from highest to lowest. Ordering method

30. A pay scale showing ranges of pay within each grade. Wage structure

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**MULTIPLE-CHOICE**

41. Which of the following is NOT an intrinsic source of employee motivation?

a) Increased responsibility

b) Pay raise

c) Increased employee autonomy

d) Tasks organized to allow individuals to complete activities

e) Performance feedback

42. Which of the following is an extrinsic source of employee motivation?

a) Increased responsibility

b) Impressive job title

c) Participation in decision-making

d) Opportunities for job growth

e) More interesting work

43. Organizational reward systems are typically dichotomized as

a) financial versus extrinsic.

b) performance-driven versus performance-based.

c) hourly versus salaried.

d) intrinsic versus extrinsic.

e) membership-based versus extrinsic.

44. Which of the following is NOT a performance-based financial reward?

a) Piecework

b) Labor market adjustment

c) Commission

d) Performance bonuses

e) Merit pay plans

45. Which of the following is NOT an implied membership-based financial reward?

a) Cost-of-living increases

b) Labor market adjustment

c) Time-in-rank increases

d) Business cards

e) Profit sharing

46. Membership-based rewards include all of the following EXCEPT

a) cost-of-living increases.

b) pay for time not worked.

c) seniority benefits.

d) labor market adjustments.

e) piecework.

47. Which of the following is an explicit membership-based financial reward?

a) Commission

b) Performance bonuses

c) Incentive plans

d) Pay for time not worked

e) Profit sharing

48. Keon, vice-president of human resources for a large manufacturing firm, wants to keep the reward system membership-based instead of moving to performance-based pay. Traditionally, most increases have been based on seniority. Why does he want to keep the membership-based system?

a) Membership-based pay increases commitment and loyalty.

b) All pay increases are membership-based due to work process reengineering.

c) The criteria area easier to measure with the membership-based system.

d) Performance based pay does not increase status awareness.

e) Under the ADA, all seniority raises are membership-based.

49. Moshe, a 10th grade dropout, has held the job of janitor for an inner city grade school for 17 years. Each year, he is only eligible to receive the cost of living allowance raise because of his educational level. Will his raise criteria change after he has worked there for 20 years and received a long time service medal?

a) No. Cost of living and service medals are both intrinsic.

b) Yes. The service medal award is extrinsic. Cost of living is intrinsic.

c) No. Cost of living is membership based. Education level is performance-based.

d) Yes. Cost of living is membership based. Educational level is performance-based.

e) No. Cost of living and educational level are both performance-based.

50. Which act was passed in 1938 to establish laws outlining wage, overtime pay, and maximum hour requirement for most U.S. workers?

a) Equal Pay Act

b) Fair Labor Standards Act

c) Walsh-Healy Act

d) Civil Rights Act

e) Living Wage Act

51. What is the federal minimum wage under the Fair Labor Standard Act that began in July 2009?

a) $5.85

b) $6.55

c) $7.25

d) $8.15

e) $9.10

52. Which method evaluates jobs based on predetermined job grades?

a) Ordering method

b) Broad-banding method

c) Classification method

d) Point method

e) Group incentive method

53. Which of the following is the most likely to be an exempt employee under the FLSA?

a) A clerk in a large retail store

b) A typist

c) A factory worker

d) A middle manager in a large company

e) A bank teller

54. Which of the following is a nonexempt employee under the FLSA?

a) A lawyer in a large corporation

b) A general manager in a manufacturing company

c) A health aide in a hospital

d) A middle level executive in a bank

e) An accountant in a pharmaceutical company

55. Which of the following is NOT covered by the provisions of the FLSA?

a) Minimum wage

b) Overtime pay

c) Child labor

d) Retirement plans

e) Record keeping

56. Which of these pieces of legislation requires that initial job offers for jobs with the same attributes be equal, regardless of gender?

a) Comparable Action and Worth Standard

b) Americans with Disabilities Act

c) Fair Labor Standards Act

d) Equal Pay Act of 1963

e) Civil Rights Act

57. Chris, a store manager for a sporting goods organization, is on the compensation committee. Today, they are evaluating jobs. Chris and Kenny, one of the owners, are comparing jobs to each other, one at a time. By the end of the day, they will have compared all jobs to every other job and come up with a ranking. What method was used?

a) Ordering

b) Classification

c) Basic factors

d) Point method

e) Prioritization

58. Lisa, a compensation analyst for a large government agency, is completing a job evaluation for her organization. She is reviewing the grades that have been established by skills, knowledge and abilities because several managers have complained that the jobs no longer “fit” into the defined grades. What job evaluation method is Lisa using?

a) Ordering

b) Classification

c) Basic factors

d) Point method

e) Prioritization

59. Hassan, a compensation analyst for a large firm, is completing a job evaluation for “Administrative Assistant.” He reads a chart that identifies “high school diploma” as the 2nd degree in the “Education” skill factor, and adds 44 into his calculation. He identifies “Making sure that work area does not present a hazard to others” as the 1st degree in the “Safety of others” responsibility factor, and adds 5 into his calculator. What job evaluation method was used?

a) Ordering

b) Classification

c) Basic factors

d) Point method

e) Core specification

60. Heather is the human resources administrator for a small electronics firm that currently has 27 employees. Until now, workers were paid whatever the CEO felt they were worth. Heather wants to start a job evaluation process. She wants to use the point method for all of these reasons except

a) it offers the greatest stability over time.

b) it can effectively address the comparable worth issue.

c) the methodology contributes to a minimum of rating error.

d) it is quick and inexpensive to develop.

e) it is the most widely used method.

61. Dana, a compensation specialist for a large hospital in Phoenix is reviewing pay rates for nurses and nursing technicians in other health care organizations in the Phoenix area. She is also making sure her organization is giving as much vacation and shift differentials as her competition. What is she studying?

a) Wage structure

b) Compensation survey

c) Overtime pay review

d) Wage and hour law

e) Classification

62. Edrian works for a bank that recently acquired his consulting shop. He has a “green-circled” job for the wage curve. His manager is likely to tell him:

a) you won’t get a raise until you get a promotion.

b) you won’t get a promotion for at least 3 years.

c) you will get a salary adjustment increase in your next paycheck.

d) you need to assess your skills and interests and find another job.

e) you are targeted for a 10% pay decrease.

63. Zahur, a compensation analyst, is explaining the new wage structure to a group of managers. Grade 3 ranges from 201 to 300 points and $6.25 to $7.00. Grade 5 ranges from 401 to 500 points and $7.50 to $8.75. Which of the following statements would be true of Grade 4?

a) 350 points is outside the range of Grade 4.

b) The dollar spread for Grade 4 is less than $.75.

c) The dollar spread for Grade 4 is greater than $1.25.

d) The bottom of Grade 4 is lower than $6.50.

e) The top of Grade 4 is greater than $7.50.

64. Shameka is the new compensation manager of a large manufacturing company. She is currently redesigning the pay structure. She wants to be able to break down jobs based on identifiable factors and the degree to which these criteria exist on the different jobs in her company. What job evaluation method should Shameka use?

a) Classification method

b) Point method

c) Ordering method

d) Ranking method

e) Broad-banding method

66. Mignon is worrying about the request to institute an incentive pay plan in her organization. All of these concerns are well-founded EXCEPT

a) individual incentives may encourage workers to sacrifice quality for quantity.

b) individual incentives may make coworkers enemies.

c) group incentives may reduce cooperation on shared tasks.

d) it’s often hard for individuals to see their contribution to an organization-wide incentive, the dilution effect.

e) individual incentives may reduce workplace communication and interaction.

67. Which of the following is the most widely used individual incentive plan?

a) Piecework plan

b) Scanlon plan

c) Merit pay

d) Competency-based plan

e) Bonus plan

68. Rayshard works for an automobile salvage firm. Last year he started going to monthly meetings with managers and coworkers to evaluate labor-saving ideas. One idea, raising the crane level by 8 feet to clear the building, saved them $2 million. Each of the employees received a $200 bonus for the implementation of that idea. What kind of compensation system is used?

a) Piecework

b) Time-saving bonus

c) Merit pay

d) Scanlon Plan

e) Group incentive

69. Al’s company just instituted a new compensation program for managers. Pay is based on competencies such as leadership, problem solving and strategic planning. Pay levels are preset and reflect the degree of competency. What kind of compensation system was used?

a) Broad-banding

b) Scanlon Plan

c) Piece rate

d) Ordering

e) IMPROSHARE

70. Team-based compensation plans are effective in all of these situations EXCEPT

a) teams share a clear purpose and goals.

b) team members commu4nicate effectively with each other.

c) team members compete with each other.

d) resources are plentiful.

e) rewards must be significant and worthwhile.

71. Andres is the general manager of a plant that manufactures tires. He wants to introduce a plant-wide incentive program focusing on cooperation between management and employees through sharing problems, goals, and ideas. What incentive system should Andres use?

a) Scanlon plan

b) Competency-based plan

c) Merit pay

d) Stock options

e) Piecework plan

72. As the HR manager of Company XYZ., Victoria is currently working on the reward system. She wants to be able to pay and reward employees based on their skills, knowledge, and behaviors. What pay system should Victoria use?

a) Scanlon plan

b) IMPROSHARE

c) Profit sharing

d) Competency-based plan

e) Point method

73. Which method breaks down jobs based on identifiable criteria and the degree to which these criteria exist on the job?

a) Ordering method

b) Broad-banding method

c) Classification method

d) Point method

e) Group incentive method

74. How many times higher are the salaries of U.S. executives compared to those of their foreign counterparts?

a) Two to five times higher

b) Five to seven times higher

c) Seven to ten times higher

d) Fifteen times higher

e) Twenty times higher

75. Which of the following is NOT a factor that is taken into account in the balance sheet approach to international compensation?

a) Base pay

b) Differentials

c) Golden parachute

d) Incentives

e) Assistance programs

76. International compensation packages typically include four factors, base bay, differentials, incentives and assistance programs. This approach is referred to as

a) broadband.

b) golden parachute.

c) balance sheet.

d) expatriate.

e) classification.

77. What is the incentive plan that uses a mathematical formula to determine employee bonuses?

a) IMPROSHARE

b) Scanlon Plan

c) Broad-banding

d) FLSA

e) Ordering

78. Jon, a U.S. petroleum engineer, moved his family to Saudi Arabia for a two-year assignment. The company provided him a travel allotment of $.10 a mile, a food allowance of $500 a month, and $2000 a month for housing to maintain his standard of living. What kind of pay factor was used?

a) Base pay

b) Differentials

c) Bonuses

d) Incentives

e) Assistance programs

79. Jean, a geologic specialist, agreed to accept an overseas assignment for her company after the company agreed to store her yacht, provide security service 24X7, and arrange for Mimi, her cat, to go with her. What kind of pay factor was used?

a) Base pay

b) Differentials

c) Bonuses

d) Incentives

e) Assistance programs

80. Cesar, a satellite architect, accepted an overseas assignment for his company when the company agreed to provide a car and chauffeur, a beach villa, a sailboat, and a lump sum payment of $600,000. What kind of pay factor was used?

d) Incentives

**Chapter 12**

**TRUE-FALSE**

1. Fortunately, the cost of employee benefits to organizations has remained stable over the last thirty years. False

2. Benefits as a whole do not directly affect a worker’s performance. True

3. Health insurance and retirement plans are examples of voluntary benefits. True

4. Unemployment compensation and workers’ compensation are examples of voluntary benefits. False

5. To be eligible for Social Security, employees must be employed for a minimum of 80 quarters or 20 years of work. False

6. Employee insurance that provides some income continuation in the event an employee is laid off is called worker’s compensation. False

7. A preferred provider organization provides for continued employee benefits up to three years after an employee leaves a job. False

8. When the Pension Benefit Guaranty Corporation takes over an underfunded pension plan, if there aren’t enough assets in the pension plan to pay the retirement obligations, then taxpayers will make up the difference. True

9. A retirement program that pays retiring employees a fixed retirement income based on average earning over a period of time is a defined contribution plan. False

10. U.S. workers have, on average, 10 days of vacation per year. False

11. Employees in Japan have 10 paid vacation mandated days. True

12. Flexible benefit plans, although more expensive to the organization, provide more choice to the workforce. False

13. With a flexible spending account, an employee will take home less spendable pay. False

14. A 2011 survey found that as many as 70 percent of American workers didn’t take all of their vacation time. True

15. Life insurance is one of the least common, but most popular voluntary benefits an employer can offer. False

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**MATCHING KEY TERMS AND DEFINITIONS**

16. A retirement plan pays retiring employees a fixed retirement income based on average earnings over a period of time. Defined benefit plan

17. Retirement, disability, and survivor benefits, paid by the government to aged, former members of the labor force, the disabled, or their survivors. Social Security

18. Allows employees to set aside money before payroll taxes to pay health-care or dependent care. Flexible spending accounts

19. Employee insurance which provides some income continuation in the event an employee is injured on the job. Workers’ compensation

20. Combines a health plan with a high deductible with a health savings account that the insured uses to pay for deductibles and medical care. Consumer driven health plan (CDHP)

21. Membership-based, nonfinancial rewards offered to attract and keep employees. Employee benefits

22. Employee benefits mandated by law. Legally required benefits

23. Organization that requires using specific physicians and health-care facilities to contain the rising costs of health care. PPO

24. Provides comprehensive health services for a flat fee. Health Maintenance Organization

25. Law passed in 1974 designed to protect employee retirement benefits. ERISAl

26. An ERISA requirement of explaining to employees their pension program and rights. Summary Plan Description

27. A type of retirement program whereby each employee has an individual account to which both the employee and the employer may make contributions. Defined contribution plan

28. A benefits program in which employees are permitted to pick benefits that most meet their needs. Flexible benefits

29. Benefits offered to an employee’s “live-in” partner. Domestic partner benefits

30. Employee insurance which provides some income continuation in the event an employee is laid off. Unemployment compensation

**----------------------------------------------------------------------------------**

**MULTIPLE CHOICE**

41. Today, benefit and service offerings add nearly \_\_\_\_\_\_\_\_\_ to an organization payroll costs.

a) 20%

b) 30%

c) 40%

d) 50%

e) 60%

42. Why do organizations offer domestic partner benefits?

a) Maid service frees up employee time for more recreational activities.

b) Living arrangements and family definition differ today from those in any other time in our history.

c) Companies are legally required to do so.

d) Health care benefits are an inexpensive way to recruit good workers.

e) Global standards require it.

43. Which of the following is NOT a legally required benefit?

a) Health insurance

b) Social Security

c) Unemployment compensation

d) Workers’ compensation

e) Unpaid family and medical leave

44. Which of the following is NOT true regarding Social Security?

a) Social Security provides a source of income for American retirees, disabled workers, and surviving dependents of workers who have died.

b) Social Security provides some health insurance coverage through the federal Medicare program.

c) Social Security is financed only by the employer contributions.

d) To be eligible for Social Security, employees must be employed for a minimum of 40 quarters.

e) Social Security benefits vary based on the previous year’s inflation, additional earnings, and recipient age.

45. Unemployment compensation laws provide benefits to those meeting the following conditions EXCEPT

a) individuals are without a job due to layoffs.

b) individuals are without a job due to discharges for gross misconduct.

c) individuals have applied to their state employment agency for unemployment compensation.

d) individuals have registered for available work.

e) individuals are willing and able to accept any suitable employment offered through their state unemployment compensation commission.

46. At the Federal level, the unemployment tax (called FUTA) is \_\_\_\_\_\_\_\_\_ on the first $7,000 of earnings of employees.

a) 3.0%

b) 4.2%

c) 5.4%

d) 6.0%

e) 7.2%

47. All of the following statements about workers’ compensation are accurate EXCEPT:

a) Workers’ compensation is counted as part of labor expenses due to the accountability factor.

b) Cost of workers’ compensation is shared between the employee and the employer.

c) Workers’ compensation benefits are based on fixed schedules of minimum and maximum payments.

d) Some states allow employers to self-insure for workers’ compensation.

e) Some states provide a required insurance system for handling workers’ compensation.

48. Andre, a pizza maker, fell against an oven and injured his hand. His company was reluctant to file a workers’ compensation report for this injury. Why?

a) Insurance rates are computed based on the organization’s accident experience.

b) Workers’ compensation is designed to provide income for employees who are between jobs, not for injuries.

c) Hand injuries are not covered under this legislation.

d) Workers’ compensation benefits are paid to surviving relatives. John did not die.

e) John’s company self-insured with a private company.

49. Mustafa, a 40-year old accountant, works for a large manufacturing firm. Mustafa's wife, Ana, paid nothing for the authorized baby immunizations for their children, Amy and Louise. Amy and Louise receive well-child pediatric care for $5 per visit. When Amy broke her leg last spring, all expenses were covered. Mustafa wants to switch coverage, because his family has to go to the Northside Clinic for all of their nonemergency care and that he has to pay 100% for surgery that was not preauthorized. What kind of health insurance does Mustafa have?

a) Traditional

b) HMO

c) PPO

d) HIPPA

e) COBRA

50. Jose, a 40-year old accountant, works for a large manufacturing firm. Jose says it is well worth the more than $500 monthly premium to have his choice of physicians and locations. All of their physicians have agreed to accept payment of Usual, Customary, and Reasonable fees. What kind of health insurance does Jose have?

a) Traditional

b) HMO

c) PPO

d) COBRA

e) HIPPA

52. Maizie, a charge nurse in a large hospital, is frustrated with a phone call. She is thumbing through Joe’s file, looking for a patient consent signature before she can answer questions from Joe’s secretary, “How is Joe?” What health issue is relevant to Maizie’s predicament?

a) Traditional

b) HMO

c) PPO

d) COBRA

e) HIPPA

53. Emmanuel worked for a large manufacturing firm in Detroit. Last year, he moved to the Southwest for his daughter’s health and has continued to provide health care coverage for his family. He is concerned, because he needs to find a new job in the next 2 years, or his coverage will be cancelled. What kind of health insurance does Emmanuel have?

a) Traditional

b) HMO

c) PPO

d) COBRA

e) HIPPA

54. Which of the following piece of legislation ensures confidentiality of employee health information?

a) COBRA

b) HMO

c) HIPPA

d) ERISA

e) PPO

55. Which of the following pieces of legislation provides for continued employee benefits up to three years after an employee leaves a job?

a) COBRA

b) HMO

c) HIPPA

d) ERISA

e) PPO

56. Donna, a 45-year-old bank manager, is married to Darren, a 40-year-old economist with a real estate development firm. They currently waive all optional portions of Donna’s retirement package. Darren received a letter from his employer stating that the firm is changing retirement and benefits plans the first of the year. How can they determine which of their company pension retirement benefits plans should be changed or kept?

a) Social Security Administration Review

b) COBRA

c) Summary Plan Description

d) HIPPA

e) Pension Benefit Guaranty Corporation Publications

58. A large publishing house decided to voluntarily terminate its pension program. What protection do its employees and retirees have?

a) If the firm is located in California, such action is illegal.

b) The SPD will supply 90% of accrued pension benefits until all recipients are eligible for Social Security retirement benefits.

c) The PBGC will lay claim of up to 30% of the corporation's assets to pay benefits that have been promised to employees.

d) There is no protection for employees.

e) COBRA will cover 30% of the benefits that have been promised to employees.

59. Rajiv works for a major private employer. Each year, he contributed a substantial amount to a retirement benefit plan. The employer matches these pre-tax dollars up to 6% of his income. What kind of retirement program does Rajiv have?

a) Defined benefit plan

b) Profit-sharing plan

c) Money purchase pension plan

d) 401(k)

e) 403(b)

60. Which of the following is NOT a type of defined contribution plan?

a) Money purchase pension plan

b) Profit-sharing plan

c) IRA

d) SPD

e) 401(k)

61. Which of the following is the organization that lays claim to corporate assets to pay or fund inadequate pension programs?

a) SPD

b) HIPPA

c) PBGC

d) IRA

e) ERISA

62. Jose works for a toy manufacturer that invests an amount equal to a certain percentage of his pay each year into a trust fund account. His firm has contributed to this optional program every year, even when they lost money. His fund usually receives the 25% maximum allowed by law. What kind of retirement program does Jose have?

a) Defined benefit plan

b) 403(k)

c) Money purchase pension plan

d) Profit-sharing plan

e) Roth Individual Retirement Account

63. Two types of individual retirement accounts are:

a) money purchase IRA and profit-sharing IRA.

b) SEP and money purchase.

c) profit-sharing and SIMPLE IRA.

d) SEP IRA and SIMPLE IRA.

e) defined benefit and defined contribution.

64. Which of the following is a retirement program that pays retiring employees a fixed retirement income based on average earnings over a period of time?

a) Defined benefit plan

b) Keogh plan

c) Defined contribution plan

d) IRA plan

e) Roth IRA plan

68. Sick leave, holiday leave, and long-term disabilities are grouped together as

c) paid time off.

69. In Germany, paid vacation mandated are \_\_\_\_\_.

a) 4 weeks

b) 6 days

c) 2 weeks

d) 10 days

e) 24 days

70. Vinita, a nurse, broke her hand tending a patient. She has used up her annual sick leave and will be unable to work for six more weeks. She is receiving pay for her time not worked through which benefit plan?

a) Employee assistance

b) Worker's replacement

c) Short-term disability

d) Company sick leave

e) Long-term disability

71. Jermaine, a janitor, fell from a ladder while he was changing a light bulb and hurt his leg and shoulder. As a result, he has been unable to work for the past five years and is drawing 60% of his salary. Under what benefit plan is he covered?

a) Wellness

b) Short-term disability

c) Keough

d) Long-term disability

e) Employee assistance

72. The type of insurance that covers employees lives in the event of death while traveling on company time is \_\_\_\_\_\_\_\_\_.

a) travel insurance

b) group term life insurance

c) mobile insurance

d) disability insurance

e) unemployment insurance

73. All of the following are advantages of offering paid time off (PTO) leave to employees EXCEPT

a) employees can take unused time as additional vacation days.

b) employees do not need to explain to their manager why they taking time off.

c) employees may consider PTO as vacation time and not use it when they are ill.

d) absences are reduced as a PTO day is scheduled in advanced.

e) employees like the flexibility and trust that employers offer with PTO policies.

74. The main reason that companies offer flexible benefits to employees is:

a) to comply with federal wage and hour law regulations.

b) to motivate employees.

c) to save money.

d) to enter new geographical markets.

e) to be product competitive in the global environment.

75. Last year Rebecca set aside $5000 pretax dollars for child care in a flexible spending account. She only used $3200. What happened to the remaining $1800?

a) She received a lump sum payment of $1800 in her first January paycheck.

b) It reverted to her employer.

c) She had to pay taxes on the amount before it was added back to her income.

d) She transferred it to her medical care account.

e) It stays in the account to be used this year, a rollover.

76. Which of the following is a type of flexible benefit plan?

a) IRA

b) 457 plan

c) 401(k)

d) Modular plan

e) 403(b)

77. Denise works for a company that provides PPO medical insurance, short-term disability, 2X life insurance, 2 weeks of paid vacation, and a basic pension plan to all employees. Denise also has the option of purchasing $7000 (amount calculated from 1% of salary X years of service) worth of annual additional benefits from such areas as additional life or health insurance coverage, more retirement, tuition reimbursement, health club memberships, military or jury duty pay, free coffee, company housing, and/or more vacation. What kind of benefits plan is Denise’s company using?

a) Standard

b) Family

c) Modular

d) Core-plus options

e) BASIC

78. Raj, director of benefits for a major manufacturing firm, wants to save costs by moving to a cafeteria plan of flexible benefits. Advise him, as you would if you were an HR benefits expert.

a) Don’t do it. You won’t really save any money.

b) Offer flexible spending accounts for child care and medical expenses.

c) Make sure that employees are able to select exactly what they had before with no additional out of pocket expenses.

d) Offer free desserts in the cafeteria at least one day a week.

e) Let employees choose from a variety of no more than 20 options. Increase their out of pocket expenditures by no more than 7% a year.

**Chapter 13**

**TRUE-FALSE**

1. Approximately 4,500 work-related deaths are reported each year in the United States. False

2. Approximately 3.1 million injuries and illnesses are reported each year in the United States.True

3. The General Duty Clause covers any potentially dangerous or unhealthy workplace condition that isn’t covered by specific OSHA industry regulation.True

4. If an employee sees a violation of OSHA standards, that employee has the right to call OSHA and request an investigation.True

5. All U.S. organizations have OSHA record-keeping requirements. False

6. One chief means of reducing the potential effects of cumulative trauma disorders for an organization is through the voluntary use or ergonomics. True

7. The penalty for an OSHA violation can be up to $70,000 if the violation is severe, willful, and repetitive.True

8. More than 500 employees are murdered on the job each year.False

9. More than 10 million employees are victims of violent crimes at work or on duty.False

10. According to research, companies save 5 to 16 dollars for every dollar spent on employee assistance programs.

True

11. Unfortunately, stress only has psychological symptoms.False

12. Employee assistance programs, originally, were established to help employees with drug problems. False

13. An organization has the right to not hire someone who is obese, if the obesity is not attributable to a disability. True

14. The purpose of an employee assistance program is to increase productivity and make the job more pleasant for the worker. True

15. Businesses in less-developed countries, similar to United States, have equivalent safety awareness and protection programs. False

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**MATCHING KEY TERMS AND DEFINITIONS**

16. A condition where an accident is about to happen. Imminent danger

17. Supreme Court case that stated an employer can refuse an OSHA inspection unless OSHA had a search warrant to enter the premises. Marshall v. Barlow’s Inc.

18. Personality type characterized by chronic urgency and excessive competitive drive. Type A behavior

19. Number of injuries, illnesses, or lost workdays as it relates to a common base of full-time employees. Incidence rate

20. Continuous motion disorders caused by repetitive stress injuries. Musculoskeletal disorders (MSDs)

21. When an employee is not sure what work to do. Role ambiguity

22. Expectations that are difficult to reconcile or achieve. Role conflicts

23. Something that causes stress in an individual. Stressor

24. Chronic and long-term stress. Burnout

25. Injuries sustained by continuous and repetitive movements of the hand. Repetitive stress injuries

26. A repetitive motion disorder affecting the wrist. Carpal tunnel syndrome

27. A Japanese term meaning death from overworking. Karoshi

28. When an employee is expected to do more than time permits. Role overload

29. Personality type characterized by lack of either time urgency or impatience. Type B behavior

30. When employees use their organization’s Internet access during work hours to surf non-job related websites as to send or receive and read personal emails. Cyberloafing

**------------------------------------------------------------------------------------**

**MULTIPLE-CHOICE**

41. Approximately, \_\_\_\_\_\_\_\_\_ work-related deaths are reported each year in the United States.

a) 3,000

b) 4,500

c) 9,000

d) 30,000

e) 60,000

42. The most significant piece of legislation in the area of employee health and safety that applies to almost every U.S. business engaged in interstate commerce is

a) COBRA

b) OSHA

c) NIOSH

d) HIPPA

e) ERISA

43. In the 1978 Marshall v. Barlow’s Inc. case, the Supreme Court ruled that

a) employers are not required to let OSHA inspectors enter the premises unless the inspectors have a search warrant.

b) if an employer is fined for a violation, the employer must pay the fine with 60 days, or OSHA can shut the business down.

c) only universities and colleges are exempt from keeping accident and injury records.

d) employers can require an employees to pay for any safety equipment that is required for the job.

e) if an employer falsifies the information on a MSD and an employee is never injured due to the falsification, then that employer is not considered as having violated OSHA regulations.

44. When was OSHA enacted?

a) 1950

b) 1960

c) 1970

d) 1980

e) 1990

45. OSHA is involved in all of the following EXCEPT

a) developing training and education programs for businesses.

b) providing daycare centers for working parents to leave children.

c) developing on-the-job standards for safety and health .

d) requiring employers to keep records of accidents and injuries.

e) ensuring employer compliance of regulations.

46. If a smoke plume and temperature rise was detected in a secure area of a large petrochemical plant, what level of priority could OSHA inspectors use to enter the plant to investigate?

a) Imminent danger

b) Serious accident

c) Employee complaint

d) Targeted inspection

e) Random inspection

47. An OSHA inspector arrived at a hotel construction site for no apparent reason. He was turned away because he did not have a search warrant. He was attempting to provide which level of enforcement?

a) Imminent danger

b) Serious accident

c) Employee complaint

d) Target inspection

e) Random inspection

48. Last month, Mishika, a secretary in a large university, complained to OSHA that the air in her office made her sick. She could see green mold in the ventilation system. She had been treated for breathing problems 4 times in the past year. An OSHA inspector arrived at the plant this morning to provide which level of enforcement?

a) Imminent danger

b) Serious accident

c) Employee complaint

d) Target inspection

e) Random inspection

49. Roger, a chemical plant employee, fell from a catwalk into a live vat. He was rushed to the hospital with chemical burns this morning. An OSHA inspector is on site now, examining the scene of the accident. What level of enforcement is involved?

a) Actual danger

b) Serious accident

c) Employee complaint

d) Target inspection

e) Random inspection

50. The four-part program offered to small businesses includes all of the following EXCEPT:

a) management commitment and employee involvement.

b) development of an emergency plan for traveling executives.

c) worksite analysis.

d) hazard prevention and control.

e) training for employees.

51. Your company has 2,000 employees that experienced 200 reported accidents over the past year. The total number of hours worked by all employees during the year was 4,000,000. What is the incidence rate in your company?

a) 1

b) 10

c) 50

d) 100

e) 1000

52. Forty workers fell from iron smelter staging area when the main supports collapsed. All of them suffered broken bones, five were severely burned, and 11 employees died. This is the twentieth job-related accident reported in the 2000-employee plant during the last 6 months. What OSHA penalties can the organization expect?

a) Top executives may be criminally charged.

b) The firm will probably pay $70,000 in fines.

c) The firm will probably pay $10,000 in fines.

d) The firm will probably be required to install a workplace safety program and to fund research in that area.

e) OSHA will probably not assess a penalty.

53. Last month, the OSHA inspector in a dog food processing plant "red-flagged" a production area for an old and faulty mixing machine. Yesterday, the machine exploded, and blew the concoction all over the processing room. Fortunately, it was during the shift change, and no employees were injured. The plant has had record keeping violations in the past. What OSHA penalty can this firm expect?

a) No penalty if the records are accurate this time.

b) No penalty. Red-flagging exempts a firm from penalty for 60 days.

c) The shift supervisor will be dismissed.

d) Criminal charges may be filed against top management.

e) The firm will be fined a maximum of $70,000 per day until the situation is corrected.

54. Wei Xu, a secretary for a pharmaceutical manufacturer, was hospitalized with a severe allergic reaction after being stung by hornets on his vacation. He was hospitalized and missed two months of work due to the accident. What OSHA report would be filed?

a) The case would not be recorded. The incident is not work-related.

b) OSHA Form 7034 would be completed.

c) OSHA critical incident report would be filed.

d) The case would not be recorded. The incident was not severe enough to report.

e) OSHA Form 300 would be completed.

55. Brooke, a researcher for a pharmaceutical manufacturer was stung by a bee during a lab experiment. She was given an aspirin and an ice pack by the company nurse. An hour later she returned to work. What OSHA report would be filed?

a) The case would not be recorded. The incident is not work-related.

b) OSHA FORM 7034 would be completed.

c) The case would not be recorded. Pharmaceutical manufacturers are covered by other safety laws. OSHA does not apply.

d) The case would not be recorded. The injury did not require medical attention beyond first aid.

e) OSHA Form 200 would be completed.

56. Sayed, a university secretary, slipped on an icy campus sidewalk while delivering a memo to the provost. He was knocked unconscious and rushed to the hospital. The next day he returned to work with a slight headache and a large bruise on his forehead. What OSHA report would be filed?

a) The case would not be recorded. The incident is not work-related.

b) OSHA form 7053 would be filed.

c) OSHA Form 300 is required for all illnesses.

d) The case would not be recorded. The injury was not severe enough to report.

e) OSHA Form 300 would be completed because he lost consciousness.

57. Today is Angela’s first day on the job as safety administrator. This morning David came in bleeding, to get a Band-Aid for a paper cut from the copier. David chatted for a few minutes, and then returned to work. Then, Daniel was brought in, bleeding from a fall off a ladder. Angela checked him for concussion, and then sent him to the hospital. Roxy came in this afternoon, ill from her work in the paint shop. She received some stomach medication, and then returned to work. Angela turns to you, her supervisor and asks, “Which incidents do I count on the Form 300?” What is your reply?

a) Daniel and Roxy, not David

b) Daniel only

c) David only

d) Daniel, Roxy, and David

e) Roxy only

58. The leading cause of death on the job is

a) electrocution.

b) poisoning.

c) being struck by a forklift.

d) falling.

e) inhalation of dust.

59. Approximately, how many employees are murdered on the job each year in the United States?

a) 10

b) 500

c) 500

d) 10,000

e) 50,000

60. Brendan works for OSHA collecting data on workplace safety violations. In compiling the statistics for 2008, he found the top ten violations included all EXCEPT:

a) falling from ladders or scaffolding.

b) failure to wear respiratory protection.

c) electrocution from poorly designed electrical systems.

d) improper labeling of hazardous chemicals.

e) tripping over open file cabinet drawers.

61. Approximately, how many employees are victims of violent crimes on the job each year in the United States?

a) 1,000

b) 10,000

c) 100,000

d) 500,000

e) 1 million

62. Homicide is in the top three causes of work-related death in the United States. Which of the following is a factor that has greatly contributed to many women being killed on company premises?

a) Increase in unemployment

b) Domestic disputes

c) Alcoholism

d) Globalization

e) Downsizing

63. Repetitive stress injuries account for nearly \_\_\_\_\_\_\_\_\_ of annual workplace illnesses from headaches, swollen feet, back pain, or nerve damage.

a) 10%

b) 20%

c) 40%

d) 60%

e) 70%

64. Repetitive stress injuries account for \_\_\_\_\_\_\_\_\_ of all workers’ compensation claims.

a) ten percent

b) one-fourth

c) one-third

d) half

e) two-third

65. Aveena is conducting a manager workshop on employee disciplinary actions. This section she is doing a role play where the boss humiliates the subordinate, provoking him to anger. She stops to read some figures: 1000 employees are murdered each year on the job. What workplace issue is explored in the scenario?

a) Violence

b) Diversity

c) Equality

d) Globalization

e) Accommodation

66. Huma is in charge of a task force to reduce workplace violence in her city. She put together a brochure suggesting all of the following actions to reduce workplace violence EXCEPT:

a) train exit interviewers to treat all individuals with respect.

b) train management personnel to recognize troubled employees.

c) lay employees off quickly, without warning.

d) design EAPs specifically for troubled and potentially violent employees.

e) implement stronger security mechanisms.

67. Maureen came to work today with a black eye and mouth so swollen she couldn’t speak clearly. When questioned, she told her boss, Max, that her husband beat her up again, this time threatening to kill her. What should Max do?

a) Make sure the organization has adequate security to keep unauthorized or armed people out of the workplace.

b) Send Maureen to an EAP session.

c) Assign Maureen, on a temporary basis, to another work location.

d) Go talk to her husband.

e) File a formal grievance against Maureen’s husband.

68. Fred manages an overnight shipping service in a large eastern city. He has heard about the increase in workplace violence and wants to make sure nothing happens in his plant. He installed security checkpoints on all entrances to company premises. Is there anything else Fred can do?

a) Add psychological testing to the hiring requirements.

b) Move to another geographical location.

c) Provide free self-defense training for all employees.

d) Review video surveillance tapes each evening to spot strange behavior among employees.

e) Train managers to treat employees with respect during the discipline process.

69. Yvonne is a new employee at Toddler Toys, Inc. She is stressed because she is unclear as to what she should do on the job. What is the cause of Yvonne’s stress?

a) Role conflicts

b) Role overload

c) Lack of role model

d) Role ambiguity

e) Lack of assertiveness

70. Shreya is a lawyer in a large law firm in New York City. Her work is very demanding. She usually works between 60 and 70 hours per week. She is married and has a three-year old son, Deven. She is stressed due the demands of her work and family. What is the likely cause of her stress?

a) Role ambiguity

b) Inadequate compensation

c) Inadequate childcare arrangements

d) Role overload

e) Excessive competitive drive

71. Research indicates that U.S. employees with Internet access spend up to \_\_\_\_\_\_ percent of the workday visiting sites unrelated to their job.

a) 10

b) 15

c) 24

d) 45

e) 65

72. Edwina is the human resources manager of a large manufacturing firm. She noticed last year that turnover, illnesses, and unexcused absences were up by alarming percentages. She also noticed that productivity and morale were down. Edwina has prepared a survey of employees to identify their perceptions of formalization, leadership, communication, rules and procedures, staff support, meaningfulness, feedback, work pressures, and job involvement. What burnout reduction technique is Edwina using?

a) Avoidance

b) Identification

c) Prevention

d) Mediation

e) Renovation

73. It is estimated that in Japan, upwards of \_\_\_\_\_\_\_ individuals die annually from being overworked.

a) 100

b) 1,000

c) 5,000

d) 10,000

e) 50,000

74. Jonathan is always busy and feeling a sense of urgency. He is extremely competitive and has difficulty enjoying leisure time. What is Jonathan’s personality type?

a) Type A

b) Type B

c) Type C

d) Type X

e) Type Y

75. Ayden’s division of a large data entry shop had many workers compensation claims for headaches, swollen feet, back pain and nerve damage. He hired an ergonomics expert who suggested all of the following EXCEPT:

a) have adjustable desks and keyboards.

b) invest in adjustable chairs that are designed to reduce back strain.

c) paint an office bright white.

d) adjust lighting brightness to avoid video terminal eyestrain.

e) buy office equipment that is designed for your workers.

76. Connor has just moved to a state that does not make smoke free work environments mandatory. He goes to the HR department with a proposal for a smoke free environment, with a lounge and designated outside areas for smokers. He cites all of the following problems associated with smoking EXCEPT:

a) absenteeism.

b) property damage.

c) lost productivity.

d) health insurance costs.

e) shortened attention span.

77. Which of the following is NOT a technique for reducing burnout?

a) Mediation

b) Remediation

c) Prevention

d) Medication

e) Identification

78. Perceptions of role can be related to burnout. Which of the following is not a dimension associated with “perceptions of role”?

a) Autonomy

b) Administrative support

c) Being supervised

d) Accomplishment

e) Meaningfulness

79. Maggie is developing procedures for slowing down the burnout process in her manufacturing assembly division. She is using the following technique:

a) identification.

b) prevention.

c) mediation.

d) remediation.

e) all of the above.

80. Employee assistance programs were originally started to help employees with which of these problems?

a) Alcoholism

b) Gambling

c) Obesity

d) Post traumatic stress

e) Divorce

81. “Perceptions of organizations” can be related to burnout. Which of the following is not a dimension associated with “perceptions of organizations”?

a) Leadership

b) Staff support

c) Turnover rate

d) Rules and procedures

e) Peers

82. Which of the following is NOT an issue that is included in wellness programs?

a) Smoking cessation

b) Financial counseling

c) Stress management

d) Violence protection

e) Nutrition education

83. A general first-aid kit for executives on overseas assignments should have all EXCEPT the following:

a) over-the-counter medications.

b) prescription drugs.

c) water-purifying tabs.

d) a map of the cities being visited.

e) disinfectant solutions.

84. Which of the following may be unwise when on a business trip overseas?

a) Flying first class

b) Wearing low-key clothing

c) Traveling in small groups

d) Upon arrival at the airport, checking in at the airline’s ticket counter immediately

e) Avoiding luggage tags with titles such as “Vice President”.

**Chapter 14**

**TRUE-FALSE**

1. Of the U.S. workforce, government is the most unionized sector. True

2. Interestingly, transportation is the least unionized private sector of the U.S. workforce. False

3. Greater job security is one reason an employee may wish to join a union. True

4. The most desirable form of union security from a union perspective is the open shop. False

5. When an employer withholds union dues from a union member’s pay check, this is a part of the maintenance of membership for the union member. False

6. The Taft-Hartley Act is also referred to as the National Labor Relations Act. False

7. It is considered an unfair labor practice for an employer to refuse to bargain collectively with the representatives chosen by the employees. True

8. Under the terms of a union contract, wildcat strikes are legal and a legitimate way to enforce management compliance with a labor agreement. False

9. Fortunately, union shops are legal in right-to-work states. False

10. The Landrum-Griffin Act of 1959 was passed to address the public outcry over the misuse of union funds and corruption in the labor movement. True

11. A union victory is assured when a sizeable proportions of workers sign authorization cards. False

12. If a union drive is going on in an organization, one thing management should routinely do is to secretly observe and note who is distributing pro-union literature. False

13. Union membership in the United States reached its pinnacle of approximately 36 percent of the workforce in the early 1970s. False

14. When labor union contract negotiations breakdown; the outcome is an impasse. True

15. The unionization rate in Sweden is 68%. True

**MATCHING KEY TERMS AND DEFINITIONS**

16. A card signed by prospective union members indicating that they are interested in having a union election held at their worksite. Authorization card

17. A union security arrangement whereby employees must pay union dues to the certified bargaining unit even if they choose not to join the union. Agency shop

18. Labor contract provisions designed to attract and retain dues-paying members. Union security arrangements

19. Employer withholding of union dues from union members’ paychecks. Dues checkoff

20. A complaint-resolving process contained in union contracts. Grievance procedure

21. Employees are free to choose whether or not to join the union, and those who do not are required to pay union dues. Open shop

22. Requires an individual who chooses to join a union to remain in the union for the duration of the existing contract. Maintenance of membership

23. Established to administer and interpret the Wagner Act. It has the primary responsibility for conducting union representation elections. National Labor Relations Board (NLRB)

24. Prohibit union membership as a condition of employment. Right to work laws

25. An unauthorized and illegal strike that occurs during the terms of an existing contract. Wildcat strike

26. The technique whereby a neutral third party conducts a hearing to gather evidence and testimony from the parties regarding the differences between them. Fact-finding

27. A situation in labor-management negotiations whereby management prevents union members from returning to work. Lockout

28. This act gave employees the right to form and join unions and to engage in collective bargaining. Wagner Act

29. A government agency that assists labor and management in setting disputes. Federal Mediation and Conciliation Service (FMCS)

30. Provided the impetus to widespread collective bargaining. Railway Labor Act

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**MULTIPLE-CHOICE**

41. \_\_\_\_\_\_ sector has the HIGHEST union membership.

a) Wholesale Trade

b) Construction

c) Mining

d) Agriculture

e) Government

42. Why are security arrangements important to unions?

a) Terrorist threats are increasing.

b) Funds have been mismanaged in the past.

c) Health care premiums are better controlled.

d) Corporate espionage is increasing.

e) Union membership rates influence union power.

43. Which of the following sectors has the LOWEST union membership?

a) Agriculture

b) Mining

c) Manufacturing

d) Transportation

e) Construction

44. Which of the following is NOT a reason why employees join unions?

a) Higher wages and benefits

b) Greater job security

c) Greater individual incentives

d) Influence over work rules

e) Compulsory membership

45. Which of the following is the strongest of the union security arrangements?

a) Open shop

b) Closed shop

c) Agency shop

d) Union shop

e) None of the above

46. The National Labor Relations Act is commonly referred to as the

a) Taft-Hartley Act.

b) Landrum-Griffin Act.

c) Wagner Act.

d) Norris-LaGuardia Act.

e) Railway Labor Act.

47. The National Labor Relations Board was established by the

a) Taft-Hartley Act.

b) Landrum-Griffin Act.

c) Wagner Act.

d) Norris-LaGuardia Act.

e) Railway Labor Act.

48. The Federal Mediation and Conciliation Service was created under the

a) Taft-Hartley Act.

b) Landrum-Griffin Act.

c) Wagner Act.

d) Norris-LaGuardia Act.

e) Railway Labor Act.

49. Which of the following is the weakest of the union security arrangements?

a) Open shop

b) Closed shop

c) Agency shop

d) Union shop

e) None of the above

50. The legislation that passed the dispute settlement procedure that allows congressional and presidential intercession in the event of an impasse in transportation industry negotiations is the

a) Taft-Hartley Act.

b) Landrum-Griffin Act.

c) Wagner Act.

d) Railway Labor Act.

e) Stevedores and Teamsters Alliance.

51. Which of these legislations was passed after public outcry over misuse of union funds?

a) Taft-Hartley Act

b) Landrum-Griffin Act

c) Wagner Act

d) Norris-LaGuardia Act

e) Railway Labor Act

52. Which legislation prohibits negotiations over union security arrangements for government employees?

a) Civil Service Reform Act

b) Landrum-Griffin Act

c) Racketeering Influenced and Corrupt Organizations Act

d) Executive Order 10988

e) Executive Order 11491

53. What proportion of signed authorization cards must the union secure to have a union election at a work site?

a) At least 20%

b) At least 30%

c) At least 40%

d) At least 50%

e) At least 60%

54. Myles, a typesetter, tried to organize a union in his nonunion printing shop. A year and a half ago a vote rejected unionization. Now he has secured authorization cards signed by 100 of the 200 workers. What else does he need to do before having another union election?

a) Get additional signatures. At least 75% of employees must sign authorization cards before an election will be held.

b) Get signatures on the right form. Representation certification preference, not authorization, is the form required by the NLRB before elections.

c) Petition NLRB for an election.

d) Wait. NLRB will hold an election only once every other year.

e) Apply to the national printing union for recognition.

55. Morgan, a charge nurse, voted in a union election in her former job. Now, in a different organization, she has been told that she is ineligible to vote. Why can’t she vote?

a) NLRB has ruled that health care workers can no longer be unionized.

b) Part time workers are not eligible to vote.

c) Management considers her a supervisor – she makes independent decisions in guiding the actions of other nurses.

d) Employees may only vote in one union election.

e) The union says that charge nurses should not be part of the bargaining unit.

56. Jacob is a manager in a large manufacturing firm that has signed enough authorization cards to have a representation certification. Which of the following activities is legal for him to do to resist unionization during this organizing drive?

a) Stop outside union organizers from distributing information in the workplace.

b) Stand in the employee cafeteria to see who distributed union information to other employees.

c) Cancel any trips or recognition for workers who are pro union.

d) Question employees about their involvement in union activities.

e) Promise better working conditions if the union vote is defeated.

57. Which of the following is NOT a stage of contract administration?

a) Disseminating the agreements to all union members and managers

b) Ratifying the contract

c) Implementing the contract

d) Interpreting the contract and grievance resolution

e) Monitoring activities during the contract period.

58. How are financial institutions involved in the collective bargaining process?

a) Most loan officers are unionized.

b) Most collective bargaining consultants are employed by financial institutions.

c) Banks effectively place ceilings on what management can spend on labor contracts due to their ability to call in loans to a company if the specified contract amount is exceeded.

d) If the quality of the manufacturing organization is eroded, the bank will call in the loans.

e) Corrupt unions can exert influence on financial institutions.

59. In labor negotiations, management in a very small company is usually represented by

a) the president.

b) a vice-president of industrial relations.

c) corporate lawyers.

d) a specialist in wages and benefits.

e) an economic specialist.

60. Which piece of legislation permitted for the first time federal government employees the right to join unions?

a) Railway Labor Act of 1926

b) Landrum-Griffin Act of 1959

c) Executive Order 10988 in 1962

d) Civil Service Reform Act of 1978

e) Taft-Hartley Act of 1947

61. Which of the following was the most influential labor relations law in the United States?

a) Railway Labor Act

b) Landrum-Griffin Act

c) Civil Service Reform Act

d) Wagner Act

e) Executive Order 10988

62. Mason is part of the union negotiating team. He is gathering information about accident records, employee performance reports, absenteeism and transfers. What step of collective bargaining is he performing?

a) Report reading

b) Preparing to negotiate

c) Contract administration

d) Demand matching

e) Negotiating

63. Union negotiations begin with the delivery of “demands” by the union. What goes on behind closed doors during the real negotiations?

a) Each side tries to assess the relative priorities of the other’s demands.

b) An oral agreement is converted to a written document.

c) Each side tries to combine proposals into viable packages.

d) Both parties compromise.

e) Bargainers seek to harmonize the lowest management offer with the highest union demand.

64. Which of the following is NOT an impasse-resolution technique?

a) Conciliation

b) Mediation

c) Lockout

d) Fact-finding

e) Interest arbitration

65. Cahir works in HR for a union shop. He is adjusting the pay system to the new rates that have just been set as part of the union negotiating team. What step of collective bargaining is Cahir performing?

a) Data collection.

b) Preparing to negotiate.

c) Contract administration.

d) Demand matching.

e) Negotiating.

66. Peyton has just been hired to administer a union contract. She will be involved all of these activities EXCEPT:

a) providing information to all union members and management personnel.

b) implementing the contract.

c) interpreting the contract and grievance resolution.

d) monitoring activities.

e) negotiating the pay rates.

67. ONYX, a manufacturing firm wants to open a facility in a right-to-work state. Currently, the union is an agency shop to eliminate free riders. Olivia, the HR union expert, offers which of the following advice to ONYX?

a) The agency security arrangement will be appropriate for the new facility.

b) The agency security arrangement is illegal in the right-to-work state. Move to a union shop arrangement.

c) The agency security arrangement is illegal in the right-to-work state. The only open is the open shop.

d) With more support for unions, move to a union shop.

e) Checked shops are the only legal union arrangements in the right-to-work states.

68. Leandro works in a union shop, but he has refused to join the union. He pays the union a sum of money equal to union fees and dues as a condition of continuing employment. These monies are used exclusively for collective bargaining purposes. Leandro is working in a(n)

a) closed shop.

b) union shop.

c) agency shop.

d) open shop.

e) checked shop.

69. Jordan joined the union when he was hired, but has decided the benefits are not worth the dues. He can drop his union membership and keep his job, but he has to wait until the next contract negotiation period. Jordan works in a(n)

a) closed shop.

b) union shop.

c) agency shop.

d) open shop.

e) checked shop.

70. Which of the following has the highest unionization rate?

a) Belgium

b) Canada

c) Germany

d) United States

e) China

71. Which of the following countries has the lowest unionization rate?

a) Belgium

b) Canada

c) France

d) United States

e) Sweden

72. Howie is a new supervisor in the can manufacturing area. In the last two months, seventeen grievances have been filed against him. Although he listened to the employees, investigated the complaints, and provided a response to the employees, he judged the grievances to have no merit and to require no action on his part. Howie has kept complete documentation of these actions. Several of the grievances have already been heard several levels up. You, the labor relations specialist, might offer Howie which of these suggestions?

a) Would you suspend the next employee that grieves?

b) Are you treating your employees fairly and with respect?

c) Are you ready for a visit from the regional arbitrator of the NLRB?

d) What were your attitudes toward union workers when you were a child?

e) Have any of your workers threatened you?

73. Rhonda is a supervisor in the plastics manufacturing area. When a grievance is filed against her, what should she do first?

a) Talk to the grievance committee.

b) Check the authorization cards.

c) Forward the complaint to her supervisor.

1. d) Resist a strike.
2. e) Try to reach a settlement with the employee and the union steward.

74. What is currently the overall unionization rate in the United States?

a) 7%

b) 11%

c) 17%

d) 25%

e) 37%

75. A major tire manufacturer nearly did not reach agreement with one of its major unions last time over health care coverage and retirement provisions. The contract has 10 months to go before expiration, but both sides are hard at work on the new contract. The Detroit Free Press had a lead article that health care would be further reduced under the new agreement. At noon, after the workers had read and discussed the matter, they walked off the job to demonstrate their dissatisfaction with the proposed management action. What kind of technique is being used?

a) Lockout

b) Wildcat strike

c) Fact-finding to settle the dispute

d) Economic strike

e) Mediation

76. An ironworkers union has been trying to negotiate a new contract with the contractor for months. The contract expired last night at midnight. All the workers showed up, on time, this morning, then walked off the site. What kind of technique is being used?

a) Lockout

b) Wildcat strike

c) Fact-finding to settle the dispute

d) Economic strike

e) Mediation

77. A teachers' union has been trying to negotiate a new contract with school officials for thirty days. The old contract expires in two months, the day before school starts for the year. To resolve the contract negotiation disputes, a panel has been formed to decide on how to settle the contract dispute. The three-member panel consists of a teacher, a school superintendent, and a local businessman. They are listening to testimony from both sides before rendering their decision. What kind of impasse resolution technique is being used?

a) Lockout

b) Conciliation

c) Fact-finding

d) Interest arbitration

e) Mediation

78. A teachers' union has been trying to negotiate a new contract with school officials for 30 days. The old contract expires in two months, the day before school starts for the year. To resolve the contract negotiation disputes, a third party has been hired to pull together the common ground that exists and to make recommendations in the settlement that would overcome barriers that exist between the two sides. What kind of impasse resolution technique is being used?

a) Lockout

b) Conciliation

c) Mediation

d) Interest arbitration

e) Fact-finding

79. Workers in an automotive plant are threatening to strike. Management has given executives huge pay raises. The current contract expires in eight months, but work has already begun on the new contract. Management wants to give smaller raises to the union than has been given in contracts for the past 20 years. Lambert has been hired to make sure that negotiations don’t break down, that management and labor keep talking to each other. What is Lambert doing?

a) Conciliation

b) Grievance arbitration

c) Fact-finding

d) Interest arbitration

e) Mediation

80. When did union membership reach its pinnacle in the United States?

a) Early 1930s

b) Early 1940s

c) Late 1950s

d) Early 1970s