

## Review Questions Ch1

### True or False questions

- 1- In a collective society such as the United States, people are primarily concerned with their own family.**f**
- 2- . According to Thomas Friedman, there are three eras of globalization: transportation, communication, and technology.**t**
- 3- Employees who work fewer than 40 hours a week are called part-time employees.**t**
- 4- Because contract workers' labor cost is unknown and their service is usually poor as compared to full-time employees, organizations prefer not to use them.**f**
- 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.**t**

### Multiple-choice questions

1- All of these countries value individualism and acquiring things EXCEPT:

- a) Singapore
- b) New Zealand
- c) Australia
- d) Netherlands
- e) Canada

2- How has technology changed HRM practices?

- a) The HR function is simpler.
- b) Recruiting using the web generates smaller, more focused applicant pools.
- c) Employee training is often delivered on demand rather than through scheduled courses.
- d) Electronic resumes take more time to evaluate than paper resumes.
- e) Employees are happy to be under surveillance by their employers.

3- Which of the following is an implication of technology in HRM?

- a) Workers will need the ability to read and comprehend software and hardware manuals, technical journals, and detailed reports.
- b) Employees will need more face time with their superiors.
- c) Managers will have to revert to autocratic decision making.
- d) Employees are motivated to work a constant 8-hour day.
- e) Abuse of email and web surfing is eliminated

4- Which of the following is NOT true regarding workforce diversity in the United States?

- a) Differences are increasingly recognized and celebrated in organizations.
- b) Minority and female applicants have become the fastest-growing segments of the workforce over the last 30 years.
- c) Firms increasingly establish policies that consider various work styles.
- d) As globalization becomes more pronounced, so does the importance of managing workforce diversity for U.S. organizations.

**e) Accommodating the needs of minority and female employees is less and less a major responsibility for managers.**

5- A large manufacturing firm needs to increase production to meet a seasonal demand. The demand is not sufficient to justify building new production facilities. Of the following options, which one provides the greatest flexibility and responsiveness to the changing environment?

- a) downsizing.
- b) flextime.
- c) outsourcing.**
- d) telecommuting.
- e) automating.

6- Technology increasingly impacts HRM practices in the following areas EXCEPT:

- a) recruiting
- b) employee selection
- c) training and development
- d) motivating factory workers**
- e) motivating knowledge workers

6- Which of the following is not a component of continuous improvement?

- a) Intense focus on the customer.
- b) Improvement in the quality of everything the organization does.
- c) Intense focus on individual performance.**
- d) Accurate measurement.
- e) Empowerment of employees.

7- The Japanese term “Kaizen” represents:

- a) a radical change in an organization.
- b) work process reengineering.
- c) a firm’s commitment to continuous improvement.**

- d) empowering employees.
- e) intense focus on the customer.

8- All of the following types of employees are considered contingent employees EXCEPT:

- a) part-time employees.
- b) contract workers.
- c) full-time temporary workers.
- d) full-time long-term employees.
- e) freelancers.

9- Ethics refers to:

- a) a set of rules or principles that defines what is legal and what is illegal.
- b) a set of rules or principles that defines right and wrong conduct.
- c) a situation in which decisions are made based on religious rules or principles
- d) a situation in which individuals make decisions based primarily on their best interest.
- e) a situation in which individuals act make decisions based primarily on the best interest of the most economically disadvantaged individuals

## Review Questions Ch2

### True or False questions

- 1- Unions in organizations were outlawed by the Wagner Act of 1935.f
- 2- Labor unions promote grievance procedures to resolve differences between workers and management.T
- 3- Unfortunately, compensation and benefits managers are the lowest paid HR professionals.f
- 4- Interpersonal communication skills have no influence on advancement in an HR career.f
- 5- Of all the functions of an organization that may be outsourced, unfortunately, HR is one function that cannot.f
- 6- Shared services centers are one way to make HR functions more cost-efficient and responsive to the organizational strategy.t

### Multiple-choice questions

- 1- Which of the following statements best describes the role of managers?
  - a) The role of managers is to set organizational goals.
  - b) The role of managers is to delegate responsibilities and ensure that organizational goals are met.
  - c) The role of managers is to monitor activities and employees to ensure that organizational goals are met.
  - d) The role of managers is to reward and punish employees to ensure that organizational goals are met.
  - e) The role of managers is to work with and through other people, allocating resources, in the effort to achieve organizational goals.

2- 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.

3- An effective HRM communications program should have all of the following elements EXCEPT

- a) top management commitment.
- b) an effective upward communication mechanism.
- c) a way to determine what to communicate.
- d) a way to allow for feedback.
- e) no lower-level employee involvement.

4- Which of these legislation raises the mandatory retirement age from 65 to 70; uncapped in 1986?

- a) Immigration Reform and Control Act
- b) Employee Retirement Income and Security Act
- c) Mandatory Retirement Act
- d) Age Discrimination in Employment Act
- e) Civil Rights Act

5- All of the following are examples of the HRM dynamic environment EXCEPT:

- a) compensation
- b) ethics
- c) work process engineering
- d) globalization
- e) decentralized work sites

6- Which of the following is NOT true?

- a) Labor unions exist to assist workers with the management of an organization.
- b) Labor unions act on behalf of their members to secure wages, hours, and other terms and conditions of employment.
- c) Labor unions promote and foster grievance procedure.

d) When a union is present, the employer can fire employees for unjustified reasons.

e) When a union is present, HRM practices are spelled out in a negotiated agreement.

7- Which of the following is not true regarding HRM in small business operations?

a) The owner-manager is often responsible for performing HRM activities.

b) Small-business human resource departments are sometimes staffed with a full-time secretary.

c) The owner-manager does not have to keep current with respect to legal issues because of the small size of the business.

d) Small-business human resource departments are often staffed with one individual.

e) Small-business human resource departments must achieve the same goals that a larger department achieves.

### Review Questions Ch3

#### True or False questions

1- Although the Civil Rights Act does not include sexual orientation as one of the protected classes, nearly all the states, plus over 800 cities and counties, protect employees from discrimination based on sexual orientation in the workplace.**f**

2- If protected group members are more often evaluated poorly than non-protected group members, adverse treatment may have occurred.**t**

3- Under the Age Discrimination in Employment Act of 1967, protection for employees from discrimination begins after 55 years of age.**f**

4- The Uniformed Services Employment and Reemployment Rights Act of 1994 prohibits employers from discriminating or retaliating against a job applicant or employee based on prior military service.**t**

#### Multiple-choice questions

1- Age Discrimination in Employment Act of 1978 increased mandatory retirement age from

a) 40 to 55.

b) 65 to 70.

c) 60 to 65.

d) 70 to 80.

e) 80 to 85.

2- Which of the following is NOT true regarding Title VII of the Civil Rights Act of 1964?

a) It prohibits discrimination in hiring, compensation, terms, conditions, and privileges of employment based on race, religion, color, sex, or national origin.

b) It protects employees 30-65 years of age from discrimination.

c) It prohibits retaliation against an individual who files a charge of discrimination.

a. It prohibits retaliation against an individual who opposes any unlawful practice.

e) It specifies compliance based on the number of employees in the organization

3- Executive Order 11246

- a) prohibits discrimination on the basis of race, religion, color, and national origin, by federal agencies as well as those working under federal contracts.
- b) added sex-based discrimination Executive Order 11375.
- c) granted the enforcement powers for the EEOC.
- d) affords EEO protection to pregnant workers.
- e) increased mandatory retirement age from 65 to 70.

4- 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.
- e) It is unlikely that affirmative action programs disappear in the near future.

5- The \_\_\_\_\_ is NOT a federal law affecting employment discrimination.

- a) Civil Rights Act of 1964
- b) Civil Rights Act of 1991
- c) Equal Employment Opportunity Act of 1972
- d) Fair Wage Standards Act of 1948
- e) Americans with Disabilities Act of 1990

6- Which of the following is NOT a protected status category?

- a) Race
- b) Sex
- c) National origin
- d) Seniority
- e) Religion

7- All of these statements about the 1991 Civil Rights Act are accurate EXCEPT, the Act

- a) prohibits racial harassment on the job.
- b) allows for punitive and compensatory damage through jury trials.
- c) reduces the Griggs decision impact.
- d) reinforces the illegality of employers who make hiring or firing decisions on the basis of race or ethnicity.

e) places the burden of proof on the employer.

7- What is the glass ceiling?

a) Institutional and psychological practices limit the advancement and mobility of women and minorities.

b) It is classic discrimination.

c) Subtle pressures force women and minority employees into highly visible, token organizational positions.

d) Although women and minorities are being hired in larger numbers, they are not being paid their comparable worth.

e) Work process engineering systematically excludes females and minorities from prestigious training offerings.

## Review Questions Ch4

### True or False questions

- 1- The Drug-Free Workplace Act of 1988 requires federal contractors to actively pursue a drug-free environment.**f**
- 2- Companies employing 50 or more employees are required to give employees 30 days notice when closing down a plant or laying off large numbers of workers.**f**
- 3- The Fair Credit Reporting Act of 1971 allows employers to secretly check the credit history of job applicants.**f**
- 4- Research suggests that discipline should be punitive rather than corrective.**f**
- 5- All disciplinary warnings, including written verbal warnings are forwarded to HRM for inclusion in the employee's personnel file.**f**
- 6- For total effectiveness, under the hot-stove rule, discipline should be delayed until the periodic performance review between the employee and manager.**f**

### Multiple-choice questions

1- Which act requires federal government agencies to make information in an individual's file available to him or her?

a) The Fair Credit Reporting Act of 1971

b) The Privacy Act of 1974

c) The Polygraph Protection Act of 1988

d) The Drug-Free Workplace Act of 1998

e) The Employment-At-Will Doctrine

2- Which of the following is NOT a law affecting employee rights?

a) The Privacy Act

b) The Drug-Free Workplace Act

c) The Fair Credit Reporting Act

d) The Fairness in Employment Act

e) The Employee Polygraph Protection Act

3- The Drug-Free Workplace Act of 1988 requires all of the following EXCEPT:

- a) mandatory drug testing of certain employees.
- b) providing substance-free awareness programs for employees.
- c) a drug-free work environment policy must be established.
- d) mandatory dismissal for employees found in violation of any part of the policy.**
- e) the policy must spell out employee expectations in terms of being substance free and infraction penalties.

4- Which of the following is NOT true regarding the Polygraph Protection Act of 1988?

- a) It prohibits employers in the private sector from using polygraph tests in all employment decisions.
- b) Polygraph tests have been found to have very strong job-related value.**
- c) Polygraph tests can be used when theft occurs in the organization.
- d) When theft occurs in the organization, a suspected employee has the right to refuse to take a polygraph test without fear of retaliation from the employer.
- e) If an employee failed a polygraph test, he or she has the right to challenge the results.

5- Which of the following is NOT true regarding honesty tests?

- a) Honesty tests tend to focus on theft and drug use.
- b) Since honesty tests are very expensive, very few companies use them.**
- c) Honesty tests mostly entice applicants to provide information about themselves that otherwise would be difficult to obtain.
- d) Individuals are frequently truthful about their dishonesty.
- e) Honesty tests are designed with multiple questions to assess consistency.

6- Which of the following is NOT true regarding workplace security?

- a) Workplace security has become a critical issue for employers.
- b) Workplace security is defined as actions on behalf of an employer to ensure that the employer's interests are protected.
- c) Workplace security issues have become less prevalent in U.S. organizations over the last five years.**
- d) Telephone, system computers, and emails are the primary targets of employee monitoring.
- e) Most large companies monitor their employees' email and Internet usage.

7- 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
- e) Statutory considerations

8- Discipline generally follows the typical sequence of the following four steps:

- a) suspension, written verbal warning, dismissal, written warning.
- b) dismissal, suspension, written warning, written verbal warning.
- c) written warning, suspension, written verbal warning, dismissal.
- d) written verbal warning, written warning, suspension, dismissal.
- e) suspension, written warning, dismissal, written verbal warning.

## Review Questions Ch5

### True or False questions

- 1- The mission statement is the foundation on which every decision in the organization should be made.**t**
- 2- Job analysis involves the identification and analysis of the qualifications of the firm's new employees.**f**
- 3- The structured questionnaire method of job analysis captures job exceptions more effectively than other methods.**f**
- 4- Most technology organizations have replaced the job analysis process with definitional structuring.**f**
- 5- A job description is a statement indicating what a job entails.**t**
- 6- The observation method of job analysis requires job incumbents to record their daily activities.**f**
- 7- 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.**t**
- 8- An employee who telecommutes shares one job with someone else by splitting the work week and the responsibilities of the position.**f**

### Multiple-choice questions

- 1- Effective employment planning includes all of the following EXCEPT:
  - a) translating organizational goals into types of workers needed.
  - b) translating organizational goals into the number of workers needed.
  - c) understanding the strategic planning process.
  - d) product modifications for new kinds of families.
  - e) a direct link to the organization's strategic direction.
- 2- 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.
- e) strengths, weaknesses, opportunities, and core competency.

3- The steps of the strategic planning process, in order, are

- a) mission, people, vision, strategy, structure.
- b) goals, structure, mission, people, needs.
- c) mission, objectives and goals, strategy, structure, people.
- d) structure, people, vision and needs, mission, strategy.
- e) needs, goals, strategy, vision, structure.

4- Which of the following describes the “Structure” 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
- e) Matching skills, knowledge, and abilities to required jobs

5- A replacement chart is used

- a) to spot skill shortages in the organization.
- b) to switch health care plans.
- c) to help recruiters identify the best geographical areas to find certain skills.
- d) to transfer technology to web based organization control systems.
- e) to align salary data with skill and experience levels.

6- Which of these changes in the labor supply is the most difficult to predict?

- a) Dismissals
- b) Deaths
- c) Retirements
- d) Voluntary quits
- e) Prolonged illnesses

7- 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.
- e) EEO compliance is assessed.

8- Where does job analysis occur in the strategic planning process?

- a) Before corporate goals and objectives are established.
- b) After corporate goals and objectives are established.
- c) After the labor supply and demand are compared.
- d) Before organizational mission is defined.
- e) Before the SWOT.

9- Which of the following is NOT considered a flexible work schedule?

- a) Flex time
- b) Job sharing
- c) Telecommuting
- d) Job enrichment
- e) Compressed work week schedule

10- The job analysis process should generate:

- a) only job descriptions
- b) job descriptions and job specifications
- c) job evaluations and job specifications
- d) job descriptions, job specifications, and job evaluations
- e) job descriptions and job evaluations

11- Job design does all of these EXCEPT:

- a) set the salary of a job.
- b) describe what tasks are included in a job.
- c) tells the order in which tasks are done in a job.
- d) set the conditions under which the tasks of a job are completed.
- e) how and when the tasks of a job are completed.

## Review Questions Ch6

### True or False questions

- 1- A good recruiting program should only attract the qualified job seekers. **T**
- 2- Fortunately, internal organizational policies do not constrain a firm's recruiting efforts. **F**
- 3- Unfortunately, employee referrals are not an effective means of locating potential employees for hard-to-fill positions. **F**
- 4- The difference between a leased and a temporary employee is that a temporary employee typically remains with an organization for a longer period. **F**
- 5- Research shows that to optimize recruitment effectiveness, executive search firms work closely with college job fairs. **F**

### Multiple-choice questions

- 1- Which of the following is NOT true regarding recruiting?
  - a) It is fairly easy to generate a pool of qualified candidates. People always need jobs.
  - b) An effective recruiting process requires a significant pool of candidates from which to choose.
  - c) The greater the number of applicants, the better the chances of finding an individual who is best suited to the job requirements.
  - d) A good recruiting program should attract the qualified and discourage the unqualified.
  - e) Recruiting is the process of seeking sources for job candidates.
- 2- A good recruiting program is indicated by which of the following?
  - a) More native speakers apply. Fewer foreign nationals apply.
  - b) More highly skilled applicants apply. Fewer low-skill applicants apply.
  - c) More qualified applicants apply. Fewer unqualified applicants apply.
  - d) All applicants are encouraged to apply for jobs.
  - e) Recruiting is phased out for women and minority applicants.
- 3- Successful recruiting efforts are indicated by all of these outcomes EXCEPT:
  - a) turnover increases.
  - b) training costs go down.
  - c) more job seekers know about available jobs.
  - d) the applicant pool is increasingly diverse.
  - e) more job offers are accepted when they are offered to applicants.

4- Which of the following is NOT a constraint on recruiting efforts?

- a) Organizational image
- b) Job attractiveness.
- c) Internal organizational policies.
- d) Cultural Influence.
- e) Recruiting costs

5- Which of the following is NOT an advantage associated with promotions from within?

- a) It encourages good individuals who are ambitious.
- b) It is more costly than external recruiting.
- c) It boosts employee morale.
- d) It is good public relations.
- e) It improves the likelihood of selecting a qualified candidate.

6- Which of the following is NOT a disadvantage associated with internal recruiting sources?

- a) Individuals chosen internally already know the company.
- b) Internal recruiting sources tend to be more costly than external recruiting.
- c) Internal recruiting sources can create excessive inbreeding.
- d) Internal recruiting sources can be dysfunctional if the company prefers less qualified internal candidates over more qualified external candidates.
- e) Internal recruiting sources usually reduce the likelihood of selecting a qualified candidate.

7- Employee referrals offer all of these recruiting advantages EXCEPT

- a) the expense of a recruiting search can be saved.
- b) an employee knows his/her reputation is at stake, and so uses good judgment in making a referral.
- c) referrals use personal friendship instead of job skills as reference criteria.
- d) referrals get more accurate information about their potential job.
- e) referrals are more likely to stay in a job than other applicants.

8- Which of the following is NOT true with respect to the differences between private and public employment agencies?

- a) Private employment agencies are believed to offer applicants of a higher caliber.
- b) Private employment agencies have a better reputation among job seekers.
- c) Private employment agencies are slightly more expensive than public employment agencies.
- d) Private employment agencies provide a more complete line of services.

e) Private employment agencies have a better image among employers.