Ch07

Student: _____

1. Human resources management deals with formal systems for the management of people within the organization.
   True   False

2. People are a source of competitive advantage when their skills, knowledge and abilities are not equally available to all competitors.
   True   False

3. Teamwork and cooperation can be used to produce a people-based competitive advantage.
   True   False

4. People are a source of competitive advantage when others can copy their capabilities and contributions.
   True   False

5. Demand forecasting is one of the easiest parts of human resources planning.
   True   False

6. The human resource planning process occurs in three stages: planning, programming and evaluating.
   True   False

7. Santa's Workshop, Inc. uses its computerized human resources information system to analyze its past rates of turnover, terminations and retirements. The company is looking at its external labor supply.
   True   False

8. The "supply of labor" estimates how many and what types of employees the organization actually will have.
   True   False

9. In the U.S. demographic trends have contributed to a shortage of workers with the appropriate skills and education levels.
   True   False

10. U.S. managers have responded to the labor shortage by decreasing training budgets.
    True   False

11. When managers find that their employee supply is larger than its demand, they may decide to use attrition or layoffs and transfers to correct the problem.
    True   False

12. Job analysis gives managers the job description and selection steps.
    True   False

13. A thorough job analysis may help organizations successfully defend themselves in lawsuits involving employment practices.
    True   False

14. Recruitment refers exclusively to external applicants.
    True   False

15. According to surveys most jobs are filled through newspaper advertising.
    True   False

16. Interviews are the most popular recruitment tool.
    True   False

17. Applications and resumes are the most popular selection tool.
    True   False

18. The behavioral description interview explores what candidates have actually done in the past.
    True   False

19. Reference check information is becoming increasingly difficult to obtain because of highly publicized lawsuits.
    True   False

20. Over half of all U.S. companies conduct pre-employment drug tests.
    True   False

21. Content validity refers to the degree that a test actually predicts or correlates with job performance.
    True   False

22. The process of laying off large numbers of managerial and other employees is referred to as outplacement.
    True   False

23. It is a good idea to allow some time for debate during a termination interview.
    True   False

24. Coaching, which is being trained by a superior, is usually the most effective and direct way to develop managers.
    True   False

25. The most common type of employee training today is web-based self-study.
    True   False

26. Management by objectives involves a subordinate and a supervisor agreeing in advance on specific performance goals.
    True   False

27. The process of using multiple sources of appraisal to gain a comprehensive perspective of one's performance is called a 180-degree appraisal.
    True   False

28. Internal factors affecting the wage mix include collective bargaining, worth of job and the employer's ability to pay.
    True   False

29. The three basic required benefits are workers' compensation, health care and social security.
    True   False

30. Belief that a union has power to obtain desired benefits can influence workers to vote for a union.
    True   False

31. The design and control of formal systems for the management of people within an organization is known as
    A. performance management.
    B. human resources management.
    C. organization design.
    D. management of organizations.
    E. personnel resource management.

32. Establishing formal systems for the management of people within the organization is the function of
    A. job analysis.
    B. labor relations.
    C. human resources management.
    D. orientation training.
    E. leadership.

33. One of the criteria for creating a competitive advantage through human resources is that they should
    be
    A. expensive.
    B. commonplace.
    C. inimitable.
    D. spontaneous.
    E. low cost.

34. Companies use empowerment programs, continuous improvement and total quality initiatives in order to
    achieve _____ through their human resources.
    A. a responsive organization
    B. value
    C. imitation
    D. exclusivity
    E. benchmarking

35. Concerns of human resource managers include which of the following?
    A. How to manage employee layoffs
    B. How to better understand needs of customers
    C. Which products to produce
    D. How to fund increased salaries
    E. All of the above are concerns of HR managers

36. Human resources planning has three stages. They are
    A. planning, executing and delivering.
    B. hiring, training and firing.
    C. planning, programming and evaluating.
    D. planning, delivering and evaluating.
    E. recruiting, screening and hiring.

37. The planning process of human resources management begins with
    A. determining the number and types of people needed to realize the organization's business plans.
    B. recruiting individuals that will assist the organization to realize its business plans.
    C. hiring the types of people that can assist the organization to realize its business plans.
    D. evaluating an organization's present employees and their capabilities to fulfill the organization's
       business plans.
    E. none of the above

38. The programming stage of human resources management consists of
    A. hiring and firing.
    B. evaluating employee performance levels.
    C. determining appropriate automation methods.
    D. implementing the plans determined earlier.
    E. calculating legally justifiable compensation levels.

39. The final stage in the human resource planning process is to
    A. evaluate the activities conducted to ensure that they are producing the desired results.
    B. discharge those employees determined to be ineffective at realizing organizational goals.
    C. restart the process.
    D. evaluate the decisions made for legal compliance.
    E. distribute compensation adjustments.

40. Which of the following is the stage of the HR planning process in which the organization enacts specific human resource activities, such as recruitment and training?
A. Planning.
B. Controlling.
C. Programming.
D. Evaluation.
E. Implementation.

41. When Apple developed the iPhone, it had to determine how many engineers and designers were needed, and for launch, they had to estimate how many production and marketing employees would be required. According to the text, these are examples of Apple's
A. demand forecasts.
B. internal labor supply.
C. external labor supply.
D. job analysis.
E. job specifications.

42. Cellular Tech has developed a new cellular telephone which will be marketed toward developing third-world countries. It is estimated that the demand for the new product will start out slow and accelerate as the product becomes increasingly familiar to worldwide consumers. In order to determine the number of workers necessary to staff the new production facilities, Cellular Tech needs to conduct
A. a market search.
B. a utilization survey.
C. a demand forecast.
D. an inventory calculation.
E. recruitment schedules.

43. During the planning process, human resource managers do which of the following?
A. Demand forecasts
B. Internal recruiting
C. Outplacement
D. Training and development
E. Environmental scanning

44. The estimate an organization makes regarding the number and quality of its current employees and the availability of workers externally is called a(n)
A. demand forecast.
B. job analysis.
C. environmental scan.
D. availability analysis.
E. labor supply forecast.

45. The skills, knowledge, abilities and other characteristics needed to perform a job are detailed in a
A. job description.
B. job selection.
C. job specification.
D. job profile.
E. job design.

46. _____ refers to the essential tasks, duties and responsibilities involved in performing a job.
A. A job specification
B. A job description
C. A job profile
D. A job appraisal
E. A job selection

47. Which two are included in a job analysis?
    A. A job description and a job specification
    B. A job description and a job appraisal
    C. A job specification and a job profile
    D. A job specification and a job appraisal
    E. A job profile and a job design

48. A tool for determining what is done on a given job and what should be done on that job is called a
    A. job description.
    B. job analysis.
    C. job specification.
    D. job profile.
    E. job design.

49. Recruitment is
    A. choosing an employee for a job.
    B. developing a pool of applicants for a job.
    C. selecting a group of applicants for employment.
    D. determining the number of employees needed.
    E. promoting from within.

50. An internal mechanism for promoting open job positions is
    A. job bidding.
    B. job notification.
    C. job posting.
    D. job promotion.
    E. job messaging.

51. In changing from a rapidly growing, entrepreneurial organization to a mature business with more stable growth, Dell went outside the organization to hire managers who better fit those needs. According to the text, they did this because
    A. external candidates are more likely to enjoy working at Dell.
    B. this prevents a demoralizing effect on employees.
    C. this encourages current employees to continue their employment at Dell.
    D. this provides a limited application applicant pool, which eases the selection process.
    E. internal recruiting inhibits change.

52. _____ activities increase the pool of candidates that might be selected for a job.
    A. Recruitment
    B. Job description
    C. Mobilization
    D. Job enlistment
    E. Job enrollment

53. A significant advantage associated with external recruiting is
    A. that it brings in "new blood" to inspire innovation.
    B. that it is the most cost-effective method.
    C. that it limits the applicant pool, easing selection decisions.
    D. that it motivates current employees.
    E. draws more ethical people to the organization.

54. Which of these methods has been found to be the way most job positions get filled?
    A. Want ads
    B. Employee referrals
    C. Private employment agencies
    D. Unions
    E. Drop-in applications

55. Selection decisions concern
    A. developing a pool of applicants.
    B. which applicant to hire.
    C. where to place new hires.
    D. pay levels to achieve.
    E. determining workers affected by a layoff.

56. Jules and Mimi both applied for a position with Brit Pharmaceuticals. After their interviews, they "compared notes" and found that they had been asked the exact same questions! Their interviews would be considered
    A. controlled.
    B. prearranged.
    C. valid according to empirical tests but not content tests.
    D. structured.
    E. a fluke.

57. Which of the following explores what candidates have actually done in the past?
    A. Situational interview
    B. Contingency interview
    C. Behavioral description interview
    D. Unstructured interview
    E. None of the above

58. The selection technique that involves asking each applicant the same questions and comparing their responses to a standardized set of answers is a(n)
    A. structured interview.
    B. unstructured interview.
    C. termination interview.
    D. behavioral description interview.
    E. job analysis.

59. Personality tests are
    A. illegal.
    B. universally used.
    C. hard to defend in court.
    D. have no relationship with job satisfaction.
    E. highly valid.

60. Hammond University requires all applicants to their Masters of Business Administration Program to take the G.M.A.T. exam. This exam measures the test taker's aptitude for management by measuring things like verbal comprehension, mathematical calculations and other necessary management skills. This type of test is classified as a(n)
    A. personality test.
    B. performance test.
    C. integrity test.
    D. cognitive ability test.
    E. background test.

61. Your roommate applied for a summer job as a bookkeeper for the county. As part of his employment screening, he was asked to take an exam that had general mathematical aptitude questions on it. This type of selection test is referred to as a
    A. performance test.
    B. cognitive ability test.
    C. validity test.
    D. personality test.
    E. certification test.

62. A test that measures a range of intellectual abilities, including verbal comprehension (vocabulary and reading) and numerical aptitude (mathematical calculations) is a(n)
    A. personality test.
    B. interest inventory test.
    C. cognitive ability test.
    D. mechanical dexterity test.
    E. job analysis.

63. Your company is in the process of hiring a spokesperson to appear in your television and print ads to promote your products. You are looking for someone with past experience as a spokesperson and have required that all applicants bring a portfolio of past advertising appearances for you to review. This requirement would be considered
    A. discriminatory.
    B. a personality test.
    C. a performance test.
    D. an integrity test.
    E. to have low validity.

64. In a performance test, the test taker
    A. performs some part of the job for which he or she has applied.
    B. takes a paper-and-pencil honesty test.
    C. is measured for general aptitude.
    D. is evaluated for drug use.
    E. completes a pre-and post-test.

65. _____ tests are used to assess a job candidate's honesty.
    A. Character
    B. Personality
    C. Performance
    D. Integrity
    E. Morality

66. Marcel applied for a part-time job at a shoe store in the mall. Following his interview he was asked to take a test on paper. One of the questions asked what he would do if he were to find a wallet full of money along a deserted highway. This type of test would be described as a(n)
    A. personality test.
    B. validity test.
    C. morality test.
    D. integrity test.
    E. cognitive ability test.

67. A group of candidates participating in a variety of exercises, both in groups and individually, to identify management potential is known as a(n)
    A. dimension test.
    B. integrity test.
    C. cognitive ability test.
    D. validity center.
    E. assessment center.

68. Validity refers to
    A. the qualifications needed for the job.
    B. the qualifications of a job candidate.
    C. assessment of the accuracy of the selection test.
    D. whether a test is legally admissible in court.
    E. the consistency of test scores over time.

69. Criterion-related validity refers to the degree that employment test activities are
    A. correlated with job performance.
    B. capable of reducing initial job stress.
    C. redundant.
    D. indicative of future promotion capabilities.
    E. related to empirical validity.

70. Outplacement is
    A. recruiting from external sources.
    B. hiring from external applicants.
    C. illegal under the WARN Act of 1989.
    D. dismissing people from the company.
    E. helping displaced workers find other employment.

71. The degree to which test scores are consistent over time and across measurements is known as
    A. integrity.
    B. reliability.
    C. factuality.
    D. content validity.
    E. criterion-related validity.

72. The process of helping people who have been dismissed from the company to gain employment elsewhere is known as
    A. exit interviewing.
    B. outplacement.
    C. employment-at-will.
    D. content validity.
    E. downsizing.

73. A large soda bottling company laid off five percent of its workers. As part of the layoff, the workers were offered assistance with preparing a resume and were given job search training. In addition, the workers' benefits were extended for a one-month period beyond their last date of employment. These efforts are
    A. a non-taxable expense.
    B. increasing the fears of non-affected employees.
    C. referred to as outplacement services.
    D. known as exit benefits.
    E. known as employee redevelopment.

74. The concept of employment-at-will
    A. has yet to be utilized effectively in this country.
    B. is considered the largest threat to organized labor since 1935.
    C. appears to be eroding as courts find exceptions to the concept.
    D. is a progressive discipline policy intended to protect specific minority groups.
    E. has yet to be tested in the court system.

75. The legal concept that an employee may be terminated for any reason is known as
    A. plausible termination.
    B. employment-at-will.
    C. downsizing.
    D. outplacement.
    E. terminal validity.

76. The termination interview
    A. is usually easier than a selection interview since both participants know each other.
    B. should be conducted by the immediate superior.
    C. should be conducted away from company premises for security purposes.
    D. must not be put in writing in order to avoid a lawsuit.
    E. should allow time for a lengthy question and answer period.

77. Which of the following acts prohibits discrimination based on race, sex, color, national origin and religion?
    A. The Fair Labor Standards Act of 1938
    B. The Immigration Act of 1990
    C. The Equal Pay Act (1963)
    D. The Americans with Disabilities Act (1990)
    E. The Civil Rights Act of 1964

78. The Americans with Disabilities Act, passed in 1990, prohibits
    A. workplace modifications to facilitate disabled employees.
    B. hiring people with contagious diseases like AIDS.
    C. employing people addicted to drugs or alcohol.
    D. employment discrimination against people with disabilities.
    E. all of the above

79. According to the Age Discrimination Act, discrimination is prohibited against people aged
    A. 60 and over.
    B. 55-70.
    C. 55 and over.
    D. 40-65.
    E. 40 and over.

80. The Equal Pay Act of 1963 prohibits unequal pay based on
    A. gender.
    B. age.
    C. employment classification.
    D. merit.
    E. race or ethnicity.

81. Adverse impact refers to the disproportionately negative effect
    A. of disciplining a troublesome employee.
    B. of firing an employee without cause.
    C. of an employment practice upon a protected group.
    D. on workers forced to work with chemical abusers.
    E. of being forced to hire based on quotas.

82. Teaching lower-level employees how to perform their present job is referred to as
    A. training.
    B. development.
    C. performance appraisal.
    D. performance counseling.
    E. workplace education.

83. An analysis identifying the jobs, people and departments for which training is necessary is a(n)
    A. development.
    B. performance appraisal.
    C. outplacement.
    D. needs assessment.
    E. programming.

84. Training designed to introduce new employees to their jobs and the company, and to familiarize them with policies, procedures, culture and the like is known as
    A. diversity training.
    B. team training.
    C. orientation training.
    D. performance training.
    E. needs assessment.

85. Development differs from training in that
    A. development is more expensive.
    B. development is less cost-effective.
    C. training focuses on past performance.
    D. development focuses on managers and professional employees.
    E. training focuses on future capabilities.

86. Training should consist of four distinct stages or decisions. They are
    A. goal-setting, selection, performance measurement, training method.
    B. pre-test, training, post-test, evaluating.
    C. needs assessment, designs, method determination, evaluation of results.
    D. method selection, evaluation of results, forecasting, training.
    E. goal setting, training method, performance measurement, training.

87. _____ training is typically used to familiarize new employees with their new jobs, work units and the organization in general.
    A. Orientation
    B. Diversity
    C. Team
    D. Organization
    E. Competitive

88. Training that provides employees with the skills and perspectives they need to collaborate with others is known as
    A. orientation training.
    B. team training.
    C. group training.
    D. diversity training.
    E. needs training.

89. Programs that focus on identifying and reducing hidden biases against people with differences and developing the skills needed to manage a diversified workforce is known as
    A. ethnicity training.
    B. team training.
    C. group training.
    D. diversity training.
    E. needs training.

90. Compared to other types of appraisals, _____ appraisals tend to be more objective and can focus on data such as sales or profits.
    A. comparative
    B. behavioral
    C. trait
    D. results
    E. industry

91. Behavioral appraisals are superior to trait appraisals because behavioral appraisals
    A. are less ambiguous.
    B. are less expensive.
    C. do not require a consultant.
    D. focus on nonspecific behaviors.
    E. all of the above

92. Which process has both administrative functions to provide information for salary and promotional decisions, and developmental functions to provide insight for training or other improvement decisions?

    A. Reward system
    B. Outplacement
    C. Recruitment
    D. Selection
    E. Performance appraisal

93. Which of the following is an appropriate guideline to follow when conducting performance appraisals with an underperforming employee?
    A. For legal reasons, avoid documenting the process.
    B. Summarize the employee's performance with generalizations.
    C. Describe detailed expectations and standards.
    D. Avoid getting into discussion of solutions to any problems.
    E. Do not be concerned if employees react by being extremely upset or violent.

94. _____ are the traditional source of appraisal information because they are often best positioned to observe an employee's performance.
    A. Peers
    B. Subordinates
    C. Self-appraisals
    D. Team members
    E. Managers and supervisors

95. Which of the following is an external factor that affects the wage mix?
    A. worth of job
    B. legal requirements
    C. employee's relative worth
    D. compensation policy of organization
    E. employer's ability to pay

96. Incentive plans are devised to
    A. save employers money.
    B. encourage and motivate employees to be more productive.
    C. help employees get along better with one another.
    D. decrease employee performance.
    E. all of the above

97. The most common type of incentive plan, which compares a worker's performance against an objective standard with pay determined by his or her own performance, is known as
    A. a profit-sharing plan.
    B. a stock plan.
    C. a gainsharing plan.
    D. an individual plan.
    E. a particularized plan.

98. Which of the following benefits is required by law?
    A. Workers' compensation.
    B. Health insurance.
    C. Pension plan.
    D. Cafeteria benefit program.
    E. All of the above are required by law.

99. Under cafeteria benefit plans
    A. employees are provided a healthy and affordable meal.
    B. employers are closely inspected for health and safety hazards.
    C. employees select the benefits which they prefer.
    D. employers can realize significant cost savings.
    E. employees are covered for injuries on the job.

100. The principle of equal pay for different jobs of equal value is called
    A. cafeteria pay.
    B. equal benefits.
    C. disparate impact.
    D. comparable worth.
    E. analogous worth.

101. The Pregnancy Discrimination Act of 1978 states that pregnancy is a
    A. woman's choice.
    B. private matter.
    C. disability.
    D. compensable factor.
    E. criterion for continued employment.

102. The legislation which requires employers to pursue workplace safety is the
    A. Workplace Safety Act.
    B. Occupational Safety and Health Act of 1970.
    C. ERISA.
    D. Civil Rights Act of 1963.
    E. Pregnancy Discrimination Act.

103. The National Labor Relations Act of 1935
    A. declared unions illegal.
    B. established right-to-work states.
    C. declared that management practices should be free of government interference.
    D. declared unions legal.
    E. protected employers' free speech rights.

104. Collective bargaining commonly establishes
    A. wages, hours and working conditions.
    B. a grievance procedure.
    C. order of layoffs.
    D. job bidding.
    E. all of the above

105. The use of a neutral third party to resolve a labor dispute is known as
    A. right-to-work.
    B. mediation.
    C. conciliation.
    D. arbitration.
    E. negotiation.

106. Legislation that allows employees to work without having to join a union is known as
    A. a union shop.
    B. right-to-work.
    C. arbitration.
    D. an anti-labor statute.
    E. a union decree.

107. How are human resources related to competitive advantage? By what criteria can the strategic impact of human resources be judged?

108. What are the three activities that make up the staffing function? What are the main activities involved in each activity?

109. Discuss the different types of interviews. What are the characteristics, advantages and disadvantages of each?

110. Compare and contrast reliability and validity. Give an example of reliability and of each type of validity. How are they used in the selection process?

111. Discuss management by objectives. How is it used? What are its advantages and disadvantages? Give an example of a good objective for this purpose.

112. Compare and contrast the three types of decisions that are crucial for designing an effective pay plan.

Scenario A. Kleen Kars is a fast-growing organization that performs auto detailing off-site, typically at customers' homes or workplaces. Earlier this year, the HR department set about comparing the amount and type of employees the company expected to have with what they predicted would be needed to support the desired growth, and determined how to achieve this. They determined they would need to hire six more mobile detailers for this market at this time, and try to retain those that were currently employed. Earlier this quarter, they began to implement their recommendations by beginning a recruitment program and revising the pay system. Now the HR department is beginning a formal process to evaluate how well the recruiting and retention has been going, and whether the staff levels are now appropriate.

113. When the HR department evaluated the amount and type of employees that should be hired, which stage of the HR planning process were they in?
A. Scanning
B. Programming
C. Planning
D. Screening
E. Delivery

114. When the HR department implements activities such as recruitment and pay system revisions, which stage of the HR planning process were they in?
A. Implementation
B. Execution
C. Delivery
D. Effecting
E. Programming

115. When the HR department examines the results of activities such as recruitment and retention to support Kleen Kar's organizational goals, which stage of the HR planning process were they in?
A. Evaluation
B. Appraisal
C. Examination
D. Control
E. Programming

Scenario B. Suppose you have interviewed for a job with a local manufacturing firm. You know that you meet all the minimum requirements for the job and so you are not surprised when you receive a formal job offer from the company. However, two days later, the Human Resource Director for the company calls to tell you that they are rescinding the job offer. When you ask why they are taking this action, you are told that the manager you were going to be working for does not believe that women should work in a manufacturing environment. The HR Director tells you that it's nothing personal and wishes you well in your career.

116. Which of the following laws should the company be concerned about having violated in this situation?

A. Age Discrimination in Employment Act
B. WARN Act
C. Fair Labor Standards Act
D. Americans with Disabilities Act
E. Title VII of the Civil Rights Act of 1964

117. The law which is of most concern in this scenario is enforced by
A. the EEOC.
B. local courts.
C. state courts.
D. the National Labor Relations Board.
E. the FTC.

118. Which of the following statements is TRUE regarding the scenario as described above?
    A. Given the available information, the company is guilty of affirmative action.
    B. The company is not guilty of discrimination.
    C. Given the available information, the company is guilty of adverse impact.
    D. The company is acting in a completely legal manner.
    E. The WARN Act was being violated.

Scenario C. You have met with your supervisor for your annual performance appraisal meeting. It has not gone well because you feel the meeting was handled inappropriately. You were told your work was "okay but done with a bad attitude." When asked what you need to improve, you were told to "Do better. Work harder." Your supervisor did not take notes and did not allow you to take notes in the meeting. You left the meeting with no resolution to the problem and no agreement on when to discuss this again.

119. When your supervisor gives you the feedback that your work was "okay but done with a bad attitude," which of the following recommendations for employee feedback was most likely violated?
    A. Determine the causes for the low performance.
    B. Describe specifically the expectations and standards for job performance.
    C. Document discussions of employee feedback.
    D. Agree to a solution and a timetable for improvement.
    E. Summarize the employee's specific performance.

120. When your supervisor says that to improve you need to "Do better. Work harder," which of the following recommendations for employee feedback was most likely violated?
    A. Determine the causes for the low performance.
    B. Describe specifically the expectations and standards for job performance.
    C. Document discussions of employee feedback.
    D. Agree to a solution and a timetable for improvement.
    E. Summarize the employee's specific performance.

121. When the meeting ends with no resolution to the problem and no follow-up set, which of the following recommendations for employee feedback was most likely violated?
    A. Determine the causes for the low performance.
    B. Describe specifically the expectations and standards for job performance.
    C. Document discussions of employee feedback.
    D. Agree to a solution and a timetable for improvement.
    E. Summarize the employee's specific performance.

Scenario D. Your company's attorney, Cooper Johnson, has come to you with a list of problems occurring in the Human Resources area of your organization. He gives you the following three-statement report of the probable violations:
1. The men in the organization are paid an average of ten percent more than the women in the same jobs with the same performance levels.
2. Several women in clerical positions report that after announcing they were pregnant, they were taken off the company's health care plan and encouraged to quit. (Men with medical conditions were kept on the health care plan with no hints at quitting.)
3. Several employees who qualify are not being paid overtime rates.

122. In statement 1 noted above, which of the following laws is the organization most likely violating?
    A. Americans with Disabilities Act
    B. Pregnancy Discrimination Act
    C. Family and Medical Leave Act
    D. Fair Labor Standards Act
    E. Equal Pay Act

123. In statement 3 noted above, which of the following laws is the organization most likely violating?
    A. Americans with Disabilities Act
    B. Pregnancy Discrimination Act
    C. Family and Medical Leave Act
    D. Fair Labor Standards Act
    E. Equal Pay Act

124. In statement 2 noted above, which of the following laws is the organization most likely violating?
    A. Americans with Disabilities Act
    B. Pregnancy Discrimination Act
    C. Family and Medical Leave Act
    D. Fair Labor Standards Act
    E. Equal Pay Act

Ch07 Key

1. Human resources management deals with formal systems for the management of people within the organization.
(p. 154)
   TRUE

2. People are a source of competitive advantage when their skills, knowledge and abilities are not equally available to all competitors.
(p. 156)
   TRUE

   People are a source of competitive advantage when their skills, knowledge, and abilities are not equally available to all competitors. Top companies invest in hiring and training the best and the brightest employees to gain a competitive advantage.

3. Teamwork and cooperation can be used to produce a people-based competitive advantage.
(p. 156)
   TRUE

   People can be organized for success. People can deliver a competitive advantage when their talents are combined and deployed rapidly to work on new assignments at a moment's notice, as in the effective use of teamwork and collaboration.

4. People are a source of competitive advantage when others can copy their capabilities and contributions.
(p. 156)
   FALSE

   People are a source of competitive advantage when their skills, knowledge, and abilities are not equally available to all competitors.

5. Demand forecasting is one of the easiest parts of human resources planning.
(p. 157) **FALSE**

Perhaps the most difficult part of HR planning is conducting demand forecasts, that is, determining how many and what type of people are needed.

6. The human resource planning process occurs in three stages: planning, programming and
(p. 157) evaluating.
TRUE

HR planning involves three stages: planning, programming and evaluating. These stages accomplish the goal to "get the right kind and the right number of people at the right time."

7. Santa's Workshop, Inc. uses its computerized human resources information system to analyze its
(p. 158) past rates of turnover, terminations and retirements. The company is looking at its external labor supply.
FALSE

To estimate internal supply, the company typically relies on its experiences with turnover, terminations, retirements, promotions, and transfers. A computerized human resources information system can help considerably.

8. The "supply of labor" estimates how many and what types of employees the organization actually will
(p. 158) have.
TRUE

9.   In the U.S. demographic trends have contributed to a shortage of workers with the appropriate skills
(p. 159)   and education levels.
      TRUE

      In the United States, demographic trends have contributed to a shortage of skilled and highly educated
      workers. Traditional labor-intensive jobs in agriculture, mining, and assembly-line manufacturing
      have made way for jobs in technical, financial, and customized goods and service industries. These
      jobs often require much more training and schooling than the jobs they replace. Other trends may
      worsen this situation. For example, the upcoming retirement of the baby-boomer generation will
      remove many educated and trained employees from the workforce. And in math, science, and
      engineering graduate schools, fewer than half the students receiving graduate degrees are American-
      born. To fill U.S. jobs, companies must hire U.S. citizens or immigrants with permission to work in
      the United States.

10.   U.S. managers have responded to the labor shortage by decreasing training budgets.
(p. 159)   **FALSE**

      Some managers have responded to this skills shortage by significantly increasing their remedial and
      training budgets.

11.   When managers find that their employee supply is larger than its demand, they may decide to use
(p. 159)   attrition or layoffs and transfers to correct the problem.
      TRUE

      When organizations have more people than they need (a labor surplus), they can use attrition, the
      normal turnover of employees, to reduce the surplus if they have planned far enough in advance. The
      organization also may lay off employees or transfer them to other areas.

12.   Job analysis gives managers the job description and selection steps.
(p. 160)   **FALSE**

      Job analysis gives managers a job description which tells about the job itself—the essential tasks,
      duties, and responsibilities involved in performing the job. It also provides a job specification. A job
      specification describes the skills, knowledge, abilities, and other characteristics needed to perform the
      job.

13.
(p. 160) A thorough job analysis may help organizations successfully defend themselves in lawsuits involving employment practices.
TRUE

Job analysis may help organizations defend themselves in lawsuits involving employment practices—for example, by clearly specifying what a job requires if someone claims unfair dismissal.

14.
(p. 160) Recruitment refers exclusively to external applicants.
FALSE

Recruitment may be internal to the organization (considering current employees for promotions and transfers) or external.

15.
(p. 160) According to surveys most jobs are filled through newspaper advertising.
FALSE

Recent surveys suggest that employers place the greatest emphasis on referrals by current employees and online job boards.

16.
(p. 161) Interviews are the most popular recruitment tool.
FALSE

The most popular *selection* tool is interviewing, and every company uses some type of interview.

17.
(p. 161) Applications and resumes are the most popular selection tool.
FALSE

While providing important information, applications and résumés tend not to be useful as a basis for final selection decisions.

18. The behavioral description interview explores what candidates have actually done in the past.
(p. 162) **TRUE**

19. Reference check information is becoming increasingly difficult to obtain because of highly publicized
(p. 162) lawsuits.
TRUE

Although checking references makes sense, reference information is becoming increasingly difficult to obtain as a result of several highly publicized lawsuits.

20. Over half of all U.S. companies conduct pre-employment drug tests.
(p. 163) **TRUE**

Drug testing is now a frequently used screening instrument. Well over half of all U.S. companies conduct preemployment drug tests.

21. Content validity refers to the degree that a test actually predicts or correlates with job
(p. 164) performance.
FALSE

Content validity concerns the degree to which selection tests measure a representative sample of the knowledge, skills, and abilities required for the job. Criterion-related validity refers to the degree to which a test actually predicts or correlates with job performance.

22. The process of laying off large numbers of managerial and other employees is referred to as
(p. 165) outplacement.
FALSE

23.   It is a good idea to allow some time for debate during a termination interview.
(p. 165)   **FALSE**

Don't allow time for debate during a termination session.

24.   Coaching, which is being trained by a superior, is usually the most effective and direct way to develop
(p. 170)   managers.
      TRUE

Coaching, which is being trained by a superior, is usually the most effective and direct management development tool.

25.   The most common type of employee training today is web-based self-study.
(p. 170)   **FALSE**

According to Figure 7.3, the most common type of employee training today is traditional classroom with instructor.

26.   Management by objectives involves a subordinate and a supervisor agreeing in advance on specific
(p. 170)   performance goals.
      TRUE

27.   The process of using multiple sources of appraisal to gain a comprehensive perspective of one's
(p. 171)   performance is called a 180-degree appraisal.
      FALSE

28.
(p. 173)
Internal factors affecting the wage mix include collective bargaining, worth of job and the employer's ability to pay.
FALSE

The wage mix is influenced by a variety of factors. Internal factors include the organization's compensation policy, the worth of each job, the employee's relative worth, and the employer's ability to pay. External factors include conditions of the labor market, area wage rates, the cost of living, the use of collective bargaining (union negotiations), and legal requirements.

29.
(p. 175)
The three basic required benefits are workers' compensation, health care and social security.
FALSE

Three basic benefits are required by law: Workers' compensation, Social Security and unemployment insurance.

30.
(p. 177)
Belief that a union has power to obtain desired benefits can influence workers to vote for a union.
TRUE

Belief that the union has power to obtain desired benefits can generate a pro-union vote.

31.
(p. 156)
The design and control of formal systems for the management of people within an organization is known as
A. performance management.
B. human resources management.
C. organization design.
D. management of organizations.
E. personnel resource management.

32. Establishing formal systems for the management of people within the organization is the function of
(p. 156)
A. job analysis.
B. labor relations.
C. human resources management.
D. orientation training.
E. leadership.

33. One of the criteria for creating a competitive advantage through human resources is that they should be
(p. 156)
A. expensive.
B. commonplace.
C. inimitable.
D. spontaneous.
E. low cost.

Firms can create a competitive advantage when they possess or develop resources that are valuable, rare, inimitable, and organized. The same criteria apply to the strategic impact of human resources.

34. Companies use empowerment programs, continuous improvement and total quality initiatives in order to achieve _____ through their human resources.
(p. 156)
A. a responsive organization
B. value
C. imitation
D. exclusivity
E. benchmarking

People can increase value by helping lower costs, provide something unique to customers, or both. Through empowerment, total quality initiatives, and continuous improvement, people at Corning, Xerox, and other companies add to the bottom line.

35. Concerns of human resource managers include which of the following?
(p. 157)
A. How to manage employee layoffs
B. How to better understand needs of customers
C. Which products to produce
D. How to fund increased salaries
E. All of the above are concerns of HR managers

HR managers have many concerns regarding their workers, including attracting talent; maintaining a well-trained, highly motivated, and loyal workforce; managing diversity; devising effective compensation systems; managing layoffs; and containing health care and pension costs.

36. Human resources planning has three stages. They are
(p. 157)
A. planning, executing and delivering.
B. hiring, training and firing.
C. planning, programming and evaluating.
D. planning, delivering and evaluating.
E. recruiting, screening and hiring.

The HR planning process occurs in three stages, shown in Figure 7.1: planning, programming and evaluating.

37. The planning process of human resources management begins with
(p. 157)
A. determining the number and types of people needed to realize the organization's business plans.
B. recruiting individuals that will assist the organization to realize its business plans.
C. hiring the types of people that can assist the organization to realize its business plans.
D. evaluating an organization's present employees and their capabilities to fulfill the organization's business plans.
E. none of the above

HR planning involves ensuring that the right people are available, and the first step is conducting demand forecasts, determining how many and what type of people are needed.

38. *(p. 157)* The programming stage of human resources management consists of
A. hiring and firing.
B. evaluating employee performance levels.
C. determining appropriate automation methods.
D. implementing the plans determined earlier.
E. calculating legally justifiable compensation levels.

The programming stage involves the organization implementing specific human resources activities, such as recruitment, training, and pay systems.

39. *(p. 157)* The final stage in the human resource planning process is to
A. evaluate the activities conducted to ensure that they are producing the desired results.
B. discharge those employees determined to be ineffective at realizing organizational goals.
C. restart the process.
D. evaluate the decisions made for legal compliance.
E. distribute compensation adjustments.

The final stage in HR planning is known as evaluating. Here, human resources activities are evaluated to determine whether they are producing the results needed to contribute to the organization's business plans.

40. *(p. 157)* Which of the following is the stage of the HR planning process in which the organization enacts specific human resource activities, such as recruitment and training?
A. Planning.
B. Controlling.
C. Programming.
D. Evaluation.
E. Implementation.

The programming stage involves the organization implementing specific human resources activities, such as recruitment, training, and pay systems.

41.
(p. 157)
When Apple developed the iPhone, it had to determine how many engineers and designers were needed, and for launch, they had to estimate how many production and marketing employees would be required. According to the text, these are examples of Apple's
A. demand forecasts.
B. internal labor supply.
C. external labor supply.
D. job analysis.
E. job specifications.

Demand forecasts determine how many and what type of people are needed. Demand forecasts are derived from organizational plans. To develop the iPhone, Apple had to determine how many engineers and designers it needed to ensure such a complex product was ready to launch. Managers also needed to estimate how many iPhones the company would sell. Based on their forecast, they had to determine how many production employees would be required, along with the staff to market the phone, handle publicity for the product launch, and answer inquiries from customers learning how to use the new product.

42.
(p. 157)
Cellular Tech has developed a new cellular telephone which will be marketed toward developing third-world countries. It is estimated that the demand for the new product will start out slow and accelerate as the product becomes increasingly familiar to worldwide consumers. In order to determine the number of workers necessary to staff the new production facilities, Cellular Tech needs to conduct
A. a market search.
B. a utilization survey.
C. a demand forecast.
D. an inventory calculation.
E. recruitment schedules.

Demand forecasts determine how many and what type of people are needed. Demand forecasts are derived from organizational plans.

43.
(p. 158)
During the planning process, human resource managers do which of the following?
A. Demand forecasts
B. Internal recruiting
C. Outplacement
D. Training and development
E. Environmental scanning

According to Figure 7.1, human resources planning consists of demand forecasts, internal and external labor supply forecasts and job analysis.

44. *(p. 158)* The estimate an organization makes regarding the number and quality of its current employees and the availability of workers externally is called a(n)

A. demand forecast.
B. job analysis.
C. environmental scan.
D. availability analysis.
E. labor supply forecast.

In performing a labor supply forecast, the organization estimates the number and quality of its current employees and the available external supply of workers.

45. *(p. 160)* The skills, knowledge, abilities and other characteristics needed to perform a job are detailed in a

A. job description.
B. job selection.
C. job specification.
D. job profile.
E. job design.

46. *(p. 160)* _____ refers to the essential tasks, duties and responsibilities involved in performing a job.

A. A job specification
B. A job description
C. A job profile
D. A job appraisal
E. A job selection

47. *(p. 160)* Which two are included in a job analysis?

A. A job description and a job specification
B. A job description and a job appraisal
C. A job specification and a job profile
D. A job specification and a job appraisal
E. A job profile and a job design

Job analysis does two things; it clarifies both a job description and a job specification.

48. A tool for determining what is done on a given job and what should be done on that job is called a
(p. 160)
A. job description.
B. job analysis.
C. job specification.
D. job profile.
E. job design.

49. Recruitment is
(p. 160)
A. choosing an employee for a job.
B. developing a pool of applicants for a job.
C. selecting a group of applicants for employment.
D. determining the number of employees needed.
E. promoting from within.

50. An internal mechanism for promoting open job positions is
(p. 160)
A. job bidding.
B. job notification.
C. job posting.
D. job promotion.
E. job messaging.

Many companies that rely heavily on internal recruiting use a job-posting system, advertising open positions, typically on a bulletin board.

51. In changing from a rapidly growing, entrepreneurial organization to a mature business with more
(p. 160) stable growth, Dell went outside the organization to hire managers who better fit those needs. According to the text, they did this because
A. external candidates are more likely to enjoy working at Dell.
B. this prevents a demoralizing effect on employees.
C. this encourages current employees to continue their employment at Dell.
D. this provides a limited application applicant pool, which eases the selection process.
E. internal recruiting inhibits change.

An internal recruitment policy can inhibit a company that wants to change the nature or goals of the business by bringing in outside candidates.

52.   _____ activities increase the pool of candidates that might be selected for a job.

A. Recruitment
B. Job description
C. Mobilization
D. Job enlistment
E. Job enrollment

53.   A significant advantage associated with external recruiting is

A. that it brings in "new blood" to inspire innovation.
B. that it is the most cost-effective method.
C. that it limits the applicant pool, easing selection decisions.
D. that it motivates current employees.
E. draws more ethical people to the organization.

External recruiting brings in "new blood" and can inspire innovation.

54.   Which of these methods has been found to be the way most job positions get filled?

A. Want ads
B. Employee referrals
C. Private employment agencies
D. Unions
E. Drop-in applications

Surveys show word-of-mouth recommendations are the way most job positions get filled. Not only is this method relatively inexpensive, but employees also tend to know who will be a good fit with the company.

55.   Selection decisions concern

A. developing a pool of applicants.
B. which applicant to hire.
C. where to place new hires.
D. pay levels to achieve.
E. determining workers affected by a layoff.

56. Jules and Mimi both applied for a position with Brit Pharmaceuticals. After their interviews,
(p. 162) they "compared notes" and found that they had been asked the exact same questions! Their interviews
would be considered
A. controlled.
B. prearranged.
C. valid according to empirical tests but not content tests.
D. structured.
E. a fluke.

The structured interview is a selection technique that involves asking all applicants the same questions
and comparing their responses to a standardized set of answers.

57. Which of the following explores what candidates have actually done in the past?
(p. 162) A. Situational interview
B. Contingency interview
C. Behavioral description interview
D. Unstructured interview
E. None of the above

58. The selection technique that involves asking each applicant the same questions and comparing their
(p. 162) responses to a standardized set of answers is a(n)
A. structured interview.
B. unstructured interview.
C. termination interview.
D. behavioral description interview.
E. job analysis.

59. Personality tests are
(p. 162) A. illegal.
B. universally used.
C. hard to defend in court.
D. have no relationship with job satisfaction.
E. highly valid.

Employers have been hesitant to use personality tests for employee selection, largely because they are
hard to defend in court.

60.   Hammond University requires all applicants to their Masters of Business Administration Program to
(p. 163)   take the G.M.A.T. exam. This exam measures the test taker's aptitude for management by measuring
things like verbal comprehension, mathematical calculations and other necessary management skills.
This type of test is classified as a(n)

A. personality test.
B. performance test.
C. integrity test.
D. cognitive ability test.
E. background test.

Cognitive ability tests measure a range of intellectual abilities, including verbal comprehension
(vocabulary, reading) and numerical aptitude (mathematical calculations).

61.   Your roommate applied for a summer job as a bookkeeper for the county. As part of his employment
(p. 163)   screening, he was asked to take an exam that had general mathematical aptitude questions on it. This
type of selection test is referred to as a

A. performance test.
B. cognitive ability test.
C. validity test.
D. personality test.
E. certification test.

Cognitive ability tests measure a range of intellectual abilities, including verbal comprehension
(vocabulary, reading) and numerical aptitude (mathematical calculations).

62.   A test that measures a range of intellectual abilities, including verbal comprehension (vocabulary and
(p. 163)   reading) and numerical aptitude (mathematical calculations) is a(n)

A. personality test.
B. interest inventory test.
C. cognitive ability test.
D. mechanical dexterity test.
E. job analysis.

63. Your company is in the process of hiring a spokesperson to appear in your television and print ads to
(p. 163) promote your products. You are looking for someone with past experience as a spokesperson and have
required that all applicants bring a portfolio of past advertising appearances for you to review. This
requirement would be considered
A. discriminatory.
B. a personality test.
C. a performance test.
D. an integrity test.
E. to have low validity.

In a performance test, the test taker performs a sample of the job.

64. In a performance test, the test taker
(p. 163) **A.** performs some part of the job for which he or she has applied.
B. takes a paper-and-pencil honesty test.
C. is measured for general aptitude.
D. is evaluated for drug use.
E. completes a pre-and post-test.

65. _____ tests are used to assess a job candidate's honesty.
(p. 164) A. Character
B. Personality
C. Performance
D. Integrity
E. Morality

66. Marcel applied for a part-time job at a shoe store in the mall. Following his interview he was asked
(p. 164) to take a test on paper. One of the questions asked what he would do if he were to find a wallet full of
money along a deserted highway. This type of test would be described as a(n)
A. personality test.
B. validity test.
C. morality test.
D. integrity test.
E. cognitive ability test.

To assess job candidates' honesty, employers may administer integrity tests. Paper-and-pencil honesty
tests are recent instruments for measuring integrity. The tests include questions such as whether a
person has ever thought about stealing and whether he or she believes other people steal.

67.   A group of candidates participating in a variety of exercises, both in groups and individually, to
(p. 164) identify management potential is known as a(n)
   A. dimension test.
   B. integrity test.
   C. cognitive ability test.
   D. validity center.
   E. assessment center.

   A typical assessment center consists of 10 to 12 candidates who participate in a variety of exercises
   or situations; some of the exercises involve group interactions, and others are performed individually.
   Each exercise taps a number of critical managerial dimensions, such as leadership, decision-making
   skills, and communication ability.

68.   Validity refers to
(p. 164) A. the qualifications needed for the job.
   B. the qualifications of a job candidate.
   C. assessment of the accuracy of the selection test.
   D. whether a test is legally admissible in court.
   E. the consistency of test scores over time.

69.   Criterion-related validity refers to the degree that employment test activities are
(p. 164) **A.** correlated with job performance.
   B. capable of reducing initial job stress.
   C. redundant.
   D. indicative of future promotion capabilities.
   E. related to empirical validity.

   Criterion-related validity refers to the degree to which a test actually predicts or correlates with job
   performance.

70.   Outplacement is
(p. 165) A. recruiting from external sources.
   B. hiring from external applicants.
   C. illegal under the WARN Act of 1989.
   D. dismissing people from the company.
   E. helping displaced workers find other employment.

71. The degree to which test scores are consistent over time and across measurements is known as
(p. 164)
A. integrity.
B. reliability.
C. factuality.
D. content validity.
E. criterion-related validity.

72. The process of helping people who have been dismissed from the company to gain employment
(p. 165) elsewhere is known as
A. exit interviewing.
B. outplacement.
C. employment-at-will.
D. content validity.
E. downsizing.

73. A large soda bottling company laid off five percent of its workers. As part of the layoff, the workers
(p. 165) were offered assistance with preparing a resume and were given job search training. In addition, the
workers' benefits were extended for a one-month period beyond their last date of employment. These
efforts are
A. a non-taxable expense.
B. increasing the fears of non-affected employees.
C. referred to as outplacement services.
D. known as exit benefits.
E. known as employee redevelopment.

Employers can help terminated employees by offering outplacement, the process of helping people
who have been dismissed from the company to regain employment elsewhere.

74. The concept of employment-at-will
(p. 165)
A. has yet to be utilized effectively in this country.
B. is considered the largest threat to organized labor since 1935.
C. appears to be eroding as courts find exceptions to the concept.
D. is a progressive discipline policy intended to protect specific minority groups.
E. has yet to be tested in the court system.

Since the mid-1970s, courts in most states have made exceptions to the employment-at-will doctrine
based on public policy. Exceptions include prohibition of firing due to refusing to break the law,
taking time off for jury duty, and whistle-blowing.

75.   The legal concept that an employee may be terminated for any reason is known as
(p. 165)   A. plausible termination.
B. employment-at-will.
C. downsizing.
D. outplacement.
E. terminal validity.

76.   The termination interview
(p. 165)   A. is usually easier than a selection interview since both participants know each other.
B. should be conducted by the immediate superior.
C. should be conducted away from company premises for security purposes.
D. must not be put in writing in order to avoid a lawsuit.
E. should allow time for a lengthy question and answer period.

Most experts believe that the immediate superior should deliver the bad news to employees.

77.   Which of the following acts prohibits discrimination based on race, sex, color, national origin and
(p. 167)   religion?
A. The Fair Labor Standards Act of 1938
B. The Immigration Act of 1990
C. The Equal Pay Act (1963)
D. The Americans with Disabilities Act (1990)
E. The Civil Rights Act of 1964

Laws aimed at protecting employees from discrimination include the 1964 Civil Rights Act, which prohibits discrimination in employment based on race, sex, color, national origin, and religion. Title VII of the act specifically forbids discrimination in such employment practices as recruitment, hiring, discharge, promotion, compensation, and access to training.

78. *(p. 167)* The Americans with Disabilities Act, passed in 1990, prohibits
A. workplace modifications to facilitate disabled employees.
B. hiring people with contagious diseases like AIDS.
C. employing people addicted to drugs or alcohol.
D. employment discrimination against people with disabilities.
E. all of the above

The Americans with Disabilities Act prohibits employment discrimination against people with disabilities. Recovering alcoholics and drug abusers, cancer patients in remission, and AIDS patients are covered by this legislation.

79. *(p. 167)* According to the Age Discrimination Act, discrimination is prohibited against people aged
A. 60 and over.
B. 55-70.
C. 55 and over.
D. 40-65.
E. 40 and over.

The Age Discrimination in Employment Act of 1967 and its amendments in 1978 and 1986 prohibit discrimination against people age 40 and over. One reason for this legislation was the practice of dismissing older workers to replace them with younger workers earning lower pay.

80. *(p. 166)* The Equal Pay Act of 1963 prohibits unequal pay based on
A. gender.
B. age.
C. employment classification.
D. merit.
E. race or ethnicity.

The Equal Pay Act (1963) prohibits gender-based pay discrimination between two jobs substantially similar in skill, effort, responsibility, and working conditions.

81. *(p. 167)* Adverse impact refers to the disproportionately negative effect
A. of disciplining a troublesome employee.
B. of firing an employee without cause.
C. of an employment practice upon a protected group.
D. on workers forced to work with chemical abusers.
E. of being forced to hire based on quotas.

82.
(p. 168) Teaching lower-level employees how to perform their present job is referred to as
A. training.
B. development.
C. performance appraisal.
D. performance counseling.
E. workplace education.

83.
(p. 168) An analysis identifying the jobs, people and departments for which training is necessary is a(n)
A. development.
B. performance appraisal.
C. outplacement.
D. needs assessment.
E. programming.

84.
(p. 168) Training designed to introduce new employees to their jobs and the company, and to familiarize them with policies, procedures, culture and the like is known as
A. diversity training.
B. team training.
C. orientation training.
D. performance training.
E. needs assessment.

85.
(p. 168) Development differs from training in that
A. development is more expensive.
B. development is less cost-effective.
C. training focuses on past performance.
D. development focuses on managers and professional employees.
E. training focuses on future capabilities.

Training sometimes is distinguished from development. Training usually refers to teaching lower level employees how to perform their present jobs, while development involves teaching managers and professional employees broader skills needed for their present and future jobs.

86. Training should consist of four distinct stages or decisions. They are
(p. 168)
A. goal-setting, selection, performance measurement, training method.
B. pre-test, training, post-test, evaluating.
C. needs assessment, designs, method determination, evaluation of results.
D. method selection, evaluation of results, forecasting, training.
E. goal setting, training method, performance measurement, training.

Phase one of training usually starts with a needs assessment, phase two involves the design of training programs, phase three involves decisions about the training methods and location, and phase four of training should evaluate the program's effectiveness.

87. _____ training is typically used to familiarize new employees with their new jobs, work
(p. 168)
units and the organization in general.
A. Orientation
B. Diversity
C. Team
D. Organization
E. Competitive

88. Training that provides employees with the skills and perspectives they need to collaborate with others
(p. 168)
is known as
A. orientation training.
B. team training.
C. group training.
D. diversity training.
E. needs training.

89. Programs that focus on identifying and reducing hidden biases against people with differences and
(p. 168)
developing the skills needed to manage a diversified workforce is known as
A. ethnicity training.
B. team training.
C. group training.
D. diversity training.
E. needs training.

90.
(p. 170) Compared to other types of appraisals, _____ appraisals tend to be more objective and can focus on data such as sales or profits.
A. comparative
B. behavioral
C. trait
D. results
E. industry

Results appraisals tend to be more objective and can focus on production data such as sales volume (for a salesperson), units produced (for a line worker), or profits (for a manager).

91.
(p. 170) Behavioral appraisals are superior to trait appraisals because behavioral appraisals
A. are less ambiguous.
B. are less expensive.
C. do not require a consultant.
D. focus on nonspecific behaviors.
E. all of the above

Behavioral appraisals, while still subjective, focus on observable aspects of performance. They use scales describing specific, prescribed behaviors, which can help ensure that all parties understand what the ratings are really measuring. Because they are less ambiguous, they also can provide useful feedback.

92.
(p. 169-170) Which process has both administrative functions to provide information for salary and promotional decisions, and developmental functions to provide insight for training or other improvement decisions?
A. Reward system
B. Outplacement
C. Recruitment
D. Selection
E. Performance appraisal

Performance appraisal has two basic, equally important purposes: administrative, as it provides managers with the information they need to make salary, promotion, and dismissal decisions, and developmental, as the information gathered can be used to identify and plan the additional training, experience, or other improvement that employees require.

93. Which of the following is an appropriate guideline to follow when conducting performance appraisals
(p. 172) with an underperforming employee?
A. For legal reasons, avoid documenting the process.
B. Summarize the employee's performance with generalizations.
C. Describe detailed expectations and standards.
D. Avoid getting into discussion of solutions to any problems.
E. Do not be concerned if employees react by being extremely upset or violent.

Guidelines for conducting a performance appraisal with an employee is performing below acceptable standards include summarizing the employee's specific performance, describing the expectations and standards with specifics, discussing solutions to the problem, documenting the meeting, and having supervisors to contact HR staff and executives immediately about any employee who seems overly upset or potentially violent.

94. _____ are the traditional source of appraisal information because they are often best
(p. 171) positioned to observe an employee's performance.
A. Peers
B. Subordinates
C. Self-appraisals
D. Team members
E. Managers and supervisors

Managers and supervisors are the traditional source of appraisal information because they are often best positioned to observe an employee's performance.

95. Which of the following is an external factor that affects the wage mix?
(p. 173) A. worth of job
B. legal requirements
C. employee's relative worth
D. compensation policy of organization
E. employer's ability to pay

The wage mix is influenced by a variety of factors including internal factors (the organization's compensation policy, the worth of each job, the employee's relative worth, and the employer's ability to pay) and external factors (conditions of the labor market, area wage rates, the cost of living, the use of collective bargaining, and legal requirements).

96.   Incentive plans are devised to
(p. 173)   A. save employers money.
    B. encourage and motivate employees to be more productive.
    C. help employees get along better with one another.
    D. decrease employee performance.
    E. all of the above

Various incentive systems have been devised to motivate employees to be more productive.

97.   The most common type of incentive plan, which compares a worker's performance against an
(p. 173)   objective standard with pay determined by his or her own performance, is known as
    A. a profit-sharing plan.
    B. a stock plan.
    C. a gainsharing plan.
    D. an individual plan.
    E. a particularized plan.

The most common incentive systems are individual incentive plans, which compare a worker's performance against an objective standard, with pay determined by the employee's performance.

98.   Which of the following benefits is required by law?
(p. 175)   **A.** Workers' compensation.
    B. Health insurance.
    C. Pension plan.
    D. Cafeteria benefit program.
    E. All of the above are required by law.

Employee benefit plans are subject to regulation. The three basic benefits required by law are workers' compensation, Social Security, and unemployment insurance.

99. Under cafeteria benefit plans
(p. 175)
   A. employees are provided a healthy and affordable meal.
   B. employers are closely inspected for health and safety hazards.
   C. employees select the benefits which they prefer.
   D. employers can realize significant cost savings.
   E. employees are covered for injuries on the job.

Under cafeteria benefit plans, employees choose from a menu of options to create a benefit package tailored to their needs.

100. The principle of equal pay for different jobs of equal value is called
(p. 176)
   A. cafeteria pay.
   B. equal benefits.
   C. disparate impact.
   D. comparable worth.
   E. analogous worth.

101. The Pregnancy Discrimination Act of 1978 states that pregnancy is a
(p. 176)
   A. woman's choice.
   B. private matter.
   C. disability.
   D. compensable factor.
   E. criterion for continued employment.

The Pregnancy Discrimination Act of 1978 states that pregnancy is a disability and qualifies a woman to receive the same benefits that she would with any other disability.

102. The legislation which requires employers to pursue workplace safety is the
(p. 176)
   A. Workplace Safety Act.
   B. Occupational Safety and Health Act of 1970.
   C. ERISA.
   D. Civil Rights Act of 1963.
   E. Pregnancy Discrimination Act.

The Occupational Safety and Health Act (OSHA) of 1970 requires employers to pursue workplace safety. Employers must maintain records of injuries and deaths caused by workplace accidents and submit to on-site inspections.

103. The National Labor Relations Act of 1935
A. declared unions illegal.
B. established right-to-work states.
C. declared that management practices should be free of government interference.
D. declared unions legal.
E. protected employers' free speech rights.

Passed in 1935, the National Labor Relations Act (also called the Wagner Act) ushered in an era of rapid unionization by declaring labor organizations legal, establishing five unfair employer labor practices, and creating the National Labor Relations Board (NLRB).

AACSB: Analytic
Bateman - Chapter 07 #103
Blooms: Comprehension
Learning Objective: 07-07 Summarize how unions and labor laws influence human resources management.
Level of Difficulty: Medium
Topic: Labor Relations

104. Collective bargaining commonly establishes
A. wages, hours and working conditions.
B. a grievance procedure.
C. order of layoffs.
D. job bidding.
E. all of the above

Certain clauses are common in a collective bargaining agreement, including wages, hours and working conditions, job bidding, order of layoffs, and grievance procedures.

AACSB: Analytic
Bateman - Chapter 07 #104
Blooms: Comprehension
Learning Objective: 07-07 Summarize how unions and labor laws influence human resources management.
Level of Difficulty: Medium
Topic: Labor Relations

105. The use of a neutral third party to resolve a labor dispute is known as
A. right-to-work.
B. mediation.
C. conciliation.
D. arbitration.
E. negotiation.

AACSB: Analytic
Bateman - Chapter 07 #105
Blooms: Knowledge
Learning Objective: 07-07 Summarize how unions and labor laws influence human resources management.
Level of Difficulty: Easy
Topic: Labor Relations

106. Legislation that allows employees to work without having to join a union is known as
A. a union shop.
B. right-to-work.
C. arbitration.
D. an anti-labor statute.
E. a union decree.

AACSB: Analytic
Bateman - Chapter 07 #106
Blooms: Knowledge
Learning Objective: 07-07 Summarize how unions and labor laws influence human resources management.
Level of Difficulty: Easy
Topic: Labor Relations

107.
(p. 156)
How are human resources related to competitive advantage? By what criteria can the strategic impact of human resources be judged?

Answers will vary.

108.
(p. 160-167)
What are the three activities that make up the staffing function? What are the main activities involved in each activity?

Answers will vary.

109.
(p. 161-162)
Discuss the different types of interviews. What are the characteristics, advantages and disadvantages of each?

Answers will vary.

110.
(p. 164)
Compare and contrast reliability and validity. Give an example of reliability and of each type of validity. How are they used in the selection process?

Answers will vary.

111.
(p. 170-171)
Discuss management by objectives. How is it used? What are its advantages and disadvantages? Give an example of a good objective for this purpose.

Answers will vary.

112.　Compare and contrast the three types of decisions that are crucial for designing an effective pay
(p. 173)　plan.

Answers will vary.

Scenario A. Kleen Kars is a fast-growing organization that performs auto detailing off-site, typically
at customers' homes or workplaces. Earlier this year, the HR department set about comparing the
amount and type of employees the company expected to have with what they predicted would be
needed to support the desired growth, and determined how to achieve this. They determined they
would need to hire six more mobile detailers for this market at this time, and try to retain those that
were currently employed. Earlier this quarter, they began to implement their recommendations by
beginning a recruitment program and revising the pay system. Now the HR department is beginning a
formal process to evaluate how well the recruiting and retention has been going, and whether the staff
levels are now appropriate.

113.　When the HR department evaluated the amount and type of employees that should be hired, which
(p. 157-160)　stage of the HR planning process were they in?
A. Scanning
B. Programming
C. Planning
D. Screening
E. Delivery

The HR planning process occurs in three stages, shown in Figure 7.1. The first is planning. To ensure
that the right number and types of people are available, HR managers must know the organization's
business plans, where the company is headed, in what businesses it plans to be, what future growth is
expected, and so forth.

114.　When the HR department implements activities such as recruitment and pay system revisions, which
(p. 157-160)　stage of the HR planning process were they in?
A. Implementation
B. Execution
C. Delivery
D. Effecting
E. Programming

The HR planning process occurs in three stages, shown in Figure 7.1. The second is programming.
The organization implements specific human resources activities, such as recruitment, training, and
pay systems.

115. When the HR department examines the results of activities such as recruitment and retention to
(p. 157-160) support Kleen Kar's organizational goals, which stage of the HR planning process were they in?
A. Evaluation
B. Appraisal
C. Examination
D. Control
E. Programming

The HR planning process occurs in three stages, shown in Figure 7.1. The third is evaluating. Human
resources activities are evaluated to determine whether they are producing the results needed to
contribute to the organization's business plans.

Scenario B. Suppose you have interviewed for a job with a local manufacturing firm. You know that
you meet all the minimum requirements for the job and so you are not surprised when you receive a
formal job offer from the company. However, two days later, the Human Resource Director for the
company calls to tell you that they are rescinding the job offer. When you ask why they are taking this
action, you are told that the manager you were going to be working for does not believe that women
should work in a manufacturing environment. The HR Director tells you that it's nothing personal and
wishes you well in your career.

116. Which of the following laws should the company be concerned about having violated in this situation?
(p. 166-167)

A. Age Discrimination in Employment Act
B. WARN Act
C. Fair Labor Standards Act
D. Americans with Disabilities Act
E. Title VII of the Civil Rights Act of 1964

The 1964 Civil Rights Act, which prohibits discrimination in employment based on race, sex,
color, national origin, and religion. Title VII of the act specifically forbids discrimination in such
employment practices as recruitment, hiring, discharge, promotion, compensation, and access to
training.

117. The law which is of most concern in this scenario is enforced by
(p. 166-167) **A.** the EEOC.
B. local courts.
C. state courts.
D. the National Labor Relations Board.
E. the FTC.

According to Table 7.1, Title VII of the Civil Rights Act is enforced by the EEOC.

118.　Which of the following statements is TRUE regarding the scenario as described above?
(p. 167)
A. Given the available information, the company is guilty of affirmative action.
B. The company is not guilty of discrimination.
C. Given the available information, the company is guilty of adverse impact.
D. The company is acting in a completely legal manner.
E. The WARN Act was being violated.

One common reason employers are sued for discrimination is adverse impact, when a seemingly neutral employment practice has a disproportionately negative effect on a group protected by the Civil Rights Act.

Scenario C. You have met with your supervisor for your annual performance appraisal meeting. It has not gone well because you feel the meeting was handled inappropriately. You were told your work was "okay but done with a bad attitude." When asked what you need to improve, you were told to "Do better. Work harder." Your supervisor did not take notes and did not allow you to take notes in the meeting. You left the meeting with no resolution to the problem and no agreement on when to discuss this again.

119.　When your supervisor gives you the feedback that your work was "okay but done with a bad attitude,"
(p. 172) which of the following recommendations for employee feedback was most likely violated?
A. Determine the causes for the low performance.
B. Describe specifically the expectations and standards for job performance.
C. Document discussions of employee feedback.
D. Agree to a solution and a timetable for improvement.
E. Summarize the employee's specific performance.

One recommendation for giving feedback to employees that are underperforming is to summarize the employee's specific performance. Describe the performance in behavioral or outcome terms, such as sales or absenteeism. Don't say the employee has a poor attitude; rather, explain which employee behaviors indicate a poor attitude.

120.　When your supervisor says that to improve you need to "Do better. Work harder," which of the
(p. 172) following recommendations for employee feedback was most likely violated?
A. Determine the causes for the low performance.
B. Describe specifically the expectations and standards for job performance.
C. Document discussions of employee feedback.
D. Agree to a solution and a timetable for improvement.
E. Summarize the employee's specific performance.

One recommendation for giving feedback to employees that are underperforming is to describe the expectations and standards, and be specific.

121. When the meeting ends with no resolution to the problem and no follow-up set, which of the
(p. 172) following recommendations for employee feedback was most likely violated?
A. Determine the causes for the low performance.
B. Describe specifically the expectations and standards for job performance.
C. Document discussions of employee feedback.
D. Agree to a solution and a timetable for improvement.
E. Summarize the employee's specific performance.

Recommendations for giving feedback to employees that are underperforming include agreeing to
a solution and agreeing to a timetable for improvement. As a supervisor, you have input into the
solution. Raise issues and questions, but also provide support.

Scenario D. Your company's attorney, Cooper Johnson, has come to you with a list of problems
occurring in the Human Resources area of your organization. He gives you the following three-
statement report of the probable violations:
1. The men in the organization are paid an average of ten percent more than the women in the same
jobs with the same performance levels.
2. Several women in clerical positions report that after announcing they were pregnant, they were
taken off the company's health care plan and encouraged to quit. (Men with medical conditions were
kept on the health care plan with no hints at quitting.)
3. Several employees who qualify are not being paid overtime rates.

122. In statement 1 noted above, which of the following laws is the organization most likely violating?
(p. 176) A. Americans with Disabilities Act
B. Pregnancy Discrimination Act
C. Family and Medical Leave Act
D. Fair Labor Standards Act
E. Equal Pay Act

The Equal Pay Act (EPA) of 1963 prohibits unequal pay for men and women who perform equal
work. Equal work means jobs that require equal skill, effort, and responsibility and are performed
under similar working conditions.

123. In statement 3 noted above, which of the following laws is the organization most likely violating?
(p. 176)
A. Americans with Disabilities Act
B. Pregnancy Discrimination Act
C. Family and Medical Leave Act
D. Fair Labor Standards Act
E. Equal Pay Act

The FLSA, which distinguishes between exempt and nonexempt employees also sets minimum wage, maximum hour, and child labor provisions.

124. In statement 2 noted above, which of the following laws is the organization most likely violating?
(p. 176)
A. Americans with Disabilities Act
B. Pregnancy Discrimination Act
C. Family and Medical Leave Act
D. Fair Labor Standards Act
E. Equal Pay Act

The Pregnancy Discrimination Act of 1978 states that pregnancy is a disability and qualifies a woman to receive the same benefits that she would with any other disability.

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