

## Chapter 2: HRM and the Individual

1. The perspective on the employment relationship which views work organisations as made up of competing interest groups is:
  - unitarist
  - Marxist
  - feminist
  - \*pluralist
2. The perspective on the employment relationship which views work organisations as akin to 'teams' or 'families' where all members share common interests is:
  - \*unitarist
  - pluralist
  - feminist
  - Marxist
3. Which of the following is used to describe an employment relationship in which each party uses the other for short-term benefit:
  - relational
  - transient
  - \*transactional
  - fleeting
4. Which of the following was the term used by Frederick Taylor to describe how workers deliberately underwork:
  - \*systematic soldiering
  - natural soldiering
  - social soldiering
  - dawdling
5. Scientific management is associated with which of the following:
  - upskilling
  - \*deskilling
  - reskilling
  - multi-skilling
6. Elton Mayo is associated with which programme of research:
  - \*Hawthorne experiments
  - Philadelphia experiments
  - Chicago experiments
  - social experiments
7. Which of the following refers to the mode of control associated with allowing workers greater discretion in their work:

sophisticated responsibility

\*responsible autonomy

direct control

individual control

8. Control via the demarcation of responsibility, the construction of internal labour markets and career structures is referred to as:

technical control

hierarchical control

\*bureaucratic control

sectional control

9. Boxall and Purcell (2003) suggest that individual performance is a function of:

\*ability, motivation, opportunity

aptitude, motivation, organisation

ability, management, organisation

aptitude, management, opportunity

10. Motivational theories can be divided into which two groups:

process and context

\*process and content

progress and content

progress and context

11. Vroom is associated with which motivational theory:

agency theory

\*expectancy theory

content theory

hierarchy of needs

12. Which of the following is not associated with Fordism:

standardisation

\*flexibility

routinisation

mass production

13. Which of the following is not associated with post-Fordism:

batch production

\*task specialisation

high skill

customisation

14. Herzberg (1966) referred to those factors which are prerequisites for individual motivation but which cannot act as motivators alone, as:

- \*hygiene factors
- satisfiers
- elemental factors
- maintenance factors

15. Which of the following represents the highest level in Maslow's hierarchy of needs:

- \*self-actualisation
- physiological needs
- esteem needs
- safety needs

16. What concept describes an employee's state of mind that reflects a combination of their commitment to their employer and the degree to which they are willing to actively support and help out colleagues:

- \*employee engagement
- employee expression
- employee emancipation
- employee awareness

17. What term is used to describe the implicit risks for each party to the employment relationship that are the domain of ethical decision-making:

- moral maze
- \*moral hazards
- mortal dangers
- moral compass