

Student: _____

1. A study by Boston College Center for Work & Family found that telecommuters work *less* than onsite employees.
True False
2. When an organization is really concerned about people, its total philosophy, culture, and orientation will reflect this belief.
True False
3. During the Industrial Revolution, a new kind of employee emerged—a boss who wasn't the owner.
True False
4. Welfare secretaries bridged the gap between labor and *the government*.
True False
5. 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
6. In a strategic approach to HRM, the primary responsibility for people management lies with whomever is in direct contact with them.
True False
7. HRM has always been viewed as a profit center.
True False
8. *Workers* play a major role in setting the direction, tone, and effectiveness of the relationship between the employees, the firm, and the work performed.
True False
9. Without managerial participation in HRM activities and programs, a company is likely to have major human resource problems.
True False
10. People limit or enhance the strengths and weaknesses of an organization.
True False
11. Professional sports teams place a dollar value on athletes, and then depreciate those values over time.
True False

12. 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
13. A study of German industrial firms found that investing time, energy, and resources in people was associated with stock market performance increases.
- True False
14. Generation Y members tend to be trusting and dependent.
- True False
15. 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
16. Satisfied employees are automatically more productive.
- True False
17. Both satisfied and unsatisfied employees may perform equally in quantitative terms, such as processing the same number of insurance claims per hour.
- True False
18. Ethical principles should apply to all HRM activities.
- True False
19. A *decreased* sense of empowerment is emphasized in firms using a learning framework.
- True False
20. If improperly managed, the effectiveness of human resources declines *less quickly* than other resources.
- True False
21. Smaller organizations usually have no HR unit, so the *operating managers* have many HRM responsibilities, such as scheduling work, recruitment and selection, and compensating people.
- True False
22. Outsourcing of the HR activities previously performed by a firm is growing in popularity.
- True False
23. 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

24. A *line person* typically supports the primary functions of a company, such as marketing and production, by providing advice, counsel, and information.
- True False
25. Research indicates that *the accounting department* and *HR specialists* differ on how much authority employees should have over job design and bonuses.
- True False
26. In most organizations, the distinction between line and staff employees is not clear-cut.
- True False
27. Line managers are generally not familiar with the legal requirements concerning recruitment and selection.
- True False
28. The *short-term goal* of any HRM strategic plan is building on the firm's strengths.
- True False
29. Unlike capital investments, patents, or technology, a properly functioning HRM system is an invisible asset.
- True False
30. Organizations can develop a competitive advantage over other firms by creating value in a way that is rare and difficult for competitors to imitate.
- True False
31. Industries such as construction, agriculture, retail trade, and services have *more* personnel specialists than the average.
- True False
32. A *procedure* is a general guide that expresses limits within which action should occur.
- True False
33. Policies are developed from important past or potential problems.
- True False
34. Policies often force managers to make decisions in areas in which they have less competence.
- True False
35. Procedures and rules are developed for the same reasons as policies.
- True False
36. In larger firms, the chief HR executive usually reports to an executive vice president.
- True False

37. Thirty percent of all HR managers work for local, state, and federal governments.
- True False
38. In nonprofit organizations, such as hospitals and universities, HRM typically is a unit in the *compliance office*.
- True False
39. In smaller organizations, HRM and other functions, such as public relations, may be part of a single department.
- True False
40. One of the challenges faced in HRM is that many decisions require input from both operating managers and HR specialists.
- True False
41. Effectively performed, HRM can make the crucial difference between successful and unsuccessful organizations.
- True False
42. Very few managers, in any type of organization, are involved with HRM issues.
- True False
43. According to *Working Mother* magazine, the top 100 best companies to work for offered all of the following benefits *except*:
- A. Financial planning services
 - B. On-site health care
 - C. Flextime
 - D. Telecommuting
44. 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
45. The history of HRM can be traced to England, where craftspeople organized themselves into _____.
- A. guilds
 - B. shires
 - C. trades
 - D. unions

46. Effective HRM focuses on _____ rather than record keeping, written procedure, or rules.
- A. action
 - B. intuition
 - C. experience
 - D. precedent
47. The HRM unit is considered _____.
- A. future-oriented
 - B. people-oriented
 - C. globally-oriented
 - D. All of the choices are correct
48. 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
49. _____ 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
50. _____ focus(es) on the maximum well-being of the worker.
- A. Industrial psychology
 - B. Human resource management
 - C. Scientific management
 - D. All management theories
51. The maximum well being of _____ was the focus of *industrial psychology*.
- A. the company
 - B. the worker
 - C. production
 - D. management
52. Until the 1960s, the personnel function was concerned primarily with _____ employees.
- A. white collar
 - B. blue collar
 - C. untrained
 - D. retired

53. 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
54. 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
55. 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
56. Evidence shows 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
57. 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
58. 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
59. Generation Y members are also called _____.
- A. echo boomers
 - B. rebounders
 - C. tag-along boomers
 - D. reformers

60. To prepare for Generation Y employees, managers should consider providing more _____ praise.
- A. public
 - B. written
 - C. sincere
 - D. specific
61. Walt Disney said his greatest accomplishment was to build the Disney organization with its own _____.
- A. culture
 - B. design
 - C. money
 - D. people
62. A sound quality of work life (QWL) 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. workers'
 - D. consumers'
63. To improve performance, people must see _____ in the rewards that are given.
- A. potential
 - B. consistency
 - C. justice
 - D. seniority
64. 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.
65. Organizational inefficiencies result in all of the following *except*:
- A. Poor productivity
 - B. Spiraling benefits costs
 - C. Better quality
 - D. Dissatisfied workers
66. 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

67. 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
68. A _____ workweek is the norm at firms like Microsoft, Intel, Novell, and Goldman Sachs.
- A. 32-hour
 - B. 40-hour
 - C. 50-60 hour
 - D. 60-80 hour
69. Effective HR departments set specific, measurable objectives to be accomplished within _____ time limits.
- A. unspecified
 - B. the shortest possible
 - C. specified
 - D. flexible
70. Research show that people don't leave companies, they leave:
- A. Jobs
 - B. Managers
 - C. Co-workers
 - D. Careers
71. According to one study, the national average is 1 HR specialist per _____ employees.
- A. 25
 - B. 50
 - C. 100
 - D. 200
72. 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
73. HRM units are relatively small in most organizations. One study found that the largest headquarters HRM unit had only _____ people.
- A. 50
 - B. 100
 - C. 150
 - D. 200

74. Samsung believes that _____ is/are the future of the company.
- A. innovative products
 - B. sustainable corporate growth
 - C. people
 - D. customer satisfaction
75. 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.
76. The _____ of an organization or department is/are the goals it seeks to achieve; its reason for existence.
- A. ideals
 - B. policies
 - C. objectives
 - D. bottom line
77. An organization makes an objective more specific by developing _____.
- A. plans
 - B. goals
 - C. procedures
 - D. policies
78. 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
79. Explain how action-oriented HRM departments differ from people-oriented HRM departments.

80. 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?
81. Many organizations have had a difficult time adopting a strategic perspective toward HRM. Why?
82. Identify five HRM criteria or components that can be used to measure organizational effectiveness or ineffectiveness. *Grievance rate* is an example.
83. Identify five contributions that HRM makes to organizational effectiveness. *Helping the organization reach its goals* is an example.

84. Name three benefits that companies attribute to telecommuting.
85. Human Resource Management (HRM) consists of numerous activities. Name at least five of them.
86. Name two factors that contributed to the development of personnel departments.
87. What is the primary reason that operating managers, such as supervisors, department heads, and vice presidents, are involved in HRM activities?
88. When is the conflict between HR employees and operating managers most pressing?

89. The Industrial Revolution began with the substitution of steam power and _____ for hand labor.

90. Three crucial elements are needed for firms to be effective: (1) mission and strategy, (2) organizational structure, and (3) _____.

91. The actions, language, and performance of the HRM function must be measured, precisely communicated, and _____.

92. For many employees, their _____ is a major source of personal identity.

93. Frameworks for cycle time reduction focus on effective management, not only of products and services, but also _____ resources.

94. Research indicates that a large part of an operating manager's day is spent in meetings, telephone conversations, and solving problems that have a direct impact on _____.

95. In most organizations, two groups perform HRM activities: HR manager-specialists and _____.

96. A _____ is a general guide that expresses limits within which action should occur.

97. An organization makes an objective more specific by developing _____.

98. Match the following terms to the correct definition.

- | | | |
|---------------------|---|-------|
| 1. Procedures/rules | The plan that integrates major objectives | _____ |
| 2. Objectives | Goals that are specific and measurable | _____ |
| 3. Policies | Guides to decision making | _____ |
| 4. Strategy | Specific directions for decision making | _____ |

1 Key

1. A study by Boston College Center for Work & Family found that telecommuters work *less* than onsite employees.
(p. 3)

FALSE

In this study, telecommuters were found to work more than onsite employees.

*Difficulty: Easy
John - Chapter 01 #1*

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

TRUE

*Difficulty: Easy
John - Chapter 01 #2*

3. During the Industrial Revolution, a new kind of employee emerged—a boss who wasn't the owner.
(p. 6)

TRUE

*Difficulty: Easy
John - Chapter 01 #3*

4. Welfare secretaries bridged the gap between labor and *the government*.
(p. 7)

FALSE

Welfare secretaries bridged the gap between labor and management.

*Difficulty: Easy
John - Chapter 01 #4*

5. 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.
(p. 7)

TRUE

*Difficulty: Medium
John - Chapter 01 #5*

6. In a strategic approach to HRM, the primary responsibility for people management lies with whomever is in direct contact with them.
(p. 7)

TRUE

*Difficulty: Medium
John - Chapter 01 #6*

7. HRM has always been viewed as a profit center.
(p. 7)

FALSE

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: Easy
John - Chapter 01 #7*

8. *Workers* play a major role in setting the direction, tone, and effectiveness of the relationship between the employees, the firm, and the work performed.
(p. 9)

FALSE

Managers play a major role in setting the direction, tone, and effectiveness of the relationship between employees, the firm, and the work performed.

*Difficulty: Easy
John - Chapter 01 #8*

9. Without managerial participation in HRM activities and programs, a company is likely to have major human resource problems.
(p. 9)

TRUE

*Difficulty: Easy
John - Chapter 01 #9*

10. People limit or enhance the strengths and weaknesses of an organization.
(p. 9)

TRUE

*Difficulty: Easy
John - Chapter 01 #10*

11. Professional sports teams place a dollar value on athletes, and then depreciate those values over time.
(p. 10)

TRUE

*Difficulty: Easy
John - Chapter 01 #11*

12. 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.
(p. 10)

TRUE

*Difficulty: Easy
John - Chapter 01 #12*

13. A study of German industrial firms found that investing time, energy, and resources in people was associated with stock market performance increases.
(p. 10)

TRUE

*Difficulty: Easy
John - Chapter 01 #13*

14. Generation Y members tend to be trusting and dependent.

(p. 11)

FALSE

Generation Y members tend to be somewhat distrusting and independent.

*Difficulty: Hard
John - Chapter 01 #14*

15. For employees to be productive, they must feel that the job is right for their abilities and that they are being treated equitably.

(p. 12)

TRUE

*Difficulty: Easy
John - Chapter 01 #15*

16. Satisfied employees are automatically more productive.

(p. 12)

FALSE

Satisfied employees are not automatically more productive. However, they quit less often, are absent less often, and produce higher-quality work than unsatisfied employees.

*Difficulty: Medium
John - Chapter 01 #16*

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

(p. 12)

TRUE

*Difficulty: Medium
John - Chapter 01 #17*

18. Ethical principles should apply to all HRM activities.

(p. 13)

TRUE

*Difficulty: Easy
John - Chapter 01 #18*

19. A *decreased* sense of empowerment is emphasized in firms using a learning framework.

(p. 13)

FALSE

An increased sense of empowerment is emphasized in firms using a learning framework.

*Difficulty: Medium
John - Chapter 01 #19*

20. If improperly managed, the effectiveness of human resources declines *less quickly* than other resources.

(p. 14)

FALSE

If improperly managed, the effectiveness of human resources declines more quickly than other resources.

*Difficulty: Medium
John - Chapter 01 #20*

21. Smaller organizations usually have no HR unit, so the *operating managers* have many HRM responsibilities, such as scheduling work, recruitment and selection, and compensating people.

(p. 14)

TRUE

Difficulty: Easy
John - Chapter 01 #21

22. Outsourcing of the HR activities previously performed by a firm is growing in popularity.

(p. 14)

TRUE

Difficulty: Easy
John - Chapter 01 #22

23. Outsourcing of HRM functions is likely to be *discontinued* as decision makers search for ways to improve the financial and operating performance of firms.

(p. 15)

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: Medium
John - Chapter 01 #23

24. A *line person* typically supports the primary functions of a company, such as marketing and production, by providing advice, counsel, and information.

(p. 15)

FALSE

Advice, counsel, and information are typically provided a *staff person*.

Difficulty: Medium
John - Chapter 01 #24

25. Research indicates that *the accounting department* and *HR specialists* differ on how much authority employees should have over job design and bonuses.

(p. 15)

FALSE

Research indicates that operating managers and HR specialists differ on how much authority employees should have over job design and bonuses.

Difficulty: Medium
John - Chapter 01 #25

26. In most organizations, the distinction between line and staff employees is not clear-cut.

(p. 15)

TRUE

Difficulty: Medium
John - Chapter 01 #26

27. Line managers are generally not familiar with the legal requirements concerning recruitment and selection.
(p. 15)

TRUE

*Difficulty: Medium
John - Chapter 01 #27*

28. The *short-term goal* of any HRM strategic plan is building on the firm's strengths.
(p. 16)

FALSE

Building on the firm's strengths should be a long-term goal of any HRM strategic plan.

*Difficulty: Medium
John - Chapter 01 #28*

29. Unlike capital investments, patents, or technology, a properly functioning HRM system is an invisible asset.
(p. 16)

TRUE

*Difficulty: Medium
John - Chapter 01 #29*

30. Organizations can develop a competitive advantage over other firms by creating value in a way that is rare and difficult for competitors to imitate.
(p. 16)

TRUE

*Difficulty: Easy
John - Chapter 01 #30*

31. Industries such as construction, agriculture, retail trade, and services have *more* personnel specialists than the average.
(p. 16)

FALSE

Industries such as construction, agriculture, retail trade, and services have fewer personnel specialists than the average. Industries such as public utilities, durable goods manufacturing, banking, insurance, and government have an above-average ratio.

*Difficulty: Medium
John - Chapter 01 #31*

32. A *procedure* is a general guide that expresses limits within which action should occur.
(p. 17)

FALSE

A policy is a general guide to decision making. A procedure is a specific direction to action.

*Difficulty: Medium
John - Chapter 01 #32*

33. Policies are developed from important past or potential problems.
(p. 17-18)

TRUE

*Difficulty: Easy
John - Chapter 01 #33*

34. Policies often force managers to make decisions in areas in which they have less competence.
(p. 18)

FALSE

Policies free managers from having to make these decisions.

*Difficulty: Medium
John - Chapter 01 #34*

35. Procedures and rules are developed for the same reasons as policies.
(p. 18)

TRUE

*Difficulty: Medium
John - Chapter 01 #35*

36. In larger firms, the chief HR executive usually reports to an executive vice president.
(p. 19)

TRUE

*Difficulty: Medium
John - Chapter 01 #36*

37. Thirty percent of all HR managers work for local, state, and federal governments.
(p. 20)

TRUE

*Difficulty: Medium
John - Chapter 01 #37*

38. In nonprofit organizations, such as hospitals and universities, HRM typically is a unit in the *compliance office*.
(p. 20)

FALSE

In nonprofit organizations, such as hospitals and universities, HRM typically is a unit in the business office.

*Difficulty: Medium
John - Chapter 01 #38*

39. In smaller organizations, HRM and other functions, such as public relations, may be part of a single department.
(p. 20)

TRUE

*Difficulty: Medium
John - Chapter 01 #39*

40. One of the challenges faced in HRM is that many decisions require input from both operating managers and HR specialists.
(p. 20)

TRUE

*Difficulty: Easy
John - Chapter 01 #40*

41. Effectively performed, HRM can make the crucial difference between successful and unsuccessful organizations.
(p. 20)

TRUE

*Difficulty: Easy
John - Chapter 01 #41*

42. Very few managers, in any type of organization, are involved with HRM issues.
(p. 20)

FALSE

Every manager is involved, in some way, with HRM.

*Difficulty: Medium
John - Chapter 01 #42*

43. According to *Working Mother* magazine, the top 100 best companies to work for offered all of the following benefits *except*:

- A. Financial planning services
- B. On-site health care**
- C. Flextime
- D. Telecommuting

*Difficulty: Medium
John - Chapter 01 #43*

44. All of the following terms have been used to describe the HR function *except*:
(p. 4)

- A. Human resource management
- B. Personnel
- C. Industrial relations
- D. Trade relations**

*Difficulty: Easy
John - Chapter 01 #44*

45. The history of HRM can be traced to England, where craftspeople organized themselves into _____.
(p. 4)

- A. guilds**
- B. shires
- C. trades
- D. unions

*Difficulty: Easy
John - Chapter 01 #45*

46. Effective HRM focuses on _____ rather than record keeping, written procedure, or rules.
(p. 5)

- A. action**
- B. intuition
- C. experience
- D. precedent

*Difficulty: Hard
John - Chapter 01 #46*

47. The HRM unit is considered _____.
(p. 5)

- A. future-oriented
- B. people-oriented
- C. globally-oriented
- D.** All of the choices are correct

Difficulty: Medium
John - Chapter 01 #47

48. 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.
(p. 6)

- A. labor relations
- B. unionism
- C.** industrial psychology
- D. the Big Five theory

Difficulty: Hard
John - Chapter 01 #48

49. _____ has been summarized as science, not rules of thumb; harmony, not discord; cooperation, not individualism; and maximum output, not restricted output.
(p. 6)

- A. Industrial psychology
- B. Human resource management
- C.** Scientific management
- D. The Industrial Revolution

Difficulty: Medium
John - Chapter 01 #49

50. _____ focus(es) on the maximum well-being of the worker.
(p. 7)

- A.** Industrial psychology
- B. Human resource management
- C. Scientific management
- D. All management theories

Difficulty: Medium
John - Chapter 01 #50

51. The maximum well being of _____ was the focus of *industrial psychology*.
(p. 7)

- A. the company
- B.** the worker
- C. production
- D. management

Difficulty: Medium
John - Chapter 01 #51

52. Until the 1960s, the personnel function was concerned primarily with _____ employees.
(p. 7)
- A. white collar
 - B. blue collar**
 - C. untrained
 - D. retired

Difficulty: Easy
John - Chapter 01 #52

53. All of the following are key concepts that should be applied by HRM *except*:
(p. 8-9)
- 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: Medium
John - Chapter 01 #53

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

Difficulty: Medium
John - Chapter 01 #54

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

Difficulty: Easy
John - Chapter 01 #55

56. Evidence shows that implementing high performance management practices results in all of the following *except*:
(p. 10)
- A. Profitability gains
 - B. Stock price increases
 - C. Higher company survival rates
 - D. A resurgence of creativity**

Difficulty: Easy
John - Chapter 01 #56

57. 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.
- (p. 10)
- A. market share
 - B. life cycle
 - C. money**
 - D. productivity

Difficulty: Easy
John - Chapter 01 #57

58. There is now evidence that an increase in the use of "people first" practices results in all of the following *except*:
- (p. 10)
- A. A decrease in turnover
 - B. Lower productivity**
 - C. Higher profits
 - D. Higher sales

Difficulty: Easy
John - Chapter 01 #58

59. Generation Y members are also called _____.
- (p. 11)
- A. echo boomers**
 - B. rebounders
 - C. tag-along boomers
 - D. reformers

Difficulty: Medium
John - Chapter 01 #59

60. To prepare for Generation Y employees, managers should consider providing more _____ praise.
- (p. 11)
- A. public**
 - B. written
 - C. sincere
 - D. specific

Difficulty: Medium
John - Chapter 01 #60

61. Walt Disney said his greatest accomplishment was to build the Disney organization with its own _____.
- (p. 11)
- A. culture
 - B. design
 - C. money
 - D. people**

Difficulty: Medium
John - Chapter 01 #61

62. A sound quality of work life (QWL) program assumes that a job and the work environment should be structured to meet as many of the _____ needs as possible.
- (p. 12)
- A. company's
 - B. stockholders'
 - C. workers'**
 - D. consumers'

Difficulty: Medium
John - Chapter 01 #62

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

Difficulty: Easy
John - Chapter 01 #63

64. Which of the following statements concerning employee job satisfaction is *false*?
- (p. 12)
- 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: Medium
John - Chapter 01 #64

65. Organizational inefficiencies result in all of the following *except*:
- (p. 12)
- A. Poor productivity
 - B. Spiraling benefits costs
 - C. Better quality**
 - D. Dissatisfied workers

Difficulty: Easy
John - Chapter 01 #65

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

Difficulty: Easy
John - Chapter 01 #66

67. 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 _____.

(p. 13)

- A. an aging population
- B. an influx of immigrants
- C. rising wages
- D. a decrease in available workers

*Difficulty: Medium
John - Chapter 01 #67*

68. A _____ workweek is the norm at firms like Microsoft, Intel, Novell, and Goldman Sachs.

(p. 14)

- A. 32-hour
- B. 40-hour
- C. 50-60 hour
- D. 60-80 hour

*Difficulty: Medium
John - Chapter 01 #68*

69. Effective HR departments set specific, measurable objectives to be accomplished within _____ time limits.

(p. 14)

- A. unspecified
- B. the shortest possible
- C. specified
- D. flexible

*Difficulty: Medium
John - Chapter 01 #69*

70. Research show that people don't leave companies, they leave:

(p. 15)

- A. Jobs
- B. Managers
- C. Co-workers
- D. Careers

*Difficulty: Medium
John - Chapter 01 #70*

71. According to one study, the national average is 1 HR specialist per _____ employees.

(p. 16)

- A. 25
- B. 50
- C. 100
- D. 200

*Difficulty: Hard
John - Chapter 01 #71*

72. 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*:
(p. 16)
- A. Internal strengths and weaknesses
 - B.** The strength of local unions
 - C. Changes in the environment
 - D. Anticipated actions of competitors

Difficulty: Medium
John - Chapter 01 #72

73. HRM units are relatively small in most organizations. One study found that the largest headquarters HRM unit had only _____ people.
(p. 16)
- A. 50
 - B. 100
 - C.** 150
 - D. 200

Difficulty: Hard
John - Chapter 01 #73

74. Samsung believes that _____ is/are the future of the company.
(p. 16)
- A. innovative products
 - B. sustainable corporate growth
 - C.** people
 - D. customer satisfaction

Difficulty: Medium
John - Chapter 01 #74

75. Because HR executives play an increasingly dominant role in strategic planning, they must now be familiar with:
(p. 16)
- A. Investments
 - B. Advertising
 - C. Production control
 - D.** All of the choices are correct.

Difficulty: Medium
John - Chapter 01 #75

76. The _____ of an organization or department is/are the goals it seeks to achieve; its reason for existence.
(p. 17)
- A. ideals
 - B. policies
 - C.** objectives
 - D. bottom line

Difficulty: Medium
John - Chapter 01 #76

77. An organization makes an objective more specific by developing _____.
(p. 17)

- A. plans
- B. goals
- C. procedures
- D. policies**

Difficulty: Medium
John - Chapter 01 #77

78. The personnel commission at the federal level is called the:
(p. 20)

- A. Supreme Court
- B. Equal Employment Opportunity Commission
- C. U.S. Office of Personnel Management**
- D. U.S. Civil Service Commission

Difficulty: Hard
John - Chapter 01 #78

79. Explain how action-oriented HRM departments differ from people-oriented HRM departments.
(p. 5)

An action-oriented HRM department emphasizes the solution of employment problems in order to achieve organizational objectives and facilitate employees' development and satisfaction. A people-oriented HRM department treats each employee as an individual and offers services and programs to meet the individual's needs.

Difficulty: Medium
John - Chapter 01 #79

80. 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?
(p. 6)

Varies by student.

Difficulty: Easy
John - Chapter 01 #80

81. Many organizations have had a difficult time adopting a strategic perspective toward HRM. Why?
(p. 8)

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: Hard
John - Chapter 01 #81

82. Identify five HRM criteria or components that can be used to measure organizational effectiveness or ineffectiveness. *Grievance rate* is an example.
(p. 9)

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: Hard
John - Chapter 01 #82

83. Identify five contributions that HRM makes to organizational effectiveness. *Helping the organization reach its goals* is an example.
(p. 10-11)

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: Hard
John - Chapter 01 #83

84. Name three benefits that companies attribute to telecommuting.
(p. 3)

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: Medium
John - Chapter 01 #84

85. Human Resource Management (HRM) consists of numerous activities. Name at least five of them.
(p. 5)

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: Hard
John - Chapter 01 #85

86. Name two factors that contributed to the development of personnel departments.
(p. 7)

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: Hard
John - Chapter 01 #86

87. What is the primary reason that operating managers, such as supervisors, department heads, and vice presidents, are involved in HRM activities?
(p. 14)

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: Hard
John - Chapter 01 #87*

88. When is the conflict between HR employees and operating managers most pressing?
(p. 15)

When joint decisions must be made on such issues as discipline, working conditions, termination, and so on.

*Difficulty: Medium
John - Chapter 01 #88*

89. The Industrial Revolution began with the substitution of steam power and _____ for hand labor.
(p. 5)

machinery

*Difficulty: Hard
John - Chapter 01 #89*

90. Three crucial elements are needed for firms to be effective: (1) mission and strategy, (2) organizational structure, and (3) _____.
(p. 9)

HRM

*Difficulty: Hard
John - Chapter 01 #90*

91. The actions, language, and performance of the HRM function must be measured, precisely communicated, and _____.
(p. 9)

evaluated

*Difficulty: Hard
John - Chapter 01 #91*

92. For many employees, their _____ is a major source of personal identity.
(p. 12)

job

*Difficulty: Medium
John - Chapter 01 #92*

93. Frameworks for cycle time reduction focus on effective management, not only of products and services, but also _____ resources.
(p. 13)

human

*Difficulty: Medium
John - Chapter 01 #93*

94. Research indicates that a large part of an operating manager's day is spent in meetings, telephone conversations, and solving problems that have a direct impact on _____.

(p. 14)

people

*Difficulty: Hard
John - Chapter 01 #94*

95. In most organizations, two groups perform HRM activities: HR manager-specialists and _____.

(p. 14)

operating managers

*Difficulty: Hard
John - Chapter 01 #95*

96. A _____ is a general guide that expresses limits within which action should occur.

(p. 17)

policy

*Difficulty: Hard
John - Chapter 01 #96*

97. An organization makes an objective more specific by developing _____.

(p. 17)

policies

*Difficulty: Hard
John - Chapter 01 #97*

98. Match the following terms to the correct definition.

(p. 17)

- | | |
|---------------------|--|
| 1. Procedures/rules | The plan that integrates major objectives 4 |
| 2. Objectives | Goals that are specific and measurable 2 |
| 3. Policies | Guides to decision making 3 |
| 4. Strategy | Specific directions for decision making 1 |

*Difficulty: Medium
John - Chapter 01 #98*

1 Summary

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