1. Which of the following terms refers to the procedure used to determine the duties associated with job positions and the characteristics of the people to hire for those positions?

A) job description
C) job analysis
B) job specification
D) job context

Answer: C

2. The information resulting from a job analysis is used for writing _____.

A) job descriptions
C) personnel questionnaires
B) corporate objectives
D) training requirements

Answer: A

3 All of the following types of information will most likely be collected by a human resources specialist through a job analysis EXCEPT _____.

A work activities
C) performance standards
B) human behaviour's
D) employee benefits options

Answer: D

4. In order for Hollis Construction to be in full compliance with the Americans with Disabilities Act, the manager needs a _____ for each position to validate all human resource activities.

A) performance appraisal
C) workflow system
B) compensation schedule
D) job analysis

Answer: D

5. Allison, a manager at a large clothing retail store, needs to determine essential duties that have not been assigned to specific employees. Which of the following would most likely provide Allison with this information?

A) work activities
C) job analysis
B) job context
D) performance standards

Answer: C

6. Which of the following is a written statement that describes the activities, responsibilities,

working conditions, and supervisory responsibilities of a job?

A) job specification
C) job description
B) job analysis
D) job context

Answer: C

7.The fourth step in conducting a job analysis most likely involves collecting data about all of the following EXCEPT _____.

A) required employee abilities

B) typical working conditions

C) employee turnover rates

D) specific job activities

Answer: C

8. What is the final step in conducting a job analysis?

A) writing a job description and job specifications

B) validating all of the collected job data

C) collecting data on specific job activities

D) reviewing relevant background information

Answer: A

9. Joaquin records every activity in which he participates at work along with the time it takes him to complete each activity. Which of the following approaches to job analysis data collection is most likely being used at Joaquin's workplace?

A) diaries

B) interviews

C) observations

D) questionnaires

Answer: A

10. Which of the following terms refers to systematically moving workers from one job to another?

A) job rotation

B) job enrichment

C) job enlargement

D) job adjustment

Answer: A

11. Jack is an employee at a Best Western Hotel. Some weeks he works with the catering group, and other weeks he assists the reservations clerk or the parking attendant. This is an example of _____.

A) job enlargement

B) job rotation

C) job enrichment

D) job specialization

Answer: B

12. The first step in the human resource planning process is:

A. forecasting.
B. goal setting.
C. program implementation.
D. program evaluation.
E. performance evaluation

.ANSWER A

13. The goals that are set in the human resource planning process should come directly from___:

A. mid-level managers, who tend to be most in touch with the organization's needs.

B. the analysis of labor supply and demand.

C. the judgments and choices made by strategists and experts.

D. the feedback provided by the organization's customers.

Answer B

14. Why is hiring new employees for every labor shortage not preferable?

A. The process will lead to an artificial scarcity in the labor market.

B. It would lead to reduced organizational control over the workers and process.

C. Selecting new employees attracts too many discrimination law suits.

D. If the shortage becomes surplus, the organization may have to lay off employees.

Answer D

15. The process of communicating information about a job vacancy on company bulletin boards, in employee publications, on corporate intranets, and anywhere else the organization communicates with employees is referred to as:

A. job postings.

B. external recruitments.

C. employment referral.

D. a workforce utilization review.

Answer A

16. Which of the following is an advantage of relying on internal recruitment sources?

A. They are likely to promote diversity in terms of race and sex.

B. They minimize the impact of political considerations in the hiring decision.

C. They are generally cheaper and faster than other means.

D. They expose the organization to new ideas or new ways of doing business.

Answer C

17. Which of the following types of jobs would force an organization to use external recruitment methods?

A. Technical positions

B. Customer-service jobs

C. Supervisory positions

D. Entry-level positions

Answer D

18. An applicant who applies for a vacancy without prompting from the organization is referred to as a(n):

A. direct applicant.

B. natural applicant.

C. internal applicant.

D. neutral applicant.

Answer A

19. Resignations and retirements are examples of:

A) essential downsizing measures.

B) involuntary separations.

C) voluntary separations.

D) discharges

Answer C

20 Sara is 57 years old and she has been a division manager for Elf Cookies for 32 years.

Recently, the business has seen an increase in efficiency and has a surplus of labor. Elf Cookies is offering employees who are 55 and older, and who have worked for the company for over 30 years, specific benefits and financial incentives to retire within the next 60 days. Sara does so. She has:

A) quit.

B) been bought out.

C) taken early retirement.

D) been discharged.

Answer C

21. Alex is a first-line supervisor with an employee who has a performance problem. After coaching the employee with no improvement, Alex decides to terminate the employment relationship. Which term refers to this type of separation?

A) Layoff

B) Discharge

C) Rightsizing

D) Early retiremen

Answer B

22. Bertha wishes to discharge one of her poorly performing employees. She has tried progressive discipline with no effect. She asks you, the HR manager, what she must do to discharge the employee. You should most likely tell her the policy and procedures, and then ask her if she has _____ in order to protect the company from a wrongful discharge suit.

A) documented the inappropriate behavior

B) given sixty days notice as required by law

C) used non-progressive disciplinary actions

D) analyzed the department's diversity levels

Answer A

23. The primary difference between a layoff and a discharge is:

A) a layoff is an involuntary separation and a discharge is a voluntary separation.

B) a layoff is a voluntary separation and a discharge is an involuntary separation.

C) a discharge occurs when the company's strategy forces it to reduce its workforce and a layoff

occurs when there is a poor fit between the employee and the organization.

D) a layoff occurs when the company's strategy forces it to reduce its workforce and a discharge

Answer D

24. Dixon Enterprises needs to reduce its long-term workforce. The firm wants to reduce the

scale and scope of its business to improve financial performance. The company is most likely:

A) conducting a layoff.

B) downsizing.

C) buying out the workforce.

D) rightsizing.

Answer B

25. Steve's job has been eliminated. Steve, a senior employee, will take a job in a different unit from an employee with less seniority. Steve's employer is most likely using the practice of:

A) attrition.

B) bumping.

C) job redesign.

D) rightsizing

Answer B.

26. What type of interview would most likely include the following: "It must be difficult to leave a company after such strong accusations of unethical behavior. Tell me about that"?

A) situational

B) behavioral

C) stress

D) puzzle

Answer: C

27. Dr. Ross is interviewing for a position as Assistant Professor of Biology. His interview is conducted by a team of other faculty members in the department who interview him simultaneously and then combine their ratings into one score. This is an example of a _____ interview.

A) serial
C) one-on-one
B) panel
D) mass

Answer: B

28 . The primary purpose of conducting a stress interview is to determine _____.

A) why an applicant wants to work for the firm

B) how an applicant solves complex problems

C) why an applicant lied on the resume

D) how an applicant handles criticism

Answer: D

29. During an interview, Tanya discusses her numerous accomplishments at previous jobs and praises the interviewer frequently. Tanya is most likely using _____.

A) impression management
B) talent management
C) mixed motives
D) behavior modification

Answer: A

30. On Alicia's first day of work at a software firm, she attended a meeting with the HR manager and other new employees. Alicia learned about employee benefits packages, personnel policies, and the structure of the company. In which of the following did Alicia most likely participate?

A) recruitment
C) employee orientation
B) selection
D) employee development

Answer: C

31. The process of verifying that there is a performance deficiency and determining if such deficiencies should be corrected through training or through some other means is called _____.

A) needs analysis
B) training assessment
C) performance analysis
D) performance appraisal

Answer: C

32. Tyler, a new accounts representative at Martin Marketing, is learning the job by actually doing job-related tasks such as contacting customers. Tyler is most likely participating in _____.

A) on-the-job training
C) social learning
B) socialization
D) modeling

Answer: A

33. Which of the following training methods is most frequently used by employers?

A) job instruction training
C) on-the-job training
B) apprenticeship training
D) classroom training

Answer: C

34. Rebekah was hired soon after graduation and assigned to complete a management trainee program. She will move to various jobs each month for a nine-month period of time. Her employer is utilizing the _____ form of training.

A) job rotation
C) job expansion
B) understudy
D) informal learning

Answer: A

35. American Airlines uses flight simulators to train pilots about airplane equipment and safety measures. This is an example of _____.

A) on-the-job training
C) virtual reality training
B) vestibule training
D) programmed learning

Answer: B

36. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards?

A) employee selection
C) employee orientation
B) performance appraisal
D) organizational development

Answer: B

37. What is the first step of any performance appraisal?

A) giving feedback
C) making plans to provide training

B) setting work standards
D) assessing the employee's performance

Answer: B

38. Employee performance appraisals are conducted by all of the following EXCEPT _____.

A) peers
C) subordinates

B) competitors
D) rating committees

Answer: B

39. Which of the following terms refers to a performance appraisal based on surveys from peers,

supervisors, subordinates, and customers?

A) 360-degree feedback
C) upward feedback

B) team appraisals
D) rating committee

Answer: A

40. Which of the following is the easiest and most popular technique for appraising employee

performance?

A) alternation ranking
C) forced distribution

B) graphic rating scale
D) constant sum rating scale

Answer: B

41. Which performance appraisal technique lists traits and a range of performance values for

each trait?

A behaviourally anchored rating scale
C) forced distribution

B) graphic rating scale
D) critical incident

Answer: B

42. All of the following are usually measured by a graphic rating scale EXCEPT _____.

A) generic dimensions of performance
C) achievement of objectives

B) performance of co-workers
D) job-related competencies

Answer: B

43. Which performance appraisal tool requires supervisors to categorize employees from best to worst on various traits?

A) graphic rating scale
C) alternation ranking method

B) critical incident method
D) electronic performance monitoring

Answer: C

44. Kendra needs to rate five of her subordinates. She makes a chart of all possible pairs of employees for each trait being evaluated. Then, she indicates the better employee of each pair with a positive symbol on the chart. Finally, she totals the number of positive symbols for each employee. Which method of performance appraisal has Kendra most likely used?

A) graphic ranking scale
C) paired comparison

B) alternation ranking
D) forced distribution

Answer: C

45. Which performance appraisal tool is being used when a supervisor places predetermined percentages of appraises into various performance categories?

A) behaviorally anchored rating scale
C) alternation ranking

B) graphic ranking scale
D) forced distribution

Answer: D

46. John, the supervisor of the manufacturing department at a computer firm, is in the process of evaluating his staff's performance. He has determined that 15% of the group will be identified as high performers, 20% as above average performers, 30% as average performers, 20% as below average performers, and 15% as poor performers. Which performance appraisal tool has John chosen to use?

A) behaviorally anchored rating scale
C) alternation ranking

B) forced distribution
D) paired comparison

Answer: B

47. Which performance appraisal tools require a supervisor to maintain a log of positive and negative examples of a subordinate's work-related behavior?

A) alternation ranking
C) critical incident

B) paired comparison
D) graphic rating

Answer: C

48. Which appraisal method combines the benefits of narrative critical incidents and quantified scales by assigning scale points with specific examples of good or poor performance?

A) behaviorally anchored rating scale
C) alternation ranking
B) constant sums rating scale
D) forced distribution

Answer: A

49. Which of the following terms refers to setting specific measurable goals with each employee and then periodically reviewing the progress made?

A) behaviorally anchored rating scale
C) mixed standard scales
B) management by objective
D) forced distribution

Answer: B

50. Which term refers to ranking of employees from best to worst on a trait or traits, choosing highest than lowest until all are ranked?

A) performance management
C) alternation ranking
B) paired comparison
D) direction sharing

Answer: C

51. Which of the following is a performance appraisal problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits?

A) recency effect
C) central tendency
B) halo effect
D) Leniency

Answer: B

52. Jason is a conscientious employee, but he is viewed by most of his co-workers as unfriendly. Jason's supervisor rates him low on the traits "gets along well with others" and "quality of work." Which of the following problems has most likely affected Jason's performance appraisal?

A) central tendency
C) halo effect
B) leniency
D) recency effect

Answer: C

53. Which performance appraisal problem is associated with supervisors giving all of their subordinates consistently high ratings?

A) central tendency
C) strictness
B) leniency
D) halo effect

Answer: B

54. Stephanie manages the accounting department at an advertising agency. She needs to conduct performance appraisals for the eight employees in her department. Stephanie wants a performance appraisal tool that is highly accurate, ranks employees, and uses critical incidents to help explain ratings to appraises. Which performance appraisal tool is best suited for Stephanie?

A) graphic rating scale
C) critical incident method
B) alternation ranking method
D) behaviorally anchored rating scale

Answer: D

55. Which of the following best describes the purpose of an appraisal interview?

A) training supervisors in the rating process

B) identifying potential interpersonal problems

C) making plans to correct employee weaknesses

D) discussing and scheduling training programs

Answer: C

56. In setting the base pay rate for new jobs at her organization, Alexis is doing an assessment of how much she can afford to pay. She is working on the _____ portion of her organizational philosophy on compensation.

A. ability to pay

B. types of compensation

C. pay for performance or longevity

D. skill or competency-based pay

E. None of the above

Ans: A

57. Krista's organization uses a differentiation strategy. To encourage workers to bring knowledge, skills, and abilities to the job that can allow them to analyze problems and come up with creative solutions, Krista might adopt a(n) _____ organizational philosophy on compensation.

A. pay secrecy
C. at-the-market
B. above-the-market
D. competency-based pay

Ans: D

58. Katrina's organization is hiring for low-skilled jobs in an industry where unemployment is high and it is easy to find replacement workers. Adopting a(n) _____ organizational philosophy on compensation could allow her to hire plenty of workers.

A. wage compression

B. below-the-market

C. pay for longevity

D. competency-based pay

E. profit pay

Ans: B

59. Halle plans to pay her workers the lowest hourly rate of pay generally allowed under the Fair Labor Standards Act. In other words, Halle will pay her workers _____.

A. skill-based pay

B. overtime wages

C. at-the-market wages

D. minimum wage

Ans: D

60. At the beginning of the quarter, Marcus sat down with his manager and set three goals for the next

three months. The achievement of each goal will depend on Marcus. No one else in his work group can affect the work toward the goal. Which advantage of individual incentives does this illustrate?

A. Easy to evaluate employee's effect on team

B. Ability to match rewards to employee desires

C. Promotes the link between performance and results

D. May motivate less productive employees to work harder

Ans: C

61. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?

A) salary

B) employee benefits

C) wage reimbursement

D) employee compensation

Answer: D

62. Which of the following is NOT a type of direct financial payment?

A) wages

B) insurance

C) incentives

D) commissions

Answer: B

63. John is a sales representative in a jewelry store. He typically works 40 hours per week and his pay is completely based on his sales. He earns a 5% commission for every sale he makes. Which of the following terms best describes John's situation?

A) pay for performance

B) indirect financial compensation

C) time-based compensation

D) piecework pay

Answer: A

64. The component of an HRM system that focuses on attempting to attract and to hire employees who have the abilities and experiences to help the organization to achieve its goals is known as:

A. Training

B. Development

C. Recruitment and selection

D. Performance appraisal

Answer C

65. Microsoft Corporation interviews dozens of highly qualified programmers before deciding on which ones to hire. This is an example of which component of the HRM process?

A. Training

B. Development

C. Recruitment and selection

D. Performance appraisal

Answer C

66. The component of an HRM system that focuses on helping managers to develop the skills and abilities that will enable them to perform their jobs successfully is:

A. Training and development

B. Recruitment

C. Selection

D. Performance appraisal

Answer A

67. Newly-hired programmers at Microsoft Corporation join small work teams so that experienced workers can serve as mentors to them while they are adjusting to their new job. This is an example of which component of the HRM process?

A. Recruitment

B. Selection

C. Training and development

D. Performance feedback

Answer C

68. The set of activities in which managers engage to develop a pool of qualified candidates for open positions is known as:

A. Selection

B. Performance appraisal

C. Feedback

D. Recruitment

Answer D

68. The process by which managers decide the relative qualifications of job applicants for an open position is known as:

A. Training

B. Selection

C. Development

D. Performance appraisal

Answer C

69. The set of activities in which managers engage to forecast the future human resource needs of their organization is known as:

A. Performance appraisal

B. Feedback

C. Human resource planning

D. Recruitment

Answer C

70. Managers at Flandry Manufacturing anticipate as upsurge in demand for their products. They estimate the qualifications of current workers and the number of workers that they will need in the future. This is known as:

A. Supply forecasting

B. Recruitment

C. Selection

D. Demand forecasting

Answer D

71. An individual who contacts an organization and applies for a job in that organization without being asked to do so by anyone in that organization is a(n):

A. Recruiter

B. Job placement contact

C. Walk-in

D. Outsource

Answer C

73. An organization requires all job applicants to complete an application that asks for the number of years of their work experience and the types of positions they have held. On which aspect of the HRM process is this organization focusing?

A. Reference-checking

B. . Background information

C. Paper-and-pencil testing

D. Personality testing

Answer B

74. Chrysler Corp. tests applicants for autoworker positions on their mechanical dexterity in an attempt to determine if they have the capability of performing an assembly-linejob. This is an example of:

A. Physical ability testing

B. Personality testing

C. Situational testing

D. Unstructured testing

Answer B

75. Ason, a specialist in HR, requires all applicants for a secretarial position to take a typing test to determine their typing speed and the number of errors they produce. This is an example of:

A. A personality test

B. A physical ability test

C. A role-play test

D. A performance test

Answer D

76. Gerardo calls one of his college professors and asks her to a write a letter to a prospective employer commenting on his classroom performance. This is part of:

A. Reference-checking

B. Recruiting

C. Training

D. Development

Answer A

77. Prior to designing a training and development program for managers, a human resource specialist attempts to determine which managers need training and what types of skills and knowledge these managers need to develop. This process is known as:

A. Job validation

B. RJP validation

C. Recruitment

D. Needs assessment

Answer D

78. The supervisor of a newly hired school bus driver rides with the new driver for the first week on the new job to be sure that the driver follows the correct route and the proper safety procedures. In which aspect of the HRM process is this supervisor involved?

A. Simulation

B. Needs assessment

C. Role-playing

D. On-the-job training

E. Answer D

79. An organization reimburses managers for graduate school tuition whenever they receive a grade of A or B in management-related courses. This is an example of which component of the HRM process?

A. Personality testing

B. Formal education

C. Reference-checking

D. Recruitment

Answer B

80. resolve conflicts to resolve union-management conflict after a

_____ has been filed.

A. Mediators; contract

B. Mediators; grievance

C. Arbitrators; grievance

D. Negotiators; contract

Answer C

81 What are the factors responsible for changing environments' of human resource management?

A. Economic

B. Technological

C. Political

D. All

Answer D

82 Which of the following is not internal environments of human resource management?

A. Professional body

B. Organizational object

C. Organizational polices

D. Legal

Answer D

Grievance redressal, discipline, collective bargaining are_____ of HRM.

(a) integration function

(b) procurement function

(c) development function

(d) behavioural function

Ans. (a)

How to handle grievances?

a. Grievance in writing / taking to employee directly for speaking truth / ensure confidentiality and handle the case within tie frame

b. Treat each case as important, and obtain grievances in writing / examine company's position / identify violations / do not hold back the remedy, if the company's wrong + (a) above

c. Get all the facts (relevant) about the grievance / examine the personnel record of the aggrieved worker / gather information from the union representative properly + (b) above

d. Identify grievance / previous record of the worker / companies' rules and prompt redressal of grievances, if genuine.

Ans. (c)

Lockout is a weapon available to –

a. Employees

b. Trade Unions

c. Employers

d. Government

Ans. (c)