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

MATCHING KEY TERMS AND DEFINITIONS

a) Late career

b) Proactive Personality

c) Mid-career

d) Coaching

e) External career

f) Exploration

g) Enterprising

h) Investigative

i) Decline

j) Thinking-feeling

k) MBTI

l) Technical-functional competence

m) Holland vocational preferences

n) Career

o) ENTP

16. Actively guiding another individual. D

17. Involves the properties or qualities of an occupation. E

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

19. A personal value cluster identified by Edgar Schein. L

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

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

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

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

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

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

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

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

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

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

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

FILL-IN-THE-BLANK

31. \_\_\_\_\_ Career success  \_\_\_ is defined not only objectively, in terms of promotion, but also subjectively, in terms of satisfaction.

32. A \_\_\_\_\_ Career  \_\_\_ is the sequence of positions that a person has held over his or her life.

33. From an organizational point of view, \_\_\_\_\_\_ Career development  \_\_ involves tracking career paths and developing career ladders.

34. While organizational career development looks at individual filling the needs of the organization, \_\_\_\_\_ Individual career development  \_\_\_\_\_ addresses each individual’s personal work career and other lifestyle issues.

35. The \_\_\_\_ external career

\_\_\_\_\_ involves properties or qualities of an occupation or an organization.

36. The \_\_\_\_ establishment period  \_\_\_\_\_ is a career stage in which one begins to search for work and finds a first job.

37. The \_\_\_\_\_\_ mid-career stage  \_\_\_\_ is a career stage marked by continuous improvement in performance, leveling off in performance, or beginning deterioration of performance.

38. \_\_\_\_\_\_\_ Plateaued mid-career  \_\_ describes an employee’s stagnation in his or her current job.

39. \_\_\_\_\_\_\_ Late-career stage

\_\_ is a career stage in which individuals are no longer learning about their jobs and not expected to outdo levels of performance from previous years.

40. An employee who shows a high score in the \_\_\_\_ Artistic  \_\_\_\_ area of Holland’s vocational preferences model enjoys creative self-expression and dislikes highly structured situations.

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

48. Toshi is a stay-at-home husband. He has two children. He likes spending time with them and raising them. He is very involved in their education. He is a volunteer at the Parent Teacher Association of his children’s school. He is also the coach of their baseball team. Henry likes to clean and decorate his house. He just redesigned his kitchen. Is Henry having a successful career?

a) No, being a stay-at-home father is not a career.

b) No, he does not earn any income from his work.

c) Yes, because he is a successful caretaker and homemaker.

d) No, but at least he is saving on childcare costs.

e) No, he is lowering the standard of living of his family by not earning an income.

49. Andrew is a well-known plastic surgeon in Los Angeles.  He earns up to $800,000 a year. He lives in a mansion in Santa Monica and drives a Jaguar. Many of his patients are Hollywood stars and celebrities. However, Andrew does not believe that his work is interesting and meaningful. In fact, he does not like his job. Furthermore, he has conflicts with his teenage son, Malcolm, who considers that his father is just “wasting” his talent for money. Andrew feels very bad about it. Which of the following is true regarding Andrew’s career?

a) Andrew’s career is objectively successful.

b) Andrew’s career is subjectively successful.

c) Andrew’s career is both objectively and subjectively successful.

d) Andrew’s career is intrinsically rewarding.

e) Andrew’s career is psychologically rewarding.

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.

52. Suzanne conducts workshops for a large government agency.  Individuals are directed to this workshop from a pool of workers that contains promotion options for less than 5% of them.  Personality tests, vocational preferences, life stage/style planning issues are presented and charted.  About 60% of employees voluntarily leave the organization within one year after successful completion of this program. This workshop, to be accurately titled, should be called

a) offshoring.

b) organizational career planning.

c) organizational goal alignment.

d) employee development.

e) individual 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