1

*Student: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

|  |  |
| --- | --- |
| 1. | When an organization is really concerned about people, its total philosophy, culture, and orientation will reflect this belief.    True    False |

|  |  |
| --- | --- |
| 2. | During the Industrial Revolution, a new kind of employee emerged—a boss who wasn't the owner.    True    False |

|  |  |
| --- | --- |
| 3. | Welfare secretaries bridged the gap between labor and the government.    True    False |

|  |  |
| --- | --- |
| 4. | A series of experiments conducted at the Hawthorne facility of Western Electric, the Hawthorne Studies, was completed in order to determine the effect of illumination on workers and their output.    True    False |

|  |  |
| --- | --- |
| 5. | Without managerial participation in HRM activities and programs, a company is likely to have major human resource problems.    True    False |

|  |  |
| --- | --- |
| 6. | A study found that a 1 standard deviation improvement in human resource practices was associated with a $41,000 increase in shareholder wealth per employee.    True    False |

|  |  |
| --- | --- |
| 7. | For employees to be productive, they do not necessarily need to feel that the job is right for their abilities but must feel that they are being treated equitably.    True    False |

|  |  |
| --- | --- |
| 8. | For employees to be productive, they must feel that the job is right for their abilities and that they are being treated equitably.    True    False |

|  |  |
| --- | --- |
| 9. | Satisfied employees are automatically more productive.    True    False |

|  |  |
| --- | --- |
| 10. | Both satisfied and unsatisfied employees may perform equally in quantitative terms, such as processing the same number of insurance claims per hour.    True    False |

|  |  |
| --- | --- |
| 11. | Ethical principles should apply to all HRM activities.    True    False |

|  |  |
| --- | --- |
| 12. | A decreased sense of empowerment is emphasized in firms using a learning framework.    True    False |

|  |  |
| --- | --- |
| 13. | If improperly managed, the effectiveness of human resources declines less quickly than other resources.    True    False |

|  |  |
| --- | --- |
| 14. | Outsourcing of HRM functions is likely to be discontinued as decision makers search for ways to improve the financial and operating performance of firms.    True    False |

|  |  |
| --- | --- |
| 15. | A line person typically supports the primary functions of a company, such as marketing and production, by providing advice, counsel, and information.    True    False |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 16. | All of the following terms have been used to describe the HR function except:      |  |  | | --- | --- | | A. | Human resource management |  |  |  | | --- | --- | | B. | Personnel |  |  |  | | --- | --- | | C. | Industrial relations |  |  |  | | --- | --- | | D. | Trade relations | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 17. | The history of HRM can be traced to England, where craftspeople organized themselves into \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | guilds |  |  |  | | --- | --- | | B. | shires |  |  |  | | --- | --- | | C. | trades |  |  |  | | --- | --- | | D. | unions | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 18. | Effective HRM focuses on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rather than record keeping, written procedure, or rules.      |  |  | | --- | --- | | A. | action |  |  |  | | --- | --- | | B. | intuition |  |  |  | | --- | --- | | C. | experience |  |  |  | | --- | --- | | D. | precedent | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 19. | The HRM unit is should be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | future-oriented |  |  |  | | --- | --- | | B. | people-oriented |  |  |  | | --- | --- | | C. | global-oriented |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 20. | Scientific management and welfare work are two concurrent human resource approaches that began in the 19th century and, along with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, merged during the era of the world wars.      |  |  | | --- | --- | | A. | labor relations |  |  |  | | --- | --- | | B. | unionism |  |  |  | | --- | --- | | C. | industrial psychology |  |  |  | | --- | --- | | D. | the Big Five theory | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 21. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has been summarized as science, not rules of thumb; harmony, not discord; cooperation, not individualism; and maximum output, not restricted output.      |  |  | | --- | --- | | A. | Industrial psychology |  |  |  | | --- | --- | | B. | Human resource management |  |  |  | | --- | --- | | C. | Scientific management |  |  |  | | --- | --- | | D. | The Industrial Revolution | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 22. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ focus(es) on the maximum well-being of the worker.      |  |  | | --- | --- | | A. | Industrial psychology |  |  |  | | --- | --- | | B. | Human resource management |  |  |  | | --- | --- | | C. | Scientific management |  |  |  | | --- | --- | | D. | All management theories | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 23. | The maximum well being of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ was the focus of industrial psychology.      |  |  | | --- | --- | | A. | the company |  |  |  | | --- | --- | | B. | the worker |  |  |  | | --- | --- | | C. | production |  |  |  | | --- | --- | | D. | management | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 24. | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in his book, Psychology and Industrial Efficiency, initiated the field of industrial psychology.      |  |  | | --- | --- | | A. | Fritz Roelthisberger |  |  |  | | --- | --- | | B. | Elton Mayo |  |  |  | | --- | --- | | C. | Hugo Munsterberg |  |  |  | | --- | --- | | D. | Frederick W. Taylor | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 25. | The Hawthorne studies pointed out \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the effects of illumination on workers and their output |  |  |  | | --- | --- | | B. | the importance of the social interaction and work group on output and satisfaction |  |  |  | | --- | --- | | C. | the positive impact of scientific management |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 26. | Until the 1960s, the personnel was considered to be concerned only with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ employees.      |  |  | | --- | --- | | A. | union |  |  |  | | --- | --- | | B. | white-collar |  |  |  | | --- | --- | | C. | blue-collar |  |  |  | | --- | --- | | D. | management | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 27. | \_\_\_\_\_\_\_\_ characterized "personnel management" as "partly a file clerk's job, partly a housekeeping job, partly a social worker's job, and partly firefighting, heading off union trouble."      |  |  | | --- | --- | | A. | Elton Mayo |  |  |  | | --- | --- | | B. | Peter Drucker |  |  |  | | --- | --- | | C. | Hugo Munsterberg |  |  |  | | --- | --- | | D. | Jack Walsh | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 28. | All of the following are key concepts that should be applied by HRM except:      |  |  | | --- | --- | | A. | Analyzing and solving problems from a profit-oriented point of view. |  |  |  | | --- | --- | | B. | Assessing costs or benefits of recruitment and training. |  |  |  | | --- | --- | | C. | Using planning models that include realistic, challenging, specific, and meaningful goals. |  |  |  | | --- | --- | | D. | Emphasizing the strategic importance of expendable employees. | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 29. | Which of the following are associated with the "traditional" view of HRM?      |  |  | | --- | --- | | A. | Short-term results |  |  |  | | --- | --- | | B. | Flexibility |  |  |  | | --- | --- | | C. | People development |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 30. | Which of the following are not associated with the "traditional" view of HRM?      |  |  | | --- | --- | | A. | Participative Culture |  |  |  | | --- | --- | | B. | Flexibility |  |  |  | | --- | --- | | C. | People development |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 31. | All of the following contributed to the era of HRM accountability except:      |  |  | | --- | --- | | A. | Widespread downsizing. |  |  |  | | --- | --- | | B. | A surplus of skilled workers. |  |  |  | | --- | --- | | C. | An increasingly complex and competitive world. |  |  |  | | --- | --- | | D. | An increasingly diverse workforce. | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 32. | HRM and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ must work together to achieve the level of organizational effectiveness required to compete locally and internationally.      |  |  | | --- | --- | | A. | marketing |  |  |  | | --- | --- | | B. | distribution |  |  |  | | --- | --- | | C. | manufacturing |  |  |  | | --- | --- | | D. | every other function | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 33. | The text identifies three elements that are needed for firms to be effective. Which of the following were included in these elements?      |  |  | | --- | --- | | A. | HRM |  |  |  | | --- | --- | | B. | Mission and Strategy |  |  |  | | --- | --- | | C. | Organizational Structure |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 34. | One problem in making strategic planning decisions regarding people is that all other resources are evaluated in terms of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and, in most organizations, people are not.      |  |  | | --- | --- | | A. | market share |  |  |  | | --- | --- | | B. | life cycle |  |  |  | | --- | --- | | C. | money |  |  |  | | --- | --- | | D. | productivity | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 35. | Evidence has shown that implementing high performance management practices results in all of the following except:      |  |  | | --- | --- | | A. | Profitability gains. |  |  |  | | --- | --- | | B. | Stock price increases. |  |  |  | | --- | --- | | C. | Higher company survival rates. |  |  |  | | --- | --- | | D. | A resurgence of creativity. | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 36. | There is now evidence that an increase in the use of "people first" practices results in all of the following except:      |  |  | | --- | --- | | A. | A decrease in turnover |  |  |  | | --- | --- | | B. | Lower productivity |  |  |  | | --- | --- | | C. | Higher profits |  |  |  | | --- | --- | | D. | Higher sales | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 37. | The contributions HRM makes to organizational effectiveness include which of the following?      |  |  | | --- | --- | | A. | Communicating HRM policies to all employees. |  |  |  | | --- | --- | | B. | Helping to maintain ethical policies and socially responsible behavior. |  |  |  | | --- | --- | | C. | Managing increased urgency and faster cycle time. |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 38. | A number of studies have found that implementing high performance management practices results in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | profitability gains |  |  |  | | --- | --- | | B. | higher company survival rate |  |  |  | | --- | --- | | C. | increased overall costs |  |  |  | | --- | --- | | D. | Both A and B are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 39. | To prepare for Generation Y employees, managers should consider providing more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ praise.      |  |  | | --- | --- | | A. | public |  |  |  | | --- | --- | | B. | written |  |  |  | | --- | --- | | C. | sincere |  |  |  | | --- | --- | | D. | specific | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 40. | To improve performance, people must see \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the rewards that are given.      |  |  | | --- | --- | | A. | potential |  |  |  | | --- | --- | | B. | consistency |  |  |  | | --- | --- | | C. | justice |  |  |  | | --- | --- | | D. | seniority | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 41. | Employees born between 1980 and 2000 make up \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Generation J |  |  |  | | --- | --- | | B. | Generation X |  |  |  | | --- | --- | | C. | Generation Y |  |  |  | | --- | --- | | D. | Generation Z | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 42. | Employees born between 1965 and 1979 make up \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the baby boomers |  |  |  | | --- | --- | | B. | Generation X |  |  |  | | --- | --- | | C. | Generation Y |  |  |  | | --- | --- | | D. | Generation Z | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 43. | A sound quality of work life program assumes that a job and the work environment should be structured to meet as many of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ needs as possible.      |  |  | | --- | --- | | A. | company's |  |  |  | | --- | --- | | B. | stockholders' |  |  |  | | --- | --- | | C. | worker's |  |  |  | | --- | --- | | D. | consumers' | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. | Which of the following statements concerning employee job satisfaction is false?      |  |  | | --- | --- | | A. | Satisfied employees are not automatically more productive. |  |  |  | | --- | --- | | B. | Satisfied employees always perform better on quantitative measures. |  |  |  | | --- | --- | | C. | Unsatisfied employees are absent more often than satisfied employees. |  |  |  | | --- | --- | | D. | Unsatisfied employees quit more often than satisfied employees. | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. | Organizational inefficiencies result in all of the following except:      |  |  | | --- | --- | | A. | Poor productivity |  |  |  | | --- | --- | | B. | Spiraling benefits costs |  |  |  | | --- | --- | | C. | Better quality |  |  |  | | --- | --- | | D. | Dissatisfied workers | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 46. | QWL refers to which of the following?      |  |  | | --- | --- | | A. | Quality of Work Life |  |  |  | | --- | --- | | B. | Quality of Work Levels |  |  |  | | --- | --- | | C. | Quantity of Work Levels |  |  |  | | --- | --- | | D. | Qualitative Worker Leasing | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 47. | In comparison to satisfied employees, unsatisfied employees tend to \_\_\_\_\_\_\_\_\_\_\_ work outputs.      |  |  | | --- | --- | | A. | produce lower quantity |  |  |  | | --- | --- | | B. | produce lower quality |  |  |  | | --- | --- | | C. | produce variable |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 48. | The human resource manager plays an important role in showing by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that each employee is important and will be treated ethically.      |  |  | | --- | --- | | A. | example |  |  |  | | --- | --- | | B. | demand |  |  |  | | --- | --- | | C. | decree |  |  |  | | --- | --- | | D. | persuasion | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 49. | A key area within the organizational learning framework is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | organizational humanization |  |  |  | | --- | --- | | B. | leadership behavior |  |  |  | | --- | --- | | C. | job enlargement |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 50. | \_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of recruiting, developing and retaining top employee talent.      |  |  | | --- | --- | | A. | Talent management |  |  |  | | --- | --- | | B. | Employee development |  |  |  | | --- | --- | | C. | Talent maximization |  |  |  | | --- | --- | | D. | Employee maximization | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 51. | Nearly all new trends in telecommuting, outsourcing of HRM practices, family medical leave, child care, and relocation assistance can be traced to the emergence of new lifestyles and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | an aging population |  |  |  | | --- | --- | | B. | an influx of immigrants |  |  |  | | --- | --- | | C. | rising wages |  |  |  | | --- | --- | | D. | a decrease in available workers | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 52. | Frameworks for cycle time reduction focus on effective management of \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | products |  |  |  | | --- | --- | | B. | services |  |  |  | | --- | --- | | C. | human resources |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 53. | Effective HR departments set specific, measurable objectives to be accomplished within \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ time limits.      |  |  | | --- | --- | | A. | unspecified |  |  |  | | --- | --- | | B. | the shortest possible |  |  |  | | --- | --- | | C. | specified |  |  |  | | --- | --- | | D. | flexible | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 54. | The term operating managers would typically apply to which of the following?      |  |  | | --- | --- | | A. | Operations clerk |  |  |  | | --- | --- | | B. | VP of Human Resources |  |  |  | | --- | --- | | C. | Production supervisor |  |  |  | | --- | --- | | D. | Both A and C | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 55. | As organizations look for ways to improve performance, the decision to outsource some, all, or none of the HRM activities is being made with \_\_\_\_\_\_\_\_ empirical support.      |  |  | | --- | --- | | A. | little |  |  |  | | --- | --- | | B. | moderate |  |  |  | | --- | --- | | C. | extensive |  |  |  | | --- | --- | | D. | no | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 56. | Motivations to outsource HRM activities include which of the following?      |  |  | | --- | --- | | A. | Reduction of costs |  |  |  | | --- | --- | | B. | Increased friability |  |  |  | | --- | --- | | C. | Elimination of "line staff conflict" |  |  |  | | --- | --- | | D. | Both A and B | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 57. | Within an organization which of the following would be typically considered to be a "staff" function?      |  |  | | --- | --- | | A. | Marketing |  |  |  | | --- | --- | | B. | Production |  |  |  | | --- | --- | | C. | HR |  |  |  | | --- | --- | | D. | Both A and C | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 58. | Conflict between HR employees and operating managers typically occur due to differing perspectives on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | profit orientation |  |  |  | | --- | --- | | B. | authority |  |  |  | | --- | --- | | C. | urgency |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 59. | A well-formulated HRM strategy will help aggregate and allocate a firm's resources into a unique entity on the basis of all of the following except:      |  |  | | --- | --- | | A. | Internal strengths and weaknesses |  |  |  | | --- | --- | | B. | The strength of local unions |  |  |  | | --- | --- | | C. | Changes in the environment |  |  |  | | --- | --- | | D. | Anticipated actions of competitors | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 60. | Because HR executives play an increasingly dominant role in strategic planning, they must now be familiar with:      |  |  | | --- | --- | | A. | Investments |  |  |  | | --- | --- | | B. | Advertising |  |  |  | | --- | --- | | C. | Production control |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 61. | According to one study, the national average ratio of HR specialist to employees is \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | 1 to 20 |  |  |  | | --- | --- | | B. | 1 to 50 |  |  |  | | --- | --- | | C. | 1 to 100 |  |  |  | | --- | --- | | D. | 1 to 200 | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 62. | A firm's HRM \_\_\_\_\_\_\_\_\_ the pattern or plan that integrates the major objectives, policies, and procedures into a cohesive whole.      |  |  | | --- | --- | | A. | map shows |  |  |  | | --- | --- | | B. | policy is |  |  |  | | --- | --- | | C. | strategy is |  |  |  | | --- | --- | | D. | table shows | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 63. | The \_\_\_\_\_\_\_\_\_\_\_\_\_\_ of an organization or department are the goals it seeks to achieve.      |  |  | | --- | --- | | A. | objectives |  |  |  | | --- | --- | | B. | purpose |  |  |  | | --- | --- | | C. | intent |  |  |  | | --- | --- | | D. | articles | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 64. | An organization makes an objective more specific by developing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | plans |  |  |  | | --- | --- | | B. | goals |  |  |  | | --- | --- | | C. | procedures |  |  |  | | --- | --- | | D. | policies | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 65. | A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a general guide that expresses limits within which action should occur.      |  |  | | --- | --- | | A. | policy |  |  |  | | --- | --- | | B. | procedure |  |  |  | | --- | --- | | C. | process |  |  |  | | --- | --- | | D. | practice | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 66. | Which of the following represent the appropriate sequence?      |  |  | | --- | --- | | A. | Objectives, Strategy, Procedures, Policies |  |  |  | | --- | --- | | B. | Objectives, Strategy, Policies, Procedures |  |  |  | | --- | --- | | C. | Strategy, Objectives, Policies, Procedures |  |  |  | | --- | --- | | D. | Strategy, Objectives, Procedures, Policies | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 67. | A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ tells a manager how to do a particular activity.      |  |  | | --- | --- | | A. | policy |  |  |  | | --- | --- | | B. | procedure |  |  |  | | --- | --- | | C. | process |  |  |  | | --- | --- | | D. | directive | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 68. | In large organizations, \_\_\_\_\_\_\_\_\_\_\_\_ are collected and put into manuals, usually called standard operating procedures (SOPs).      |  |  | | --- | --- | | A. | HRM policies |  |  |  | | --- | --- | | B. | HRM procedures |  |  |  | | --- | --- | | C. | HRM processes |  |  |  | | --- | --- | | D. | HRM guides | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 69. | An \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a specific direction to action.      |  |  | | --- | --- | | A. | HRM policy |  |  |  | | --- | --- | | B. | HRM procedure |  |  |  | | --- | --- | | C. | HRM process |  |  |  | | --- | --- | | D. | HRM practice | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 70. | The personnel commission at the federal level is called the:      |  |  | | --- | --- | | A. | Supreme Court |  |  |  | | --- | --- | | B. | Equal Employment Opportunity Commission |  |  |  | | --- | --- | | C. | U.S. Office of Personnel Management |  |  |  | | --- | --- | | D. | U.S. Civil Service Commission | |

|  |  |
| --- | --- |
| 71. | Name three benefits that companies attribute to telecommuting. |

|  |  |
| --- | --- |
| 72. | Human Resource Management (HRM) consists of numerous activities. Name at least five of them. |

|  |  |
| --- | --- |
| 73. | Name two factors that contributed to the development of personnel departments. |

|  |  |
| --- | --- |
| 74. | Despite the appeal that strategic HRM is important, many organizations have had a difficult time adopting a strategic perspective. List two reasons why this may be the case. |

|  |  |
| --- | --- |
| 75. | The HRM department must communicate to numerous groups. Discuss these groups. |

|  |  |
| --- | --- |
| 76. | In the past decade, there have been rapid, turbulent, and often strained developments in the relationship between employers and employees. Describe these developments and what do they mean to HR managers. |

|  |  |
| --- | --- |
| 77. | How does organizational learning relate to cycle time? |

|  |  |
| --- | --- |
| 78. | What is the primary reason that operating managers, such as supervisors, department heads, and vice presidents, are involved in HRM activities? |

|  |  |
| --- | --- |
| 79. | When is the conflict between HR employees and operating managers most pressing? |

|  |  |
| --- | --- |
| 80. | What is a firm's HRM strategy and why should a firm have one? |

|  |  |
| --- | --- |
| 81. | What are HRM policies and how are they helpful to management? |

|  |  |
| --- | --- |
| 82. | What are organizational objectives? |

|  |  |
| --- | --- |
| 83. | What is the relationship between HRM policies and Procedures? |

|  |  |
| --- | --- |
| 84. | Does the acronym SOP apply to HRM policies or procedures? |

|  |  |
| --- | --- |
| 85. | What may be a negative impact of having too many HRM policies and procedures? |

|  |  |
| --- | --- |
| 86. | Explain how action-oriented HRM differs from people-oriented HRM. |

|  |  |
| --- | --- |
| 87. | In 1995, an explosion and fire occurred at the Malden Mills plant in Lawrence, Massachusetts. The plant owner, Aaron Feuerstein, opted to pay 1400 displaced workers for three months while the plant was being rebuilt rather than pocket the insurance money, even though it cost him $15 million in personal funds. If you had been the owner, would you have made the same decision? Why or why not? |

|  |  |
| --- | --- |
| 88. | Many organizations have had a difficult time adopting a strategic perspective toward HRM. Why? |

|  |  |
| --- | --- |
| 89. | Identify five contributions that HRM makes to organizational effectiveness. Helping the organization reach its goals is an example. |

|  |  |
| --- | --- |
| 90. | Identify five HRM criteria or components that can be used to measure organizational effectiveness or ineffectiveness. Grievance rate is an example. |

1 Key

|  |  |
| --- | --- |
| 1. *(p. 4)* | When an organization is really concerned about people, its total philosophy, culture, and orientation will reflect this belief.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #1* |

|  |  |
| --- | --- |
| 2. *(p. 6)* | During the Industrial Revolution, a new kind of employee emerged—a boss who wasn't the owner.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #2* |

|  |  |
| --- | --- |
| 3. *(p. 7)* | Welfare secretaries bridged the gap between labor and the government.    **FALSE**  Welfare secretaries bridged the gap between labor and management. |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #3* |

|  |  |
| --- | --- |
| 4. *(p. 7)* | A series of experiments conducted at the Hawthorne facility of Western Electric, the Hawthorne Studies, was completed in order to determine the effect of illumination on workers and their output.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #4* |

|  |  |
| --- | --- |
| 5. *(p. 10)* | Without managerial participation in HRM activities and programs, a company is likely to have major human resource problems.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #5* |

|  |  |
| --- | --- |
| 6. *(p. 11)* | A study found that a 1 standard deviation improvement in human resource practices was associated with a $41,000 increase in shareholder wealth per employee.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #6* |

|  |  |
| --- | --- |
| 7. *(p. 13)* | For employees to be productive, they do not necessarily need to feel that the job is right for their abilities but must feel that they are being treated equitably.    **TRUE**  For years, the HRM function was not linked to the corporate profit margin because management did not understand the positive impact that reducing turnover and improving the skills of employees could have on the firm's bottom line. |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #7* |

|  |  |
| --- | --- |
| 8. *(p. 13)* | For employees to be productive, they must feel that the job is right for their abilities and that they are being treated equitably.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #8* |

|  |  |
| --- | --- |
| 9. *(p. 13)* | Satisfied employees are automatically more productive.    **FALSE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #9* |

|  |  |
| --- | --- |
| 10. *(p. 13)* | Both satisfied and unsatisfied employees may perform equally in quantitative terms, such as processing the same number of insurance claims per hour.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #10* |

|  |  |
| --- | --- |
| 11. *(p. 14)* | Ethical principles should apply to all HRM activities.    **TRUE** |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #11* |

|  |  |
| --- | --- |
| 12. *(p. 14)* | A decreased sense of empowerment is emphasized in firms using a learning framework.    **FALSE**  An increased sense of empowerment is emphasized in firms using a learning framework. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #12* |

|  |  |
| --- | --- |
| 13. *(p. 15)* | If improperly managed, the effectiveness of human resources declines less quickly than other resources.    **FALSE**  If improperly managed, the effectiveness of human resources declines more quickly than other resources. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #13* |

|  |  |
| --- | --- |
| 14. *(p. 15)* | Outsourcing of HRM functions is likely to be discontinued as decision makers search for ways to improve the financial and operating performance of firms.    **FALSE**  Outsourcing of HRM functions is likely to continue as decision makers search for ways to improve the financial and operating performance of firms. Outsourcing can reduce costs and improve flexibility. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #14* |

|  |  |
| --- | --- |
| 15. *(p. 15)* | A line person typically supports the primary functions of a company, such as marketing and production, by providing advice, counsel, and information.    **FALSE**  Advice, counsel, and information are typically provided a staff person. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #15* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 16. *(p. 4)* | All of the following terms have been used to describe the HR function except:      |  |  | | --- | --- | | A. | Human resource management |  |  |  | | --- | --- | | B. | Personnel |  |  |  | | --- | --- | | C. | Industrial relations |  |  |  | | --- | --- | | **D.** | Trade relations | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #16* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 17. *(p. 5)* | The history of HRM can be traced to England, where craftspeople organized themselves into \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | **A.** | guilds |  |  |  | | --- | --- | | B. | shires |  |  |  | | --- | --- | | C. | trades |  |  |  | | --- | --- | | D. | unions | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #17* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 18. *(p. 5)* | Effective HRM focuses on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rather than record keeping, written procedure, or rules.      |  |  | | --- | --- | | **A.** | action |  |  |  | | --- | --- | | B. | intuition |  |  |  | | --- | --- | | C. | experience |  |  |  | | --- | --- | | D. | precedent | |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #18* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 19. *(p. 5)* | The HRM unit is should be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | future-oriented |  |  |  | | --- | --- | | B. | people-oriented |  |  |  | | --- | --- | | C. | global-oriented |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #19* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 20. *(p. 6)* | Scientific management and welfare work are two concurrent human resource approaches that began in the 19th century and, along with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, merged during the era of the world wars.      |  |  | | --- | --- | | A. | labor relations |  |  |  | | --- | --- | | B. | unionism |  |  |  | | --- | --- | | **C.** | industrial psychology |  |  |  | | --- | --- | | D. | the Big Five theory | |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #20* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 21. *(p. 6)* | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has been summarized as science, not rules of thumb; harmony, not discord; cooperation, not individualism; and maximum output, not restricted output.      |  |  | | --- | --- | | A. | Industrial psychology |  |  |  | | --- | --- | | B. | Human resource management |  |  |  | | --- | --- | | **C.** | Scientific management |  |  |  | | --- | --- | | D. | The Industrial Revolution | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #21* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 22. *(p. 7)* | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ focus(es) on the maximum well-being of the worker.      |  |  | | --- | --- | | **A.** | Industrial psychology |  |  |  | | --- | --- | | B. | Human resource management |  |  |  | | --- | --- | | C. | Scientific management |  |  |  | | --- | --- | | D. | All management theories | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #22* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 23. *(p. 7)* | The maximum well being of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ was the focus of industrial psychology.      |  |  | | --- | --- | | A. | the company |  |  |  | | --- | --- | | **B.** | the worker |  |  |  | | --- | --- | | C. | production |  |  |  | | --- | --- | | D. | management | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #23* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 24. *(p. 7)* | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in his book, Psychology and Industrial Efficiency, initiated the field of industrial psychology.      |  |  | | --- | --- | | A. | Fritz Roelthisberger |  |  |  | | --- | --- | | B. | Elton Mayo |  |  |  | | --- | --- | | **C.** | Hugo Munsterberg |  |  |  | | --- | --- | | D. | Frederick W. Taylor | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #24* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 25. *(p. 7)* | The Hawthorne studies pointed out \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the effects of illumination on workers and their output |  |  |  | | --- | --- | | **B.** | the importance of the social interaction and work group on output and satisfaction |  |  |  | | --- | --- | | C. | the positive impact of scientific management |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #25* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 26. *(p. 7)* | Until the 1960s, the personnel was considered to be concerned only with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ employees.      |  |  | | --- | --- | | A. | union |  |  |  | | --- | --- | | B. | white-collar |  |  |  | | --- | --- | | **C.** | blue-collar |  |  |  | | --- | --- | | D. | management | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #26* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 27. *(p. 7)* | \_\_\_\_\_\_\_\_ characterized "personnel management" as "partly a file clerk's job, partly a housekeeping job, partly a social worker's job, and partly firefighting, heading off union trouble."      |  |  | | --- | --- | | A. | Elton Mayo |  |  |  | | --- | --- | | **B.** | Peter Drucker |  |  |  | | --- | --- | | C. | Hugo Munsterberg |  |  |  | | --- | --- | | D. | Jack Walsh | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #27* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 28. *(p. 8)* | All of the following are key concepts that should be applied by HRM except:      |  |  | | --- | --- | | A. | Analyzing and solving problems from a profit-oriented point of view. |  |  |  | | --- | --- | | B. | Assessing costs or benefits of recruitment and training. |  |  |  | | --- | --- | | C. | Using planning models that include realistic, challenging, specific, and meaningful goals. |  |  |  | | --- | --- | | **D.** | Emphasizing the strategic importance of expendable employees. | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #28* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 29. *(p. 8)* | Which of the following are associated with the "traditional" view of HRM?      |  |  | | --- | --- | | **A.** | Short-term results |  |  |  | | --- | --- | | B. | Flexibility |  |  |  | | --- | --- | | C. | People development |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #29* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 30. *(p. 8)* | Which of the following are not associated with the "traditional" view of HRM?      |  |  | | --- | --- | | A. | Participative Culture |  |  |  | | --- | --- | | B. | Flexibility |  |  |  | | --- | --- | | C. | People development |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #30* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 31. *(p. 9)* | All of the following contributed to the era of HRM accountability except:      |  |  | | --- | --- | | A. | Widespread downsizing. |  |  |  | | --- | --- | | **B.** | A surplus of skilled workers. |  |  |  | | --- | --- | | C. | An increasingly complex and competitive world. |  |  |  | | --- | --- | | D. | An increasingly diverse workforce. | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #31* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 32. *(p. 9)* | HRM and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ must work together to achieve the level of organizational effectiveness required to compete locally and internationally.      |  |  | | --- | --- | | A. | marketing |  |  |  | | --- | --- | | B. | distribution |  |  |  | | --- | --- | | C. | manufacturing |  |  |  | | --- | --- | | **D.** | every other function | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #32* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 33. *(p. 10)* | The text identifies three elements that are needed for firms to be effective. Which of the following were included in these elements?      |  |  | | --- | --- | | A. | HRM |  |  |  | | --- | --- | | B. | Mission and Strategy |  |  |  | | --- | --- | | C. | Organizational Structure |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #33* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 34. *(p. 10)* | One problem in making strategic planning decisions regarding people is that all other resources are evaluated in terms of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and, in most organizations, people are not.      |  |  | | --- | --- | | A. | market share |  |  |  | | --- | --- | | B. | life cycle |  |  |  | | --- | --- | | **C.** | money |  |  |  | | --- | --- | | D. | productivity | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #34* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 35. *(p. 11)* | Evidence has shown that implementing high performance management practices results in all of the following except:      |  |  | | --- | --- | | A. | Profitability gains. |  |  |  | | --- | --- | | B. | Stock price increases. |  |  |  | | --- | --- | | C. | Higher company survival rates. |  |  |  | | --- | --- | | **D.** | A resurgence of creativity. | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #35* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 36. *(p. 11)* | There is now evidence that an increase in the use of "people first" practices results in all of the following except:      |  |  | | --- | --- | | A. | A decrease in turnover |  |  |  | | --- | --- | | **B.** | Lower productivity |  |  |  | | --- | --- | | C. | Higher profits |  |  |  | | --- | --- | | D. | Higher sales | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #36* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 37. *(p. 11)* | The contributions HRM makes to organizational effectiveness include which of the following?      |  |  | | --- | --- | | A. | Communicating HRM policies to all employees. |  |  |  | | --- | --- | | B. | Helping to maintain ethical policies and socially responsible behavior. |  |  |  | | --- | --- | | C. | Managing increased urgency and faster cycle time. |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #37* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 38. *(p. 11)* | A number of studies have found that implementing high performance management practices results in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | profitability gains |  |  |  | | --- | --- | | B. | higher company survival rate |  |  |  | | --- | --- | | C. | increased overall costs |  |  |  | | --- | --- | | **D.** | Both A and B are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #38* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 39. *(p. 12)* | To prepare for Generation Y employees, managers should consider providing more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ praise.      |  |  | | --- | --- | | **A.** | public |  |  |  | | --- | --- | | B. | written |  |  |  | | --- | --- | | C. | sincere |  |  |  | | --- | --- | | D. | specific | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #39* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 40. *(p. 12)* | To improve performance, people must see \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the rewards that are given.      |  |  | | --- | --- | | A. | potential |  |  |  | | --- | --- | | B. | consistency |  |  |  | | --- | --- | | **C.** | justice |  |  |  | | --- | --- | | D. | seniority | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #40* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 41. *(p. 12)* | Employees born between 1980 and 2000 make up \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | Generation J |  |  |  | | --- | --- | | B. | Generation X |  |  |  | | --- | --- | | **C.** | Generation Y |  |  |  | | --- | --- | | D. | Generation Z | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #41* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 42. *(p. 12)* | Employees born between 1965 and 1979 make up \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the baby boomers |  |  |  | | --- | --- | | **B.** | Generation X |  |  |  | | --- | --- | | C. | Generation Y |  |  |  | | --- | --- | | D. | Generation Z | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #42* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 43. *(p. 13)* | A sound quality of work life program assumes that a job and the work environment should be structured to meet as many of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ needs as possible.      |  |  | | --- | --- | | A. | company's |  |  |  | | --- | --- | | B. | stockholders' |  |  |  | | --- | --- | | **C.** | worker's |  |  |  | | --- | --- | | D. | consumers' | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #43* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. *(p. 13)* | Which of the following statements concerning employee job satisfaction is false?      |  |  | | --- | --- | | A. | Satisfied employees are not automatically more productive. |  |  |  | | --- | --- | | **B.** | Satisfied employees always perform better on quantitative measures. |  |  |  | | --- | --- | | C. | Unsatisfied employees are absent more often than satisfied employees. |  |  |  | | --- | --- | | D. | Unsatisfied employees quit more often than satisfied employees. | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #44* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. *(p. 13)* | Organizational inefficiencies result in all of the following except:      |  |  | | --- | --- | | A. | Poor productivity |  |  |  | | --- | --- | | B. | Spiraling benefits costs |  |  |  | | --- | --- | | **C.** | Better quality |  |  |  | | --- | --- | | D. | Dissatisfied workers | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #45* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 46. *(p. 13)* | QWL refers to which of the following?      |  |  | | --- | --- | | **A.** | Quality of Work Life |  |  |  | | --- | --- | | B. | Quality of Work Levels |  |  |  | | --- | --- | | C. | Quantity of Work Levels |  |  |  | | --- | --- | | D. | Qualitative Worker Leasing | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #46* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 47. *(p. 13)* | In comparison to satisfied employees, unsatisfied employees tend to \_\_\_\_\_\_\_\_\_\_\_ work outputs.      |  |  | | --- | --- | | A. | produce lower quantity |  |  |  | | --- | --- | | **B.** | produce lower quality |  |  |  | | --- | --- | | C. | produce variable |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #47* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 48. *(p. 13)* | The human resource manager plays an important role in showing by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that each employee is important and will be treated ethically.      |  |  | | --- | --- | | **A.** | example |  |  |  | | --- | --- | | B. | demand |  |  |  | | --- | --- | | C. | decree |  |  |  | | --- | --- | | D. | persuasion | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #48* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 49. *(p. 13)* | A key area within the organizational learning framework is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | organizational humanization |  |  |  | | --- | --- | | **B.** | leadership behavior |  |  |  | | --- | --- | | C. | job enlargement |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #49* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 50. *(p. 13)* | \_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of recruiting, developing and retaining top employee talent.      |  |  | | --- | --- | | **A.** | Talent management |  |  |  | | --- | --- | | B. | Employee development |  |  |  | | --- | --- | | C. | Talent maximization |  |  |  | | --- | --- | | D. | Employee maximization | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #50* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 51. *(p. 14)* | Nearly all new trends in telecommuting, outsourcing of HRM practices, family medical leave, child care, and relocation assistance can be traced to the emergence of new lifestyles and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | **A.** | an aging population |  |  |  | | --- | --- | | B. | an influx of immigrants |  |  |  | | --- | --- | | C. | rising wages |  |  |  | | --- | --- | | D. | a decrease in available workers | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #51* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 52. *(p. 14)* | Frameworks for cycle time reduction focus on effective management of \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | products |  |  |  | | --- | --- | | B. | services |  |  |  | | --- | --- | | C. | human resources |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #52* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 53. *(p. 14)* | Effective HR departments set specific, measurable objectives to be accomplished within \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ time limits.      |  |  | | --- | --- | | A. | unspecified |  |  |  | | --- | --- | | B. | the shortest possible |  |  |  | | --- | --- | | **C.** | specified |  |  |  | | --- | --- | | D. | flexible | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #53* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 54. *(p. 14)* | The term operating managers would typically apply to which of the following?      |  |  | | --- | --- | | A. | Operations clerk |  |  |  | | --- | --- | | B. | VP of Human Resources |  |  |  | | --- | --- | | **C.** | Production supervisor |  |  |  | | --- | --- | | D. | Both A and C | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #54* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 55. *(p. 15)* | As organizations look for ways to improve performance, the decision to outsource some, all, or none of the HRM activities is being made with \_\_\_\_\_\_\_\_ empirical support.      |  |  | | --- | --- | | **A.** | little |  |  |  | | --- | --- | | B. | moderate |  |  |  | | --- | --- | | C. | extensive |  |  |  | | --- | --- | | D. | no | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #55* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 56. *(p. 15)* | Motivations to outsource HRM activities include which of the following?      |  |  | | --- | --- | | A. | Reduction of costs |  |  |  | | --- | --- | | B. | Increased friability |  |  |  | | --- | --- | | C. | Elimination of "line staff conflict" |  |  |  | | --- | --- | | **D.** | Both A and B | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #56* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 57. *(p. 15)* | Within an organization which of the following would be typically considered to be a "staff" function?      |  |  | | --- | --- | | A. | Marketing |  |  |  | | --- | --- | | B. | Production |  |  |  | | --- | --- | | **C.** | HR |  |  |  | | --- | --- | | D. | Both A and C | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #57* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 58. *(p. 15)* | Conflict between HR employees and operating managers typically occur due to differing perspectives on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | profit orientation |  |  |  | | --- | --- | | **B.** | authority |  |  |  | | --- | --- | | C. | urgency |  |  |  | | --- | --- | | D. | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #58* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 59. *(p. 17)* | A well-formulated HRM strategy will help aggregate and allocate a firm's resources into a unique entity on the basis of all of the following except:      |  |  | | --- | --- | | A. | Internal strengths and weaknesses |  |  |  | | --- | --- | | **B.** | The strength of local unions |  |  |  | | --- | --- | | C. | Changes in the environment |  |  |  | | --- | --- | | D. | Anticipated actions of competitors | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #59* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 60. *(p. 17)* | Because HR executives play an increasingly dominant role in strategic planning, they must now be familiar with:      |  |  | | --- | --- | | A. | Investments |  |  |  | | --- | --- | | B. | Advertising |  |  |  | | --- | --- | | C. | Production control |  |  |  | | --- | --- | | **D.** | All of the choices are correct | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #60* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 61. *(p. 17)* | According to one study, the national average ratio of HR specialist to employees is \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | 1 to 20 |  |  |  | | --- | --- | | B. | 1 to 50 |  |  |  | | --- | --- | | **C.** | 1 to 100 |  |  |  | | --- | --- | | D. | 1 to 200 | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #61* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 62. *(p. 17)* | A firm's HRM \_\_\_\_\_\_\_\_\_ the pattern or plan that integrates the major objectives, policies, and procedures into a cohesive whole.      |  |  | | --- | --- | | A. | map shows |  |  |  | | --- | --- | | B. | policy is |  |  |  | | --- | --- | | **C.** | strategy is |  |  |  | | --- | --- | | D. | table shows | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #62* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 63. *(p. 17)* | The \_\_\_\_\_\_\_\_\_\_\_\_\_\_ of an organization or department are the goals it seeks to achieve.      |  |  | | --- | --- | | **A.** | objectives |  |  |  | | --- | --- | | B. | purpose |  |  |  | | --- | --- | | C. | intent |  |  |  | | --- | --- | | D. | articles | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #63* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 64. *(p. 18)* | An organization makes an objective more specific by developing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | plans |  |  |  | | --- | --- | | B. | goals |  |  |  | | --- | --- | | C. | procedures |  |  |  | | --- | --- | | **D.** | policies | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #64* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 65. *(p. 18)* | A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a general guide that expresses limits within which action should occur.      |  |  | | --- | --- | | **A.** | policy |  |  |  | | --- | --- | | B. | procedure |  |  |  | | --- | --- | | C. | process |  |  |  | | --- | --- | | D. | practice | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #65* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 66. *(p. 18)* | Which of the following represent the appropriate sequence?      |  |  | | --- | --- | | A. | Objectives, Strategy, Procedures, Policies |  |  |  | | --- | --- | | B. | Objectives, Strategy, Policies, Procedures |  |  |  | | --- | --- | | **C.** | Strategy, Objectives, Policies, Procedures |  |  |  | | --- | --- | | D. | Strategy, Objectives, Procedures, Policies | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #66* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 67. *(p. 18)* | A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ tells a manager how to do a particular activity.      |  |  | | --- | --- | | A. | policy |  |  |  | | --- | --- | | **B.** | procedure |  |  |  | | --- | --- | | C. | process |  |  |  | | --- | --- | | D. | directive | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #67* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 68. *(p. 18)* | In large organizations, \_\_\_\_\_\_\_\_\_\_\_\_ are collected and put into manuals, usually called standard operating procedures (SOPs).      |  |  | | --- | --- | | A. | HRM policies |  |  |  | | --- | --- | | **B.** | HRM procedures |  |  |  | | --- | --- | | C. | HRM processes |  |  |  | | --- | --- | | D. | HRM guides | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #68* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 69. *(p. 19)* | An \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a specific direction to action.      |  |  | | --- | --- | | A. | HRM policy |  |  |  | | --- | --- | | **B.** | HRM procedure |  |  |  | | --- | --- | | C. | HRM process |  |  |  | | --- | --- | | D. | HRM practice | |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #69* |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 70. *(p. 21)* | The personnel commission at the federal level is called the:      |  |  | | --- | --- | | A. | Supreme Court |  |  |  | | --- | --- | | B. | Equal Employment Opportunity Commission |  |  |  | | --- | --- | | **C.** | U.S. Office of Personnel Management |  |  |  | | --- | --- | | D. | U.S. Civil Service Commission | |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #70* |

|  |  |
| --- | --- |
| 71. *(p. 3)* | Name three benefits that companies attribute to telecommuting.     Any three of the following: (1) lower real estate costs (2) reduced turnover (3) increased productivity (4) increased ability to comply with workplace laws |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #71* |

|  |  |
| --- | --- |
| 72. *(p. 5)* | Human Resource Management (HRM) consists of numerous activities. Name at least five of them.     Any five of the following: (1) Equal Employment Opportunity compliance (2) job analysis (3) human resource planning (4) employee recruitment, selection, motivation, and orientation (5) performance evaluation and compensation (6) training and development (7) labor relations (8) safety, health, and wellness. |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #72* |

|  |  |
| --- | --- |
| 73. *(p. 7)* | Name two factors that contributed to the development of personnel departments.     Any two of the following: (1) changes in technology (2) growth of organizations (3) the rise of unions (4) government concern and intervention concerning working people (5) the human relations movement |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #73* |

|  |  |
| --- | --- |
| 74. *(p. 8)* | Despite the appeal that strategic HRM is important, many organizations have had a difficult time adopting a strategic perspective. List two reasons why this may be the case.     First, many organizations take a short-run approach and focus only on current performance. This is not surprising given the emphasis by Wall Street and many stockholders on achieving attractive quarterly performance results. Second, many HR managers do not have a strategic perspective. They are narrowly trained and educated and pay primarily attention to their area of expertise—compensation, labor law, performance evaluation, and other HR areas. The have insufficient knowledge of finance, accounting, marketing, and production. Third, most executives simply categorize HRM in a traditional manner. They fail to see how HRM can contribute to strategic initiatives, goals, and programs. Finally, it is difficult to develop metrics for HRM activities. Placing values on and tracking HRM programs is difficult. For example, the measures of effectiveness for health wellness programs are not easy to develop and discuss. Thus, providing funds to programs that have less measurable results is difficult to implement. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #74* |

|  |  |
| --- | --- |
| 75. *(p. 13)* | The HRM department must communicate to numerous groups. Discuss these groups.     Communicating HRM programs does not just happen; "a manager has to work at it constantly." HRM's responsibility is "to communicate in the fullest possible sense both in tapping ideas, opinions, and feelings of customers, noncustomers, regulators, and other external publics, and in understanding the views of internal human resources. The other facet of this responsibility is communicating managerial decisions to relevant publics in their own language." Closely related to communication within the organization is representation of the organization to those outside: trade unions and local, state, and federal government bodies that pass laws and issue regulations affecting HRM. The HRM department must also communicate effectively with other top-management people (e.g., marketing, production, and research and development) to illustrate what it can offer these areas in the form of support, counsel, and techniques, and to increase its contribution to the overall strategic mission and goals of the organization. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #75* |

|  |  |
| --- | --- |
| 76. *(p. 14)* | In the past decade, there have been rapid, turbulent, and often strained developments in the relationship between employers and employees. Describe these developments and what do they mean to HR managers.     New trends and changes have occurred in telecommuting, outsourcing, HRM practices, family medical leave, child care, spousal relocation assistance, pay for skills, benefit cost-sharing, union-management negotiations, testing, and many other HRM areas of interest. Nearly all of these trends and changes can be traced to the emergence of new lifestyles and an aging population. What these changes mean to HR managers is that new, flexible approaches must be initiated and used effectively without jeopardizing the survival of the organization. HR managers must cope with trends and changes while still contributing to the organization. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #76* |

|  |  |
| --- | --- |
| 77. *(p. 14)* | How does organizational learning relate to cycle time?     Organizational learning provides a framework for increasing cycle time. Key areas within this framework are leadership behaviors, a culture that encourages and rewards learning, and an emphasis on learning to work more efficiently, quickly, and confidently. Quicker and more flexible decision making and an increased sense of empowerment are also emphasized in firms using a learning framework. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #77* |

|  |  |
| --- | --- |
| 78. *(p. 15)* | What is the primary reason that operating managers, such as supervisors, department heads, and vice presidents, are involved in HRM activities?     Operating managers are involved in HRM activities because they are responsible for the effective use of all the resources at their disposal, including human resources. |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #78* |

|  |  |
| --- | --- |
| 79. *(p. 16)* | When is the conflict between HR employees and operating managers most pressing?     When joint decisions must be made on such issues as discipline, working conditions, termination, and so on. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #79* |

|  |  |
| --- | --- |
| 80. *(p. 17)* | What is a firm's HRM strategy and why should a firm have one?     A firm's HRM strategy is the pattern or plan that integrates the major objectives, policies and procedures into a cohesive whole. A well-formulated HRM strategy will help aggregate and allocate a firm's resources into a unique entity on the basis of its internal strengths and weaknesses, changes in the environment, and the anticipated actions of competitors. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #80* |

|  |  |
| --- | --- |
| 81. *(p. 18)* | What are HRM policies and how are they helpful to management?     An HRM policy is a general guide that expresses limits within which action should occur. Policies are developed from past problem areas or for potential problem areas that management considers important enough to warrant policy development. Policies free managers from having to make decisions in areas in which they have less competence or on matters with which they do not wish to become involved. Policies ensure some consistency in behavior and allow managers to concentrate on decisions in which they have the most experience and knowledge. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #81* |

|  |  |
| --- | --- |
| 82. *(p. 17)* | What are organizational objectives?     The objectives of an organization or department are the goals it seeks to achieve—its reason for existence. |

|  |
| --- |
| *Difficulty: 1 Easy Ivancevich - Chapter 01 #82* |

|  |  |
| --- | --- |
| 83. *(p. 18)* | What is the relationship between HRM policies and Procedures?     After the broadest policies are developed, some organizations develop procedures and rules. These are more specific plans that limit the choices of managers and employees. Procedures and rules are developed for the same reasons as policies. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #83* |

|  |  |
| --- | --- |
| 84. *(p. 19)* | Does the acronym SOP apply to HRM policies or procedures?     An HRM procedure or rule is a specific direction to action. It tells a manager how to do a particular activity. In large organizations, procedures are collected and put into manuals, usually called standard operating procedures (SOPs). |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #84* |

|  |  |
| --- | --- |
| 85. *(p. 19)* | What may be a negative impact of having too many HRM policies and procedures?     Organizations must be careful to have consistent decision making that flows from a well-developed, but not excessive, set of policies and procedures. Some organizations, in effect, eliminate managerial initiative by trying to develop policies and procedures for everything. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #85* |

|  |  |
| --- | --- |
| 86. *(p. 5)* | Explain how action-oriented HRM differs from people-oriented HRM.     Action-oriented HRM emphasizes the solution of employment problems in order to achieve organizational objectives and facilitate employees' development and satisfaction. People-oriented HRM treats each employee as an individual and offers services and programs to meet the individual's needs. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #86* |

|  |  |
| --- | --- |
| 87. *(p. 5)* | In 1995, an explosion and fire occurred at the Malden Mills plant in Lawrence, Massachusetts. The plant owner, Aaron Feuerstein, opted to pay 1400 displaced workers for three months while the plant was being rebuilt rather than pocket the insurance money, even though it cost him $15 million in personal funds. If you had been the owner, would you have made the same decision? Why or why not?     Varies by student. |

|  |
| --- |
| *Difficulty: 2 Medium Ivancevich - Chapter 01 #87* |

|  |  |
| --- | --- |
| 88. *(p. 8)* | Many organizations have had a difficult time adopting a strategic perspective toward HRM. Why?     First, organizations take a short-run approach and focus only on current performance. Second, many human resource managers do not have a strategic perspective. Third, it is difficult to develop metrics for (measure) HRM activities. |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #88* |

|  |  |
| --- | --- |
| 89. *(p. 11)* | Identify five contributions that HRM makes to organizational effectiveness. Helping the organization reach its goals is an example.     Any five of the following. (a) Using the skills and abilities of the workforce efficiently. (b) Providing well-trained and motivated employees. (c) Helping employees achieve job satisfaction and self-actualization. (d) Developing and maintaining a quality of work life that makes employment in the organization desirable. (e) Communicating HRM policies to all employees. (f) Helping to maintain ethical policies and socially responsible behavior. (g) Managing change to the mutual advantage of individuals, groups, the enterprise, and the public. |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #89* |

|  |  |
| --- | --- |
| 90. *(p. 10)* | Identify five HRM criteria or components that can be used to measure organizational effectiveness or ineffectiveness. Grievance rate is an example.     Any five of the following: performance, legal compliance, employee satisfaction, absenteeism, turnover, training effectiveness and return on investment, accident rates, goal attainment, efficient use of employees, hiring and retention rates of good employees. |

|  |
| --- |
| *Difficulty: 3 Hard Ivancevich - Chapter 01 #90* |

1 Summary

|  |  |
| --- | --- |
| *Category* | *# of Questions* |
| Difficulty: 1 Easy | 22 |
| Difficulty: 2 Medium | 58 |
| Difficulty: 3 Hard | 10 |
| Ivancevich - Chapter 01 | 90 |