**(Revision Questions)**

**TRUE/FALSE QUESTIONS**

1. **Shared services centers are one way to make HR functions more cost-efficient and responsive to the organizational strategy. ( True )**
2. When off the job, an employer cannot legally control an employee’s behavior by prohibiting such things as riding a motorcycle, skydiving, smoking, or drinking alcohol. (False)
3. **The structured questionnaire method of job analysis captures job exceptions more effectively than other methods. ( False )**
4. A typical HR department has responsibility for transactional work, which is developing solutions that benefit employee work groups, like resolving employee performance issues or work-group conflict. (False)
5. Continuous improvement programs aim at constantly improving the quality of products and services. **( True )**
6. Frederick Taylor is often regarded as the father of scientific management**. ( True )**
7. The Family and Medical Leave Act permits employees in organizations of 50 or more workers to take up to 12 weeks of unpaid leave for family or medical reasons. **( True )**
8. **4**. The observation method of job analysis requires job incumbents to record their daily activities. **(Fales)**
9. Research suggests that discipline should be punitive rather than corrective ( **False** )
10. The observation method of job analysis requires job incumbents to record their daily activities. **(False)**
11. **An airline that does not hire female pilots can defend against discriminatory charges through the use of a bonafide occupational qualification (BFOQ). ( False )**
12. Outsourcing refers to sharing HRM activities among geographically dispersed divisions. (Fales)
13. Life insurance is one of the least common, but most popular voluntary benefits an employer can offer.( False)
14. With a flexible spending account, an employee will take home less spendable pay**. ( False)**
15. A SWOT analysis is a process for determining an organization’s mission. (**Fales)**
16. Job analysis involves the identification and analysis of the qualifications of the firm’s new employees. **(Fales**)
17. 1. Socialization is a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles. (True)
18. **Employment** discrimination may stem from a decision based on factors other than those relevant to the job. **(True)**
19. Socialization can be conceptualized as a process made of two phases: encounter and metamorphosis. (False)
20. Interestingly, most organizations take a ‘melting pot’ approach to diversity.(True)
21. Recent corporate scandals have created a lack of trust for management. (True)
22. The Family and Medical Leave Act permits employees in organizations of 50 or more workers to take up to 12 weeks of unpaid leave for family or medical reasons. (True)
23. Title VII prohibits discrimination in hiring, promotion, dismissal, benefits, compensation, or any other terms, conditions, or privileges of employment based on race, religion, color, gender, or national origin.( True)
24. 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. **(Fales)**
25. Socialization is a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles **(True)**
26. Flexible benefit plans, although more expensive to the organization, provide more choice to the workforce. (False)
27. Central tendency is a factor that distorts performance appraisals. **(True)**
28. 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)
29. A job description is a statement indicating what a job entails. (True)
30. A replacement chart is an HRM organizational chart that indicates positions that may become vacant in the near future and the individuals who may fill the vacancies. (True)
31. When labor union contract negotiations breakdown; the outcome is an impasse**. (True)**
32. Metamorphosis is complete when the new employee becomes comfortable with the organization and their work teams.( True)
33. Radical changes in an organization are the focus area of work process engineering.

**True**

1. A good recruiting program should only attract the qualified job seekers. True
2. Employee referrals may minimize an organization’s effort to diversify its workforce. True
3. Organizations that are downsizing or not growing will need recruitment as a major human resource activity. False
4. A comprehensive interview is used to assess a candidate’s motivation, values, ability to work under pressure, and ability to fit in with the organizational culture. True
5. Quality management is an organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization. True
6. A job description is a statement indicating what a job entails. True
7. Planning and controlling are the primary functions of management. False
8. Interpersonal communication skills have no influence on advancement in an HR career. False
9. The Family and Medical Leave Act permits employees in organizations of 50 or more workers to take up to 12 weeks of unpaid leave for family or medical reasons. (True
10. The Privacy Act of 1974 requires federal government agencies to make available information in an individual’s personnel file. ( True
11. The mid-career stage is encountered when an individual becomes more of a teacher/mentor than a learner. (TRUE )
12. Holland's Vocational Preference Theory identifies seven themes that identify occupational preferences. ( FALSE)
13. It is considered an unfair labor practice for an employer to refuse to bargain collectively with the representatives chosen by the employees. (TRUE)
14. Socialization is a process of adaptation that takes place as individuals attempt to learn the values and norms of work roles. (TRUE)
15. The purpose of an employee assistance program is to decrease productivity and make the job more pleasant for the worker. ( FALSE)
16. Traditionally, career development programs helped employees advance within the organization. (TRUE )
17. The appraisal process begins with establishment of performance standards in accordance with the organization’s strategic goals. (TRUE)
18. 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)
19. The exploration stage of a career has the most relevance to organizations because it occurs prior to employment ( FALSE)
20. Extrinsic rewards come from the job itself while intrinsic rewards come from outside the job. ( FALSE)
21. Life insurance is one of the least common, but most popular voluntary benefits an employer can offer. (TRUE )
22. 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)
23. Employee insurance that provides some income continuation in the event an employee is laid off is called worker’s compensation. ( FALSE)
24. When labor union contract negotiations breakdown; the outcome is an impasse. (TRUE)
25. 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)
26. Health insurance and retirement plans are examples of legal requirements benefits. (TRUE)
27. Metamorphosis is complete when the new employee becomes comfortable with the organization and their work teams. ( True)

**MULTIPLE CHOICE QUESTIONS**

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

**a. Part-time Employees.**

b. Contract workers.

c. Independent contractors.

d Recent college graduates.

1. **4.** **Which of the following is NOT an exception to the employment-at-will doctrine?**

a) Contractual relationship

b) Public policy violations

c) Implied employment contract

d) Closed employment clause

1. **Which of these activities ends the staffing function.**

a. Recruiting.

**b. Selection.**

c. Interview.

d. Qualifications defined.

1. **Why would workers in a modern organization unionize?**

a) To decide new plant locations.

b) To limit the grievance procedure process.

**c) To get more retirement benefits.**

d) To increase executive compensation packages.

1. **The selection process may include all of the following steps EXCEPT**

a) Background investigation.

b) Screening interview.

c) Application form.

**d) A history evaluation of hobbies.**

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

a) COBRA

b) HMO

**c) HIPPA**

d) ERISA

1. **Which of the following describes the “Mission” phase of the strategic planning process?**

a) Determining what business the organization will be in

b) Setting goals and objectives

c) Determining how goals and objectives will be attained

d) Determining what jobs need to be done and by whom

1. **Sharon is confined to a wheelchair since her accident. Her employer supplied a special desk and widened the aisles so that she can get to her work station and work. This action is known as:**  a. Adverse prevention.

b. Restricted actions.

c. Disparate impact.

**d. Reasonable accommodations.**

1. **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.

1. **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

1. **Nineteenth-century common law permitted employers to discipline or discharge employees at their discretion. This concept is the basis for:**

**a. The employment-at-will doctrine.**

b. The hot stove policy.

c Property rights.

d Employee surveillance.

1. **Which of the following is NOT an external influence that affects HRM?**

a) Labor unions b) Laws and regulations

c) Job design d) The dynamic environment

1. **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.

1. **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.

1. **Comparing employee development to employee training,**
   1. training focuses on existing work groups. Development focuses on work group formation.
   2. development is used for indoctrination. Training is required for metamorphosis.
   3. training focuses on current job skills. Development focuses on personal growth.
   4. training is Intranet-based. Development uses Internet technology.
2. **Which of the following is NOT an external recruiting source?**

a) Advertisements

b) Employment agencies

c) Schools and colleges

d) Employee referrals

1. **The SWOT analysis is a process for determining a firm’s**

a. Mission statement, strengths, weaknesses, and opportunities.

b. Mission statement, strengths, weaknesses, and threats.

c. Strengths, weaknesses, threats, and core competency.

**d. Strengths, weaknesses, opportunities, and threats.**

1. **Which of the following is NOT true regarding affirmative action plans?**

a) Affirmative action programs are instituted by a company to correct past injustices in an employment process.

b) Affirmative action means that a firm must take certain steps to show that it is not discriminating.

**c) Affirmative action means that a firm must always hire members of minority groups and women before it hires white males.**

d) Over the past decade, there has been a backlash against affirmative action programs.

1. **During a job analysis, which of these tasks are performed?**

a) Promotion patterns and succession plans are identified.

b) An estimation of the labor supply is verified.

c) Skills, knowledge and abilities necessary to perform a job are determined.

d) Duties and responsibilities of a job are matched with pay grades.

1. **Which of the following describes the “Strategy” phase of the strategic planning process?**

a) Determining what business the organization will be in

b) Setting goals and objectives

c) Determining how goals and objectives will be attained

d) Determining what jobs need to be done and by whom

1. **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

1. **Which of the following is NOT true regarding employee training?**
   1. It focuses on future jobs in the organization.
   2. It is present-day oriented.
   3. It focuses on individuals’ current jobs.
   4. It is a learning experience.
2. 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

1. 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

e) Forced-choice appraisal

1. 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.

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

**a) Agriculture**

b) Mining

c) Manufacturing

d) Transportation

e) Construction

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

a) Conventional **b) Conscientious**

c) Artistic d) Enterprising

e) Realistic

1. Who should make the actual hiring decision?

a) The HR manager

b) The general manager

c) The recruiter

**d) The manager in the department where the vacancy exists**

e) The compensation and benefits manager

1. 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

1. 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.

1. **Nineteenth-century common law permitted employers to discipline or discharge employees at their discretion. This concept is the basis for:**

**a. The employment-at-will doctrine.**

b. The hot stove policy.

c Property rights.

d Employee surveillance.

1. **The SWOT analysis is a process for determining a firm’s**

a. Mission statement, strengths, weaknesses, and opportunities.

b. Mission statement, strengths, weaknesses, and threats.

c. Strengths, weaknesses, threats, and core competency.

**d. Strengths, weaknesses, opportunities, and threats.**

1. 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.

1. 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.

1. 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.

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

a) COBRA b) HMO

**c) HIPPA** d) ERISA

e) PPO

1. . 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.**

1. 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**

1. **Which of the following is NOT an external recruiting source?**

a) Advertisements

b) Employment agencies

c) Schools and colleges

d**) Employee referrals**

1. Which of the following is NOT a responsibility of human resource professionals?

a) Train employees to improve their productivity.

b) Design a work environment conducive to employee retention.

c) Manage the professional development of each employee.

**d) Attract the best qualified employees.**

e) Improve the well-being of employees by closely monitoring their personal and family life.

**SHORT ANSWER QUESTIONS**

1. **Explain the concept of diversity. How will diversity create new demands on HRM?**

HRM has moved from the melting pot assumption to celebrating workforce diversity.Today’s workers want a healthy work/life balance. They: can work any time, from almost anywhere work more than 40 hours per week are part of a dual-income household

1. **What is the Civil Rights Act of 1964, and what groups does it protect?**   
   Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the bases of race and color, as well as national origin, sex, and religion. Title VII applies to employers with 15 or more employees, including state and local governments. It also applies to employment agencies and to labor organizations, as well as to the federal government.
2. **Describe how positive discipline differs from the traditional disciplinary process.**Essentially, rather than a command-and-control method of discipline, where employers have ultimate authority, Positive Discipline is based on a model of mutual respect. Under a traditional method where employers demand respect, employees often focus on not getting in trouble, not on doing the right thing. They are coerced into doing well, until no one is looking. Positive Discipline encourages mutual, intrinsic respect, so that employees make good choices even when an adult is not looking.
3. **What are the advantages and disadvantages of (a) individual incentives, (b) group incentives, (c) organization-wide incentives?**

Individual incentives are performance based and are used to reward good individual performance that benefits the organization. The disadvantage is that the correct criteria to measure for rewards may be difficult to determine. Individual incentives are inappropriate when group effort is needed to perform the task or when the individual's work is not truly reflected in the end product.

Group incentives have the advantage of rewarding good team performance. The disadvantage is that some team members may be slackers, and competition between teams may produce unfavorable organizational consequences. Group incentives are inappropriate when individual effort is what is desired.

Organization–wide incentives have the advantage of making the goals and accomplishments of the organization very visible to all employees. The disadvantage is that workers may feel cheated if they feel their efforts are not reflected in the incentive rewards given to everyone in the organization.

1. **Describe why companies provide benefits to their employees. What effect do companies expect benefits will have on employee work behaviors?**

Employers offer benefits to employees to attract and retain them. Benefits are expected by today’s workers, and as such, must be offered in such a way that they provide meaning and value to the employees.

Benefits, while necessary for attracting and retaining employees, typically have very little impact on employee work behavior. Benefits are linked to employment rather than performance. However, the company’s failure to provide adequate benefits may lead to decreased worker morale.

1. **What are the objectives of the Occupational Safety and Health Act?**

The Occupational Safety and Health Act (OSHA) outline comprehensive and specific safety and health standards. Its objectives are to ensure that the workplace is free from unnecessary hazards, and to enforce sanctions and penalties for violators.

1. **What is Comprehensive Approach of Selection Process?**

Comprehensive Approach of Selection Process:

1. Comprehensive selection puts applicants through all the steps in the selection process before making a decision.
2. Assesses both strengths and weaknesses, and is considered more realistic
3. Must measure factors related to the job only
4. Typically more costly and time consuming
5. **What can organizations do to help prevent workplace violence?**

An organization can help prevent workplace violence by ensuring that its policies are not adversely affecting employees, by developing a plan to deal with the issue, and by training its managers in identifying troubled employees.

1. **Describe the importance of HRM information System in Organizations.**

**HRM** **information systems help to**

* facilitate HR plans

* make decisions faster

* clearly define jobs

* evaluate performance

* provide desirable, cost-effective benefits

1. **What is a union and why do they exist?**

It is organizations formed for representing their members' interests in dealing with employers. A union is an organization of workers, acting collectively, seeking to promote and protect its mutual interests through collective bargaining.

1. **Describe three types of flexible benefits programs.**

Flexible spending accounts allow employees to set aside pretax dollars expenses, such as childcare or dental care. Modular plans allow flexible benefits selection by blocks or groups of benefits. Choice is limited to selection of one module in its entirety. Core-plus options plans provide core benefit coverage, and allow employees to purchase additional benefits from a menu of options.

1. **Write the benefits and conditions under the Family and Medical Leave Act of 1993**

**The Family and Medical Leave Act of 1993**

* allows employees to take up to 12 weeks of unpaid leave in a 12-month period for family matters
* employees must

1. live within a 75-mile radius

2. have worked at least 1,250 hours in the past 12 months

3. work for a company that employs at least 50 workers

1. **Describe the eight-step selection process.**

The selection process includes the following **(1)** initial screening interview, **(2)** completion of the application form, **(3)** employment tests, **(4)** comprehensive interview**, (5)** background investigation, **(6)** conditional job offer, **(7)** physical or medical examination, and **(8)** the job offer. In the discrete selection process, each step acts as a stand-alone predictor—failing to pass any of these discrete steps means disqualification from the job. In the comprehensive approach, candidates go through most of the steps before a final decision about them is rendered.

1. **What is a career?**

**A career** is a broad definition helpful in today’s work environment where employees and organizations have diverse needs.Is a pattern of work-related experiences that span the course of a person’s life(Any work, paid or unpaid, pursued over an extended time, can constitute a career).

1. **What is Social Security in Employment Benefits?**

Social Security:

1. Financed by equal employee and employer contributions, based on a percentage of earnings
2. Provides income for retirees, disabled workers and surviving dependents
3. Provides some health insurance coverage through Medicare
4. Social Security was never intended to be sole source of retirement income.
5. **Contrast intrinsic and extrinsic rewards.**

Intrinsic rewards are those things that are internally satisfying to the individual worker, such as satisfaction with the work or meaning of the job itself. Extrinsic rewards are external to the work itself –– money, promotions, benefits.

1. **What is the importance of Disciplinary Guidelines in the Organizations?**

**Disciplinary Guidelines**

* + make disciplinary action *corrective* rather than punitive
  + use a progressive approach (verbal warning, written

Warning, suspension, dismissal)

* + follow the **Hot-Stove rule:**

give an immediate response

give ample warning

be consistent

be impersonal

**Allow employees to have a representative present for disciplinary meetings**

1. **To what three purposes can performance appraisal be applied, and whom do they serve?**

The three purposes of performance management systems are feedback, development, and documentation. Performance appraisals are designed to support the em­ployees, the appraisers, and the organization.

1. **What is stress? How can it be positive?**

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand for which the outcome is perceived to be both important and uncertain. Stress can be positive when there is an opportunity for the individual to gain something. Being “psyched” is an example of positive stress.

1. **What are various factors that generally affect the Recruiting efforts?**

Factors that affect recruiting efforts:

* + organizational size
  + employment conditions in the area
  + effectiveness of past recruiting efforts
  + working conditions, salary, and benefits offered
  + organizational growth or decline

1. **What are the four most common violations requiring disciplinary action?**

The most frequent violations requiring disciplinary action can be:

1. attendance/Absenteism

2. dishonesty

3. outside activities

4. Job behaviors

1. **What is the difference between reliability and vality?**

The ability of the selection tool to measure an attribute consistently is called as reliability whereas,

Validity refers to the relationship between scores on a selection tool and a relevant criterion, such as job performance.

1. **What is job analysis?**

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees ( performance appraisal)and employee remuneration system or compensation plan

1. **What is sexual harassment? Identify and describe the three elements that may constitute sexual harassment**Anything of a sexual nature that creates a condition of employment, an employment consequence, or a hostile or offensive environment.   
   These are instances where verbal or physical conduct toward an

individual

1. creates an intimidating, offensive, or hostile environment-

2. unreasonably interferes with an individual's work; or

3. adversely affects an employee's employment opportunities.

1. **How does the global nature of business affect performance management systems?**

Cultural differences among countries must be considered in international performance appraisals. Business practices may vary. What managers consider important performance indicators may vary. Evaluation instruments may need to be modified to accommodate the local environment.

1. **What do we understand by Comprehensive approach of selection?**

Comprehensive selection puts applicants through all the steps in the selection process before making a decision.

assesses both strengths and weaknesses, and is considered more realistic

must measure factors related to the job only

Typically more costly and time consuming

1. **Describe the appraisal process. How should it work?**

The six-step appraisal process is as follows:

1. Establish performance standards with employees.
2. Manager and employee set measurable goals.
3. Measure actual performance.
4. Compare actual performance with standards.
5. Discuss the appraisal with the employee.
6. If necessary, initiate corrective action.

The appraisal process must be objective and job-related. Any techniques used should be reliable and valid and should measure “reasonable” performance success. All aspects of the appraisal process must be bias-free.

1. **What is “The Fair Credit Reporting Act of 1971”?**

The Fair Credit Reporting Act of 1971

* + extension to the Privacy Act
  + requires employers to notify employees that their credit is being checked
  + provides additional information to applicants who are negatively affected by a credit check
  + information used must be job-relevant

1. **How has the global village contributed to the need for diversity awareness in our organizations?**

By the execution of most modern technologies, the world has curved into the global village. Such rejuvenation in communication has permitted numerous organizations to stretch their businesses in diverse parts of the globe. It is in actuality very affirmative stride according to the diverse facets of life. When transnational organizations initiate its manoeuvres in new-fangled places, it furnishes extensive prospects of employment to proficient and skilled people of that fastidious area. On one hand, an organization is expanding its business, and on the hand the organization ought to fabricate a diverse environment. HR management officials ought to make such endeavour to pertain diversity; efficiently and evocatively in the workplace. Perceptive of the resemblances in the midst of a diverse workforce is imperative in fabricating elevated performing work team.

1. **In what ways can HRM meet its goals of the maintenance function?**

* safety and health: caring for employees’ well-being has a big effect on their commitment
* communications and employee relations: keep employees well-informed of company doings, and provide a means of venting frustrations

1. **Why is evaluation of training effectiveness necessary?**

Training must be evaluated in terms of how much the participants learned, how well they use their new skills on the job, positive changes in behavior, and whether the training program achieved its desired results including reduced turnover, increased customer service.

1. **What is the importance of Technology for HR Managers**

HR managers use technology to:

* recruit, hire, and train employees
* motivate and monitor workers
* research fair compensation packages
* communicate throughout the organization

evaluate decentralized employees’ performance

1. **What arc ethics and why are they important for organizations?**Ethics refers to rules or principles that define right or wrong conduct. Due to the recent ethical lapses of several organizations, ethics has become a focal point of proper organizational citizenship.
2. **State the goals of recruitment.**

* recruiting provides information that will attract a significant pool of qualified candidates and discourage unqualified ones from applying
* recruiters promote the organization to prospective applicants
* Minimize costs of processing unqualified candidates

1. **How do financial and nonfinancial rewards differ?**

Financial rewards are wages, bonuses, profit sharing, pension plans, and vacations, sick leaves that increase and ensure stability in the financial position of the employee. They make life better off the job. Non­financial rewards are such things as perks and status which make life on the job more attractive.

**LONG ANSWER QUESTIONS**

1. **Explain the purpose of HRM in an organization.**

Human resources management encompasses many key functions within an organization, with ultimate responsibility for management of staffing, benefits, compensation, employee relations and training. Top HR managers act as a consultant to executive leadership in strategizing to hire and keep the best employees, increase productivity and maintain adequate return on investment. With knowledge of federal and state laws that affect employees, HR management creates policies that shape a company.

Staffing

Hiring and retaining the best employees is a major responsibility of human resources management. HR managers are responsible for each piece of the staffing puzzle. This begins with recruitment – finding the candidates through advertising, internal promotion, agencies and networking. Screening candidates, conducting pre-employment testing and coordinating interviews with hiring managers are the next steps. HR maintains resumes and works with departmental management to create written job descriptions for each position within the company. HR may also facilitate job offers and institute-employee retention programs.

Benefits Management

HR is responsible for all aspects of employee benefits management. Benefits may include health insurance, retirement plans, paid time off, leave of absence and disability, among other programs. HR management is responsible for the selection of programs, administration of benefits, vendor relationships, employee benefit communications and the enrollment process. HR also oversees the administration of mandatory programs such as the Family Medical Leave Act, Worker’s Compensation, unemployment compensation and COBRA. Effective HR management is constantly seeking programs to improve staff health and productivity, retain employees and decrease absenteeism and turnover.

Oversight of an organization's compensation program falls under the HR realm. Compensation includes wages and salary, incentive programs, bonuses and stock options paid to employees. HR researches competitive salaries and makes recommendations for pay structure by position. Additionally, HR coordinates performance management reviews, providing guidelines, training and documentation for managers to complete bi-annual or annual staff performance evaluations. Performance evaluations may be tied to pay raises and promotions, both of which are coordinated with HR.

Employee Relations

Maintaining good relations between employer and employee, on a broad scope, falls under HR. HR is a neutral branch of the company that represents both employer and employee. HR is involved with every hiring and firing incident, providing information to both management and staff as necessary.

1. **Describe the collective bargaining process.**

The collective-bargaining process is comprised of the following steps:  preparation for negotiations:

-Preparing to negotiate  fact-gathering:  includes internal information (e.g., employee performance records, overtime) and external (i.e., data on what similar organizations are doing and the economy) goal-setting:  management decides what it can expect from the negotiation strategy development:  this includes assessing the other side’s power and tactics.

 -Negotiations:

-Each side usually begins by publicly demanding more than they are willing to accept

-More realistic assessments and compromises take place behind closed doors

-After oral agreement, a written contract is submitted to the union for ratification

-Contract administration: is the implementation, interpretation, and monitoring of the negotiated contract between labor and management.

* 1. *Information dissemination*: helping staff and workers understand the new contract provisions
  2. *Implementation:* making the changes to comply with contract terms
  3. *Interpreting the contract and grievance resolution*
  4. *Monitoring activities during contract period*

1. **What is Wagner Act, explain in details about various provisions given under Wagner Act?**

Wagner Act is also known as the National Labor Relations Act

“bill of rights” for unions, guaranteeing right to organize and bargain collectively

* + determines bargaining units
  + conducts elections
  + prevents or corrects unfair labor practices

Unfair labor practices include:

interfering with an employee’s right to bargain collectively

Interfering with or discriminating against anyone because of union activity

discriminating against employee who gave testimony under the act

refusing to bargain collectively with employee representatives

1. **What points must be considered when firing an employee**?

**When firing an employee following points must be considered:**

* 1. review all facts
  2. set the stage
  3. be very clear
  4. allow a little dignity
  5. let the employee talk
  6. give severance pay
  7. sign waiver of right to sue
  8. pay for earned time
  9. have person leave that day
  10. inform person of benefits
  11. take protective steps (change passwords, etc.)
  12. inform staff of firing

1. **What is job evaluation? Discuss the three basic methods of job evaluation.**

Job evaluation systematically determines the value of each job in relation to all jobs within the organization. There are three basic approaches to job eval­uation: ranking, classification, and point method.

In the ranking method, jobs in the organization are compared to each other and ranked from most important to least important.

In the classification method, jobs are slotted into predefined job grades, based on skills, knowledge, and ability.

The point method is the most commonly used method of job evaluation. Points are assigned to the degrees of each job element, jobs are rated on each element and the total points are summed. Dollar amounts are established for point values by determining the market value of key, or benchmark jobs and where they fit into the structure.

1. **What are four tests that can determine if discrimination occurred? and how companies can respond to discrimination charges if found to have adverse impact.**

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* **proportion of minority members hired must equal at least 80 percent (4/5ths) of the majority members in the population hired**
* **Do HRM policies exclude a class of individuals?**
* **Does company’s mix of employees at all levels reflect its recruiting market?**
* **Charge must meet four criteria as per Mc Donnel Douglas Test**

**How companies can respond to discrimination charges if found to have adverse impact:**

* discontinue the practice
* defend against the charges by arguing:

1. business necessity

2. bona fide occupational qualification

3. seniority

1. **Give Suggestions for making your interviews as an applicant successful.**

Suggestions for making an interview as an applicant successful:

1. do some homework on the company
2. get a good night’s rest the night before
3. dress appropriately
4. arrive for the interview a few minutes early
5. use a firm handshake
6. maintain good eye contact
7. take the opportunity to have practice interviews
8. thank the interviewer in person, and send a thank-you note
9. **. Identify three methods of preventing accidents*.***

The text mentions five methods to prevent accidents: education, skills training, engineering, protection devices, and regulation enforcement.

* Education: Create safety awareness by posting highly visible signs with safety slogans, placing articles on accident prevention in organization newsletters, and requiring periodic safety updates by supervisors. Posting the number of days without a lost-day accident and informing employees about accidents that do occur can increase awareness.
* Skills Training: Incorporate accident prevention measures into the job learning process.
* Engineering: Prevent accidents through both the design of the equipment and the design of the jobs themselves. This may also include eliminating those factors that promote operator fatigue, boredom, and daydreaming.
* Protection Devices: Provide protective equipment where necessary. This may include safety shoes, gloves, hard hats, safety glasses, and noise mufflers. Protection also includes performing preventative maintenance on machinery.
* Regulation enforcement: The best safety rules and regulations will be ineffective in reducing accidents if they are not enforced. Additionally, if such rules are not enforced, the employer may be liable for any injuries that occur.

1. **Where are unionizing efforts focused today?**

Business unions generally support free market systems and focus their attention on protecting and enhancing the economic welfare of the workers they represent, usually through some form of collective bargaining. By law in the United States, unionized employers need only bargain with unions over wages, hours, and working conditions.  Unions have traditionally been strong in four sectors of the American economy: manufacturing, mining, construction, and transportation. They have lost substantial ground in all four of these sectors in the last 20 years. In the transportation sector, an important factor has been deregulation, particularly in the trucking and airline industries. Substantial increases in competition in those industries have made it difficult for unions to negotiate favorable contracts or organize new units. In construction, the growth of nonunion contractors, able to hire qualified workers outside of the union hiring hall system, undercut union contractors. At one time, more than 80 percent of all commercial construction in the United States had been unionized; today, that figure is no more than 25 percent of commercial construction. Foreign competition and technological change have weakened mining unions. In manufacturing, the whole range of factors previously discussed has been responsible for union decline. The only sector of the economy where unions have gained strength in recent years has been public employment. Financial stringency in the public sector has severely impacted public employees. Although public sector unions engage in collective bargaining with employers, they play an even more important role in lobbying legislative bodies regarding the financing of government agencies. Consequently, the relative success of public sector unions is most likely attributable to their role as a lobbying force rather than because of success at the bargaining table. Currently, more than one-third of public employees at all levels of government local, state, and federal are unionized.

1. **What is an knowledge worker? What HRM changes can be expected in dealing with knowledge workers with respect to recruiting, selection, motivation, and work/life issues?**

knowledge workers Individuals whose jobs are designed around the acquisition and application of information.

**Recruiting** Contacting a pool of qualified applicants is one of the most critical aspects of recruiting. Word of mouth, newspaper advertisements, and college visits have largely been replaced by job postings on the Internet Posting jobs on company websites, or through specific job-search websites.  
**selection** HRM must carefully screen final candidates to ensure they fit well into the organization's culture. Many Internet tools make background searches of applicants quick and easy. The realities of organizational life today may focus on an informal, team-spirited workplace, one in which intense pressure to complete projects quickly and on time is critical, and a 24/7 work mentality dominates. HRM selection tools help to "select out" people who aren't team players, can't handle ambiguity and stress, or arc a poor fit with company culture.  
**Motivation** Knowledge workers appear more susceptible to distractions that can undermine their work effort and reduce their productivity. Employers often believe they must monitor what employees arc doing because employees are hired to work, not to surf the web checking stock prices, placing bets at online casinos, or shopping for presents for family or friends.

1. **What do you understand by Wellness Programs? Explain the International Health Issues/Needs.**

Wellness Programs:

-Programs to keep employees healthy; include smoking cessation, physical fitness, weight control, etc.

-Designed to cut employer health costs and lower absenteeism

-Employees must view programs as having value

-Must have top management support

-Should also provide services for employees’ families

-Need opportunities for employee input .

International Health Issues/ Needs:

* 1. an up-to-date health certificate providing records of employee vaccinations
  2. a general first aid kit should include over-the-counter and prescription
  3. medications and other supplies that might not be available to U.S. workers abroad

emergency plans help expatriates anticipate medical needs and locate resources

U.S. Department of State “hotline” provides travel alerts about such issues as

terrorist activity or disease outbreaks

security concerns prompt recommendations regarding travel modes, attire, and “blending in”

1. **What do we understand by Recruiting Alternatives? Explain the Global perspective of recruiting.**

**Recruiting Alternatives:**

**Temporary help services:**

* + temporary employeeshelp organizations meet short-term fluctuations in HRM needs
  + older workers can also provide high-quality help

**Employee leasing:**

* + trained workers are employed by a leasing company, which provides them to employers when needed for a flat fee
  + typically remain with an organization for longer periods of time

**Independent contractors:**

* + *do specific work* either on or off the company’s premises
  + costs of regular employees (i.e. taxes and benefits costs) are not incurred

**A Global Perspective:**

For some positions, the whole world is a relevant labor market. So, HR can recruit

* + home-country nationals when searching for someone with extensive company experience to launch a product in a country where it has never sold before
  + host-country nationals when a foreign subsidiary is being established and HQ wants to retain control yet hire someone with local market knowledge
  + candidates of any nationality, creating a truly international perspective

1. **Identify the advantages and disadvantages of the observation, structured questionnaire and diary job analysis methods.**

Observation

Advantages

* Firsthand information.
* Simple to use.
* Verifies data from other sources.
* Useful for manual and psychomotor tasks.

Disadvantages

* Time consuming.
* May bias worker performance.
* Small sample size.
* Requires skilled observer.
* Validity & reliability may be problematic.
* Not useful for jobs consisting of mostly mental tasks.

Questionnaire

Advantages

* Does not require trained interviewer.
* Relatively less expensive.
* Can reach more workers.
* Data is standardized (structured).

Disadvantages

* May be difficult to construct.
* May have low response rate.
* Responses may be incomplete.
* Responses may be difficult to interpret (open-ended).

Diary

Advantages

* Collects data as events happen.

Disadvantages

Consistent and continuous entries may be difficult to obtain.

* Data not in standardized format.

1. **In what ways do employment laws differ in a global environment?**if you are fired in Canada, you are given severence of one month's salary for every year employed. If you are fired in the US for cause (like gross misconduct) you may not even be able to collect unemployment.   
   Every country has different employment laws.

First of all need to know that every country has different employment laws

Even though every culture and government has it owns rules and it is kind of little bit different, for example:

China:

Equal employment laws in china resemble those in the US in the 1950s Applicants are commonly asked questions about age, height, weight, and parents employment. In some cases , applicants are even asked their blood type, based on theory that it indicate personal characteristics , similar to the way people believe astrological signs indicate personality the china employment promotion law allowing workers to file discrimination lawsuits against employers was passed in 2008, but progress has been slow.

Although China's first law against sexual harassment of women in work place was passed in 2007. At least 20% of women workers in china say that they have been victims of sexual harassment. Less than half of those women report the abuse for fear of losing their jobs and women who report harassment to authorities have less than 30% chance of having the complaint ruled in their favor.

Canada:

Canadian laws pertaining to HRM practices closely parallel those in US the Canadian Human Rights Act provides federal legislation that prohibits discrimination on the basis of the race, religion, age, marital state, sex, physical mental disability or national origin. This Act governs practices throughout the country .Canada's HRM environment, however differs somewhat from that in US in that more lawmaking is done at the provincial level in Canada. For example: discrimination on the basis of language is prohibited nowhere in Canada except Quebec.

Germany:

The General Equal Treatment Act was passed in 2006 to fulfill European Union guidelines. The act made it easier to prosecute employers for discrimination against women in workplace. German makes 77% less than men and even under the new law. It's still difficult to take an employer to the court because of a high burden of proof on the plaintiff. The wage gap has not changed much since the law was implemented. And the ratio of women to men in senior management positions remains low.

India:

Over 26% of women workers in India report that they have been victims of sexual harassment. India's Supermen Court recently declared sexual harassment to be illegal under constitutional guarantees of the right of to gender equity and requires all employees with more than 50 employees to have sexual harassment prevention policy.

1. **Explain the advantages and disadvantages of searching social media as a screening tool for applicants.**

Advantages:

Facilitates open communication, leading to enhanced information discovery and delivery.

Allows employees to discuss ideas, post news, ask questions and share links.

Provides an opportunity to widen business contacts.

Targets a wide audience, making it a useful and effective recruitment tool.

Improves business reputation and client base with minimal use of advertising.

Expands market research, implements marketing campaigns, delivers communications and directs interested people to specific web sites.

Disadvantages:

Opens up the possibility for hackers to commit fraud and launch spam and virus attacks.

Increases the risk of people falling prey to online scams that seem genuine, resulting in data or identity theft.

Potentially results in negative comments from employees about the company or potential legal consequences if employees use these sites to view objectionable, illicit or offensive material.

Potentially results in lost productivity, especially if employees are busy updating profiles, etc.

1. **Describe MBO, its advantages and disadvantages.**

Management by Objectives (MBO) is an approach to appraisal that makes use of objectives. Organizational objectives are converted into individual objectives in a four–step process: goal setting, actual planning, self–control, and periodic reviews.

Advantages are that it uses a results-oriented emphasis. It assists the planning and control functions and provides motivation. Employees know exactly what is expected of them and should have a greater commitment to goals that are mutually set.

Disadvantages are that it will not work well where management has little trust in its employees. The MBO process is time-consuming. Finally, it may be difficult to measure whether the MBO activities are being carried out properly.

1. **What three pieces of legislation have been most important in defining the rights of management and unions?**

Although the government initially supported anti-union efforts, several important pieces of legislation have been passed to guarantee union rights. The first was the Norris- LaGuardia Act, passed in 1932, which made it difficult for businesses to obtain court orders that banned strikes, picketing, and union membership drives. Three years later came the National Labor Relations Act, also called the Wagner Act. This act established the procedures for setting up a union, prohibited certain unfair labor practices, and provided for the National Labor Relations Board, the federal agency that enforces the provisions of the Wagner Act. The NLRB oversees the elections in which employees decide whether they want to be represented by a union and investigates any complaints lodged by unions or employees. In 1938, Congress enacted the Fair Labor Standards Act, which permits the government to set a minimum wage, requires payments for overtime work, and prohibits child labor.

In the 1940s, it appeared that unions needed restraint. This led to passage of the Labor-Management Relations Act in 1947. Also known as the Taft-Hartley Act, it provides for a balance between union power and management authority. It lists unfair labor practices, and allows management to present (fairly) the advantages and disadvantages of union membership. The act also gives the president of the United States the right to issue a court order, called an injunction, requiring a person or group either to perform some act or to refrain from performing some act. The last important piece of legislation is the Landrum-Griffin Act, which was designed to regulate the internal functioning of unions after a series of hearings exposed cases of racketeering, bribery, and extortion.

1. **Contrast the external and internal dimensions of a career. Which do you believe is more relevant in determining an employee’s work behavior?**

The both is relevant but i think the internal is more relevant in determining an employee’s work behavior.

for example: think of a career in business as a person’s sequence of jobs or positions: undergraduate degree in business; sales representative for a construction supply house; graduate training in business; president of a small housing inspection and appraisal firm; retirement.

External careers may also be characterized by career ladders within a particular organization.

This differentiation of internal from external is important to the manager who wants to motivate employees. Different employees may respond to different motivational tools.

I**ndividuals’ *external* career success is measured by criteria such as:**

Progression up the hierarchy

Type of occupation

Long-term commitment

Income

***Internal* career success is measured by** the meaningfulness of one’s work and achievement of personal life goals.

1. **What are the major problems of interview as a selection device? What can HRM do to reduce some of these problems?**

Interviews are known to score very law for reliability and validity. These are known to be the interviewer problems not the interview itself or the applicant, so it is something the organization would have to fix in its HRM.

To avoid mistakes these are guidelines.

1. Update information and prepare a list of job requirements.
2. Don’t panic, hire a temporary employee or get some help rather than hiring the wrong person.
3. Ask appropriate questions. Before extending offers, check references including several supervisors, or managers.
4. Obtain applicants permission to check references with a signed release form saying that they agree to your calling references to ask about their background and work performance.
5. Don’t depend on letters that provide only partial information.
6. Ask sample questions when calling references like, why did he/she leave the job? Why did you let him leave the job?
7. Avoid question that directly address physical characteristics like age, gender, marital status, etc….
8. **Explain the goals of the training and development function of HRM.**

he human resources' training function plays an important role from the beginning of the employment relationship. At the same time, the development function of HR is equally important for the future of the employment relationship. Companies often fail to realize that the return on investment in training and development activities help support employers' goals for profitability.

Structure

Large organizations with HR departments typically have training and development experts on staff. In an HR department led by a vice president or director, there might be a training and development manager, as well as training specialists. Training and development managers collaborate with senior HR executives to determine the role that training plays in the strategic direction of HR and the overall organization. They are experts in adult learning theory, methods and application and they might be equally well-versed in organizational development. Training specialists are the ones who conduct classroom training, Web-based instruction and in-house workshops and focus groups.

Orientation

Providing orientation for new employees is a significant step in building a solid employer-employee relationship. Training specialists are responsible for coordinating new-hire orientation, leading classroom instruction for new employees and assisting them with the transition to a new work environment. Without training specialists to conduct orientation, department supervisors would be responsible for training new workers. Department supervisors may do very well training employees in their own departments; however, it could be difficult for a department supervisor to provide the kind of well-rounded orientation that new employees need.

Needs Assessment

The training and development staff is particularly adept at conducting needs assessments. They identify employee skill sets and determine the kind of training employees need to meet the organization's workforce and staffing goals. Needs assessments are critical for organizations in their growth phase because training an existing workforce saves the money of hiring new staff at higher wages.

Succession Planning

Succession planning refers to the HR function that identifies employees with the aptitude for higher-level responsibilities and prepares them to take on future leadership roles. Training and development staff play another important role in the handling the professional development component of succession planning. They build professional development activities based on succession plans so there can be a smooth transition for employees climbing the corporate ladder.

1. **Present the advantages and disadvantages of recruiting through an internal search.**

Advantages of an internal search are that the person already knows the culture and the organization. If the candidate is selected, he or she probably will accept the job. Background investigations and other external hurdles have already been cleared by internal applicants, so the recruiting process is a simpler one. Costs are less than recruiting on the outside. Disadvantages of an internal search are that the pool will be restricted to attitudes, skills and abilities already in the organization.

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Potentially results in negative comments from employees about the company or potential legal consequences if employees use these sites to view objectionable, illicit or offensive material.

Potentially results in lost productivity, especially if employees are busy updating profiles, etc.

1. **What are the various methods for Job analysis ?**

Job analysis methods are as

* 1. observation– job analyst watches employees directly or reviews film of workers on the job
* 2. individual interview– a team of job incumbents is selected and extensively interviewed
* 3. group interview– a number of job incumbents are interviewed simultaneously
* 4. structured questionnaire– workers complete a specifically designed questionnaire
* 5. technical conference– uses supervisors with an extensive knowledge of the job
* 6. diary– job incumbents record their daily activities