Managing Human Resources 8th edition Gomez-Mejia Test Bank

SKU: 9780133029697-TEST-BANK

Managing Human Resources, 8e **(Gomez-Mejia et al.)**
Chapter 2 Managing Work Flows and Conducting Job Analysis

1) Formal or informal relationships between people in an organization are known by which term?
A) Work flow group
B) Organizational culture
C) Management team
D) Organizational structure
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

2) The choice of a prospector strategy for a business would be most appropriate when a firm:
A) operates in an uncertain business environment.
B) functions in a relatively stable business environment.
C) sells products that are in the maturity stage of the life cycle.
D) prefers a top-down decision making approach for management.
Answer: A
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

3) Cheap Shoes manufactures a line of inexpensive shoes. The firm uses a defender strategy, which means the most effective structure for them involves:
A) maximizing autonomy among strategic divisions.
B) implementing decisions from the top down.
C) utilizing self-managing work teams.
D) establishing a flat structure.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Application
LO: 2.1: Understand the organizational perspective of work

4) A company with a prospector strategy would most likely:
A) have a bureaucratic organizational structure.
B) give employees more responsibility.
C) use a vertical information system.
D) use hierarchy to resolve conflict.
Answer: B
Diff: 3
AACSB: Analytical thinking
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5) Which type of organizational structure would be most appropriate for a company with a defender strategy?
A) Flat
B) Boundaryless
C) Differentiated
D) Bureaucratic
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

6) Alyssa finds a job description for an interesting retail position. The job description indicates exactly what department of the store she would be responsible for and what her duties would be. The ad describes good opportunities for advancement within the retail area, so she could become the managing retail director for her department. However, she would not be able to move into finance or production. This is an example of which organizational strategy?
A) Top-down management
B) Work specialization
C) Prospector strategy
D) Pyramid-building
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.1: Understand the organizational perspective of work

7) Bureaucratic organizational structures are marked by:
A) narrow job descriptions and sharp vertical and horizontal boundaries.
B) division of labor around products, services, or customers.
C) high employee involvement in decision making.
D) decentralized management.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
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8) Maryland Times News is a publishing company that has a functional division of labor, work specialization, and a pyramid of authority. MTN most likely uses a:
A) bureaucratic organizational structure.
B) flat organizational structure.
C) boundaryless organizational structure.
D) work flow organizational structure.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.1: Understand the organizational perspective of work

9) One organizational structure that lends itself to the formation of joint ventures and strategic alliances is a:
A) bureaucratic structure.
B) flat structure.
C) generic structure.
D) boundaryless structure.
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

10) Courtland Corporation recently reduced its number of management levels and decentralized its entire managerial approach. Prior to this, the corporation maintained a pyramid-shaped management structure and was based on a functional division of labor. Courtland evolved from a _____ organization to a _____ organization.
A) prospector / defender
B) boundaryless / bureaucratic
C) bureaucratic / boundaryless
D) bureaucratic / flat
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Application
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11) Which of the following is a characteristic of a boundaryless organization?
A) Many levels of management
B) Top-down management approach
C) Teams whose members cross organizational boundaries
D) Hierarchical career paths may exist within one function
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

12) Which of the following would be the best environment in which to implement a flat organizational structure?
A) A global environment
B) A service-oriented environment
C) A predictable environment
D) A rapidly changing environment
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

13) A company would most likely adopt a boundaryless organizational structure if management wants to:
A) structure its organization around functions.
B) enter foreign markets that have entry barriers.
C) move into a stable and predictable global market.
D) reorganize around its products, services, or customers.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

14) Which term refers to the process of examining how work creates or adds value to the ongoing processes in a business?
A) Job analysis
B) Process evaluation
C) Work flow analysis
D) Business process reengineering
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

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15) Managers most likely use work flow analysis in order to:
A) recombine a specialized task into one more complex and satisfying job.
B) simplify jobs by breaking them into individual component tasks.
C) understand the overall environment in which a job operates.
D) quantify the tasks involved in a specific position.
Answer: C
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

16) A company is involved in business process reengineering when it is:
A) examining how work creates or adds value to the ongoing business processes.
B) rethinking and redesigning its work processes to improve quality.
C) reviewing the responsibility levels of specific jobs.
D) gathering and organizing information about tasks.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

17) What is the primary reason that firms use business process reengineering?
A) To increase total quality management
B) To prepare for a work flow analysis
C) To identify jobs that can be eliminated
D) To determine changing customer needs
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

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Additional Case 2.1
Benson Manufacturing is a young, small firm that makes computer components and peripherals for assemblers like Dell and Gateway. Benson's market share is highly volatile based on the entrance and exit of competitors into the market. Benson buys raw materials from several suppliers who also supply competitors. The firm has two layers of management between the CEO and the component maker on the line.

The firm's CEO read a book about innovation and organizational change and now wants to look at what HR should do about reorganizing and changing staffing practices. The CEO wants to reduce costs in order to increase profit margins because he believes that margins will continue to shrink.

While productivity and quality are largely functions of the machines used in the process, the CEO still wants to focus on motivating Benson employees. He wants to motivate them by increasing wages through a bonus program, improving working conditions, and providing job security.

18) Refer to Additional Case 2.1. Based on the current market situation, what business strategy would be best for Benson?
A) Prospector strategy
B) Defender strategy
C) Tactical strategy
D) Differentiated strategy
Answer: A
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.1: Understand the organizational perspective of work

19) Refer to Additional Case 2.1. Which type of organizational structure would be most appropriate for Benson?
A) Bureaucratic structure
B) Boundaryless structure
C) Flat organizational structure
D) Pyramid organizational structure
Answer: C
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.1: Understand the organizational perspective of work

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Additional Case 2.2
You are the HR manager at Steel City, Inc., a firm that is considering going global in its product line and markets. The president realizes that this may require a reorganization. She wants to move into new international markets with minimum time and effort. She also wants to reduce management overhead and labor costs.

At the same time, employees have been complaining about their work. Jobs are repetitive, and employees don't know how their work fits into the big picture. The president wants to provide employees with satisfying work, autonomy, and a performance-based pay system. She wants to give them as much control as possible and remove layers of management.

20) Refer to Additional Case 2.2. The best organizational design match for Steel City would most likely be a:
A) flat organizational structure.
B) generic organizational structure.
C) boundaryless organizational structure.
D) bureaucratic organizational structure.
Answer: C
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.1: Understand the organizational perspective of work

21) The work flow in an organization refers to the formal and informal relationships between people in the organization.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

22) Whenever management decides to change its business strategy, it must also reexamine its organizational structure.
Answer: TRUE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

23) If a company is using a prospector business strategy, its market is stable, its product is mature, and it wants to increase market share by "digging" for new customers with new products.
Answer: FALSE
Diff: 3
AACSB: Analytical thinking
Skill: Concept
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24) A defender strategy might lead a company to functional divisions of labor and work specialization, which are elements of a boundaryless organization.
Answer: FALSE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

25) Flat organizational structures are helpful for organizations that emphasize customer satisfaction and have broadly defined jobs.
Answer: TRUE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

26) Work flow analysis examines and quantifies the manufacturing process.
Answer: FALSE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

27) Business process reengineering examines the fundamental way a company does business by analyzing its core processes.
Answer: TRUE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

28) A pyramid-shaped organizational structure that consists of hierarchies with many levels of management is referred to as a(n) _____.
Answer: bureaucratic organizational structure
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.1: Understand the organizational perspective of work

29) A fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, service, and speed is referred to as _____.
Answer: business process reengineering (BPR)
Diff: 2
AACSB: Analytical thinking
Skill: Concept
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30) A work group differs from a team in what way?
A) In a team, everyone is equal. In a work group, some members have more power than others.
B) A work group depends on an outside supervisor for direction, while a team self-directs.
C) A work group self-directs, while a team depends on an outside supervisor for direction.
D) A team tends to have better rapport between members than a work group.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

31) A self-managed team:
A) consists of a small group of people who come together for specific, short-term assignments.
B) gathers for a few hours each week to solve problems in various work processes.
C) crosses functional or organizational boundaries to examine complex issues.
D) focuses on quality and productivity issues.
Answer: D
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

32) Which of the following is NOT a typical responsibility for an SMT member?
A) Scheduling work
B) Handling performance evaluations
C) Disciplining team members
D) Terminating a team member's employment
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

33) Which HR practice would most likely change after a firm implements self-managed work teams?
A) Work flow analyses
B) Job enrichment plans
C) Organizational designs
D) Performance appraisals
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

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34) What is the primary reason for training SMT members in many different technical areas?
A) Simplifying schedules
B) Monitoring new budgets
C) Enhancing team flexibility
D) Handling interpersonal conflicts
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

35) Your organization is trying to decide if it should implement TQM. Management assembles a team from one department to study the issue. The team will disband once the study is complete. Which of the following would be most appropriate?
A) Special purpose team
B) Self-managed team
C) Problem-solving team
D) Virtual team
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.2: Understand the group perspective of work

36) The quality-of-work-life program at Ford is an example of a:
A) self-managed work team.
B) problem-solving team.
C) quality circle.
D) special-purpose team.
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

37) What type of team would work best in a situation where you expect only a part-time commitment from each member, where each member will work in a different city or state, and where rapid communication is important?
A) A virtual team
B) A problem-solving team
C) A special-purpose team
D) A self-managing all-purpose team
Answer: A
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

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Additional Case 2.2
You are the HR manager at Steel City, Inc., a firm that is considering going global in its product line and markets. The president realizes that this may require a reorganization. She wants to move into new international markets with minimum time and effort. She also wants to reduce management overhead and labor costs.

At the same time, employees have been complaining about their work. Jobs are repetitive, and employees don't know how their work fits into the big picture. The president wants to provide employees with satisfying work, autonomy, and a performance-based pay system. She wants to give them as much control as possible and remove layers of management.

38) Refer to Additional Case 2.2. The president is discussing the use of teams in the company. Given the company direction and the president's goals, you should recommend:
A) that she implement special project teams.
B) quality circles as a type of problem-solving team.
C) ISO 9000-based teams.
D) self-managed work teams.
Answer: D
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.2: Understand the group perspective of work

39) Self-managed teams are synonymous with work groups.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

40) Special-purpose teams typically consist of managers from one department who gather to examine a complex issue.
Answer: FALSE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

41) A(n) _____ is a team consisting of volunteers from a unit or department who meet one or two hours per week to discuss quality improvement, cost reductions, or improvement in the work environment.
Answer: problem-solving team
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

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42) A team or task force consisting of workers who span functional or organizational boundaries and whose purpose is to examine complex issues is called a(n) _____.
Answer: special-purpose team
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

43) The three psychological states central to the job characteristics theory include:
A) meaningfulness of the job.
B) control of job outcomes.
C) task significance.
D) task identity.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.2: Understand the group perspective of work

44) Shamekwa believes that employees are motivated by their work, sense of achievement, responsibilities, and advancement opportunities. Shamekwa's thinking is most compatible with the:
A) work adjustment theory.
B) goal-setting theory.
C) two-factor theory.
D) job design theory.
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.3: Understand the individual perspective of work

45) Frederick Herzberg's two-factor theory was developed to explain:
A) salary negotiations.
B) job security concerns.
C) employee motivation.
D) employee-manager relationships.
Answer: C
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

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46) According to Herzberg's theory, the absence of which of the following would most likely lead to employee dissatisfaction?
A) Achievements
B) Job responsibilities
C) Coworker relationships
D) Advancement opportunities
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

47) In Herzberg's theory of motivation, hygiene factors are:
A) critical to employee motivation.
B) located in the work environment.
C) necessary for employee advancement.
D) indicators of job tasks and responsibilities.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

48) Which of the following is a motivator, according to Herzberg?
A) Relationships within the company
B) A positive working atmosphere
C) Recognition for accomplishments
D) Salary and benefits
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

49) The work adjustment theory suggests that employee motivation depends on the:
A) essential job characteristics.
B) external and internal environments.
C) relationship between the employee and the manager.
D) fit between employee needs and the job characteristics.
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.3: Understand the individual perspective of work

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50) Which of the following is a true statement based on the work adjustment theory?
A) Clear, specific, and challenging goals motivate employees to perform at high levels.
B) All employees are motivated and challenged by hygiene and maintenance factors.
C) Employee motivation depends on personal needs and job characteristics.
D) All employees want to be involved in the decision-making process.
Answer: C
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

51) Which of the following suggests that employee motivation depends on the fit between personal abilities and job requirements?
A) Work adjustment theory
B) Goal-setting theory
C) Two-factor theory
D) Job characteristics theory
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

52) The goal-setting theory of motivation suggests that employee satisfaction and motivation are functions of:
A) company policies and the relationships formed with co-workers.
B) clear, direct goals over which the employee has control.
C) employee abilities, goals, and job characteristics.
D) the core characteristics of the job.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

53) According to goal-setting theory, employees are most motivated when goals are:
A) broad and flexible.
B) relatively easy to attain.
C) specific and challenging.
D) closely linked to compensation.
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
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54) According to job characteristics theory, jobs with certain core characteristics are more likely to:
A) motivate and satisfy employees
B) encourage employee creativity.
C) enhance employee job security.
D) dissatisfy employees.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

55) Which of the following is a core job characteristic that activates the three psychological states, according to job characteristics theory?
A) Interdependence
B) Skill variety
C) Responsibility
D) Task difficulty
Answer: B
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

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Additional Case 2.1
Benson Manufacturing is a young, small firm that makes computer components and peripherals for assemblers like Dell and Gateway. Benson's market share is highly volatile based on the entrance and exit of competitors into the market. Benson buys raw materials from several suppliers who also supply competitors. The firm has two layers of management between the CEO and the component maker on the line.

The firm's CEO read a book about innovation and organizational change and now wants to look at what HR should do about reorganizing and changing staffing practices. The CEO wants to reduce costs in order to increase profit margins because he believes that margins will continue to shrink.

While productivity and quality are largely functions of the machines used in the process, the CEO still wants to focus on motivating Benson employees. He wants to motivate them by increasing wages through a bonus program, improving working conditions, and providing job security.

56) Refer to Additional Case 2.1. The CEO most likely read a book that referred to the motivation theory of:
A) Frederick Herzberg
B) Richard Hackman
C) Edwin Locke
D) Henry Mintzberg
Answer: A
Diff: 2
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.3: Understand the individual perspective of work

57) Refer to Additional Case 2.1. What is the flaw in the CEO's suggestions for motivating the workforce?
A) He's not involving the employees in the decisions.
B) An MBO-based strategy would be more effective.
C) It does not take the diversity of the workforce into consideration.
D) None of the things he wants to do impact motivation, only satisfaction or dissatisfaction.
Answer: D
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.3: Understand the individual perspective of work

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Additional Case 2.2
You are the HR manager at Steel City, Inc., a firm that is considering going global in its product line and markets. The president realizes that this may require a reorganization. She wants to move into new international markets with minimum time and effort. She also wants to reduce management overhead and labor costs.

At the same time, employees have been complaining about their work. Jobs are repetitive, and employees don't know how their work fits into the big picture. The president wants to provide employees with satisfying work, autonomy, and a performance-based pay system. She wants to give them as much control as possible and remove layers of management.

58) Refer to Additional Case 2.2. The president's ideas regarding employee dissatisfaction suggest that her thinking would be most compatible with a _____ theory of motivation.
A) two-factor
B) work adjustment
C) job characteristics
D) goal-setting
Answer: C
Diff: 2
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.3: Understand the individual perspective of work

59) Refer to Additional Case 2.2. Along with the reorganization, you need to do some job redesign. Given the specific employee complaints, your best approach would be:
A) work simplification.
B) job enrichment.
C) job rotation.
D) quality circles.
Answer: B
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.3: Understand the individual perspective of work

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Additional Case 2.3
Resources International, Inc. (RII) is going through a major organizational change. Executives at the firm have decided to rethink the whole organization. They believe that employees will be most strongly motivated by experiencing meaningful work, taking responsibility for outcomes, and receiving regular feedback.

The HR team will analyze jobs as part of the change process, and HR must choose the best technique for the situation. HR needs to know what the incumbents do in their jobs. HR also needs behavioral descriptions from which to build new performance appraisal systems and training programs.

Finally, RII is looking at current staffing practices and trying to decide what type of workforce is best for the future. The business is highly technical and requires highly experienced employees, but product demand is volatile. Demand can double or be cut in half from one year to the next, depending on the economy and competitors' actions. Innovation is key in RII's product development. In order to manage all the HR information generated for and during the change, RII has initiated an HRIS system.

60) Refer to Additional Case 2.3. The best job analysis technique for RII would be a:
A) critical incident technique.
B) task inventory analysis.
C) functional job analysis.
D) methods analysis.
Answer: A
Diff: 3
AACSB: Reflective thinking
Skill: Application
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Additional Case 2.4
Dorenda owns a small business, and she has asked you for HR advice. Her company has a handful of permanent employees, but the work force consists mainly of contract workers. Dorenda typically employs various contractors for three-month projects. Permanent employees typically quit within one year of being hired.

Dorenda wants to increase her permanent employees' motivation, so she has set general goals for them to meet. She also plans to hire some more permanent employees, but she first wants to determine what skills, knowledge, and abilities job candidates need to have in order to meet specific company needs.

61) Refer to Additional Case 2.4. You anticipate that Dorenda's choices regarding employee motivation will not produce the results she wants because:
A) the goals lack specificity and employee input.
B) there are too few hygiene factors in comparison to motivators.
C) employees are more motivated in a decentralized organization.
D) the goals are too challenging and frequent feedback creates employee anxiety.
Answer: A
Diff: 3
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.3: Understand the individual perspective of work

62) Frederick Herzberg's two-factor motivation theory focuses on the fit between the employee's needs and abilities and the characteristics of the job and the organization.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

63) Work adjustment theory suggests that employees' motivational levels and job satisfaction depend on clearly defined objectives.
Answer: FALSE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

64) According to goal-setting theory, employees are more motivated by challenging goals than simple goals.
Answer: TRUE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

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65) According to job characteristics theory, higher levels of autonomy and specific managerial feedback will improve employee job satisfaction and motivation.
Answer: TRUE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

66) _____ is that which energizes, directs, and sustains human behavior.
Answer: Motivation
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.3: Understand the individual perspective of work

67) What are the four perspectives on employee motivation? What are the key elements of each perspective? What are the weaknesses of each perspective? How can job design affect employee motivation?
Answer: Summary of suggested answer -
Theories-two-factor by Herzberg, work adjustment, goal-setting by Locke, and job characteristics by Hackman and Oldham.
Key Elements—
- Two-factor — Motivators are internal job factors that lead to satisfaction. Hygiene or maintenance factors are external to job and only relate to dissatisfaction, and lack of these elements leads to dissatisfaction.
- Work adjustment — Employee motivation depends on the fit between employee needs and abilities and characteristics of the job.
- Goal-setting — Employees work to expectations, and clear challenging goals motivate performance.
- Job characteristics — The presence or absence of five core characteristics and three psychological states determines the level of employee job satisfaction.

All the theories of employee motivation suggest that jobs can be designed to increase motivation and performance. Job design is the process of organizing work into the tasks required to perform a specific job.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.3: Understand the individual perspective of work

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68) The process by which work is organized into the separate tasks required to perform a specific job is called:
A) job analysis.
B) job design.
C) task significance.
D) task identity.
Answer: B
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

69) Which of the following has the LEAST influence on job design?
A) Work-flow analysis
B) Employee motivation
C) Organizational structure
D) Business strategy
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

70) Your production lines make a standardized product. Efficiency is critical to your production costs. The majority of production line tasks are mechanical and repetitive. Which of the following would be most appropriate?
A) Job enrichment
B) Job rotation
C) Work simplification
D) Team-based job design
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

71) Which of the following would most likely increase as a result of work simplification?
A) Costs
B) Turnover
C) Satisfaction
D) Skill variety
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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72) Which of the following is an example of job enrichment?
A) Reducing specialized tasks by combining them and giving employees more narrowly defined tasks to perform
B) Expanding the horizontal and vertical dimensions of the job by giving an employee responsibility for the whole production
C) Dividing employees into self-managing teams that perform several different tasks and have complete responsibility for the entire production process
D) Matching employees to the job by examining their needs and skills and the specific job characteristics
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

73) Your relatively flat organization is moving toward a boundaryless structure. Layers of management have been reduced to a minimum. You want employees to be self-managing, to perform several different tasks, and to take complete responsibility for the entire production process. _____ would be your best choice as you implement a job redesign program.
A) Work simplification
B) Team-based job designs
C) Flexible work designs
D) Job enrichment
Answer: B
Diff: 2
AACSB: Reflective thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

74) A team-based job design would work best for a business under what circumstances?
A) The business has a bureaucratic organization structure.
B) The business has a flat and boundaryless structure.
C) The business maintains a strong defender strategy.
D) The business is considering a move toward goal-setting theory.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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75) The basic element of work that is a logical and necessary step to perform a job is a:
A) duty.
B) task.
C) responsibility.
D) job description.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

76) Which of the following is a term used to describe one or several duties that identify and describe the major purpose for the job's existence?
A) Responsibility
B) Work
C) Position
D) Task
Answer: A
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

77) Which question would most likely be answered by a job analysis?
A) What machines are required for the job?
B) What job design method is best for the position?
C) What recruiting methods are used for filling the job?
D) What performance appraisal system is used to evaluate the job?
Answer: A
Diff: 3
AACSB: Analytical thinking
Skill: Critical Thinking
LO: 2.4: Develop competence in designing jobs and conducting job analysis

78) Cecilia is observing assembly line workers performing their tasks. She's watching to see who they interact with, what machines they use, and how much they are supervised. Cecilia is most likely conducting a:
A) work flow analysis.
B) performance appraisal.
C) job redesign.
D) job analysis.
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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79) Job analysis is helpful to HR professionals in performing which of the following tasks?
A) Establishing an HRIS
B) Developing a budget
C) Designing a benefit plan
D) Recruiting employees
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

80) What is the best job analysis tool for developing task-oriented job descriptions and performance appraisal forms?
A) Task inventory analysis
B) Methods analysis
C) Critical incident technique
D) MPDQ
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

81) Marquis is examining the knowledge, skills, and abilities used in performing certain tasks. His process begins with interviews of the incumbents and their managers. He then constructs and administers a survey, and finally creates a matrix for rating the task. Marquis is most likely using which job analysis technique?
A) Methods analysis
B) Task inventory analysis
C) Critical incident technique
D) Functional job analysis
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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82) If managers needed a systematic way to analyze tasks in a given situation and wanted to use a tailored rather than a standardized questionnaire, they would most likely use a:
A) position analysis.
B) methods analysis.
C) task inventory analysis.
D) functional job analysis.
Answer: C
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

83) A KSA matrix should rate:
A) the KSAs an employee demonstrates in a given task.
B) the extent to which a variety of KSAs are important for task completion.
C) how well the organizational structure of the company fits with an employee's KSAs.
D) the methods, machines, and KSAs that incumbents must use to perform their jobs.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

84) Which type of job analysis is often used to develop a performance appraisal?
A) Position analysis questionnaire
B) Critical incident technique
C) Methods analysis
D) Hay plan
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

85) The best job analysis tool for developing behavioral descriptions is the:
A) position analysis.
B) methods analysis.
C) critical incident technique.
D) functional job analysis.
Answer: C
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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86) The first step in conducting a critical incident job analysis is to:
A) interview the incumbents.
B) generate the dimensions to be examined.
C) generate a list of critical incidents.
D) examine the methods used to perform the work.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

87) The first step to create general guidelines for conducting any job analysis is to:
A) determine the uses of the job analysis.
B) select the jobs to be analyzed.
C) gather job-related information.
D) interview the job incumbents.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

88) Which job analysis tool asks 194 questions and uses a five-point scale to determine which job elements are involved in performing a specific job?
A) Task inventory analysis
B) Functional job analysis
C) Position analysis questionnaire
D) Management position description questionnaire
Answer: C
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

89) Which of the following is NOT a section on the position analysis questionnaire?
A) Mental processes
B) Job context
C) Work output
D) Job satisfaction
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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90) Which of the following aspects is NOT examined in a functional job analysis?
A) The materials or services produced by the job incumbent
B) The methods the job incumbent uses to perform the job
C) The equipment and tools that a job incumbent uses
D) The motivators a job incumbent experiences
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

91) When considering the legal consequences of a job analysis, HR managers must remember that:
A) the critical incident technique is the most legally defensible.
B) the more subjective and specialized the analysis, the better.
C) job analysis should focus on the job characteristic, not the worker.
D) job analysis is a dynamic process that focuses on the future use of the job.
Answer: C
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

92) A summary statement of the essential job duties and responsibilities of a job is called a:
A) work flow analysis.
B) job analysis.
C) job description.
D) task identification summary.
Answer: C
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

93) A _____ is a detailed summary of a job's tasks, duties, and responsibilities associated with the work flows. It emphasizes efficiency and control.
A) work flow job description
B) specific job description
C) general job description
D) task-related job description
Answer: B
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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94) Which of the following is NOT an element of a job description?
A) Job summary
B) Job compensation
C) Job specifications
D) Identification information
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

95) General job descriptions are associated with:
A) flat organizations that emphasize innovation.
B) bureaucratic organizations that emphasize rule-bounded behavior.
C) boundaryless organizations that emphasize expansion into global markets.
D) bounded organizational designs that emphasize flexibility and loose work planning.
Answer: A
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

96) Job title, location, and author are all part of the _____ of a job description.
A) job summary
B) identification information
C) job duties and responsibilities
D) minimum qualifications
Answer: B
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

97) You are drafting a job description and have written a short statement that explains the duties and responsibilities of the job and where the job fits in the organizational structure. You have just written the:
A) job inventory.
B) job requirements.
C) job specifications.
D) job summary.
Answer: D
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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98) Juanita is writing a job description. She specifies that job applicants must have a college degree in computer science and mastery of multiple programming languages. Which element of a job description is Juanita most likely writing?
A) Job summary
B) Job responsibilities
C) Job specifications
D) Job specialization
Answer: C
Diff: 3
AACSB: Analytical thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

99) The _____ is the most important part of the job description because it influences all other parts of the job description.
A) job duties and responsibilities section
B) job summary
C) minimum qualifications section
D) identification information
Answer: A
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

100) The _____ of a job analysis lists worker characteristics (KSAs) needed to perform the job successfully.
A) job summary
B) job duties and requirements section
C) job requirements section
D) job specifications section
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

101) What should be included in the minimum qualifications section of a job description?
A) The basic standards a job applicant must have to be considered for the job
B) The 3-5 most important responsibilities of a potential employee
C) A summary of job duties and its place in the organization structure
D) Skills that would be beneficial for a potential employee to possess
Answer: A
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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Additional Case 2.4
Dorenda owns a small business, and she has asked you for HR advice. Her company has a handful of permanent employees, but the work force consists mainly of contract workers. Dorenda typically employs various contractors for three-month projects. Permanent employees typically quit within one year of being hired.

Dorenda wants to increase her permanent employees' motivation, so she has set general goals for them to meet. She also plans to hire some more permanent employees, but she first wants to determine what skills, knowledge, and abilities job candidates need to have in order to meet specific company needs.

102) Refer to Additional Case 2.4. Which of the following would be the most appropriate job analysis tool?
A) Task inventory analysis
B) Critical incident technique
C) Methods analysis
D) Hay plan
Answer: A
Diff: 3
AACSB: Reflective thinking
Skill: Application
LO: 2.4: Develop competence in designing jobs and conducting job analysis

103) Job design is influenced by work flow analysis, business strategy, and organizational structure.
Answer: TRUE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

104) Work simplification is most effective in a changing environment where customers demand customized, high-quality products.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

105) Job enlargement switches workers between different, narrowly defined tasks without disrupting the work flow.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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106) A manager who is looking at the tasks, duties, and responsibilities of a given job is conducting a job analysis.
Answer: TRUE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

107) Gathering job information by personal interviews is the most effective and efficient method of performing job analysis.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

108) Job analysis data is primarily used by HR for handling compensation and training tasks; most HR managers find such information less useful for recruiting activities.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

109) A task inventory analysis is preferred by most HR managers because it is a prepared stock questionnaire that is easily administered and analyzed.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

110) A KSA matrix is used to determine how well employees carry out the knowledge, skills, and abilities necessary for their tasks.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

111) The critical incident technique involves collecting data through a questionnaire.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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112) The results of position analysis questionnaires are used by the federal government in the *Dictionary of Occupational Titles*.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

113) Innovative firms typically benefit from job analyses that focus on worker characteristics instead of job characteristics.
Answer: TRUE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

114) A job description should contain four key elements: identification information, a job summary, job duties and responsibilities, and job specifications and minimum qualifications.
Answer: TRUE
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

115) The job summary lists the knowledge, skills, and abilities that workers need to perform the job successfully.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

116) _____ is the process of organizing work into the tasks required to perform a specific job.
Answer: Job design
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

117) The process of putting specialized tasks back together so that one person is responsible for producing a whole product or an entire service is referred to as _____.
Answer: job enrichment
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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118) A(n) _____ is the systematic process of collecting information used to make decisions about jobs.
Answer: job analysis
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

119) A written document that identifies, describes, and defines a job in terms of its duties, responsibilities, working conditions, and specifications is referred to as a(n) _____.
Answer: job description
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.4: Develop competence in designing jobs and conducting job analysis

120) Compare bureaucratic, flat, and boundaryless organizational designs. What business strategies and job design methods are appropriate for each type of structure?
Answer: Summary of suggested answer -
• Bureaucratic — defender strategy, works well in stable, predictable environments. Noted for top-down management, job specialization, defined boundaries, and minimal employee involvement in decision making. Work simplification is an effective way to use labor efficiently.
• Flat — prospector strategy, works well in rapidly changing environments, facilitates entrepreneurship. Noted for decentralized decision making, few management layers, organized by product/service/customer, independent business units, often uses work teams, reduces boundaries between workers, work units, etc. Team-based job designs effective.
• Boundaryless — prospector strategy, works well in volatile industries. Noted for forming relationships with other organizations, customers, and suppliers to pool resources for mutual benefit. Shares characteristics of a flat organization. Job enrichment can be effective if it involves more interactions with customers. Team-based job designs effective.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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121) Teams and flexible work schedules are both being implemented more frequently in modern corporations. Discuss two types of teams and two types of flexible work schedules that firms use to increase employee productivity and satisfaction.
Answer: Summary of suggested answer -
Teams:
• Self-managed — assume self-direction, assume management duties, etc. Part of TQM programs. Often affects organizational structure in order to implement. Employees need training in three types of skills: technical, administrative, and interpersonal.
• Problem-solving team — quality circles, etc. Consist of volunteers, doesn't affect organizational structure.
• Special project team — complex projects, cross-functional lines. May be part of QWL projects, etc.
• Virtual teams — often have the same characteristics as problem-solving teams, but their means of communication and interaction is done by Internet or other technology, especially when the members are spread out in various areas.
Flexible work schedules: Flexible work hours divide schedules into core time and flextime. Compressed workweeks alter the number of workdays per week by increasing the length of the workday to 10 or more hours. Telecommuting allows employees to work from home full time or part time.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.4: Develop competence in designing jobs and conducting job analysis

122) What is the difference between work-flow analysis and job analysis? How do both processes benefit an organization?
Answer: Work flow is the way work is organized to meet the organization's production or service goals. Managers need to do work-flow analysis to examine how work creates or adds value to the ongoing business processes. Work-flow analysis looks at how work moves from the customer through the organization to the point at which the work leaves the organization as a product or service for the customer. After a work-flow analysis has been done and jobs have been designed, the employer needs to define and communicate job expectations for individual employees. This is best done through job analysis, which is the systematic gathering and organization of information concerning jobs. Job analysis puts a job under the microscope to reveal important details about it. Specifically, it identifies the tasks, duties, and responsibilities of a particular job.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.4: Develop competence in designing jobs and conducting job analysis

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123) Workers who are hired to deal with short-term increases in a business' workload are known as:
A) flextime workers.
B) short-term workers.
C) specialized workers.
D) contingent workers.
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

124) In 2010, what percentage of the total labor force in the United States consisted of contingent workers?
A) 12%
B) 26%
C) 37%
D) 44%
Answer: B
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

125) Job sharing is primarily appealing to:
A) working mothers.
B) hourly workers.
C) subcontractors.
D) college interns.
Answer: A
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

126) You are job-sharing with a co-worker, Dave. Which of the following is true about this working arrangement?
A) You and Dave divide the job's responsibilities, hours, and benefits between the two of you.
B) You and Dave work for a temporary agency, which splits assignments between the two of you.
C) You and Dave are responsible for managing yourselves and your assigned projects.
D) You and Dave divide the job's responsibilities but neither of you receives any health benefits.
Answer: A
Diff: 3
AACSB: Analytical thinking
Skill: Application
LO: 2.5: Have familiarity with the flexible workforce

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127) A virtual company displays which of the following characteristics?
A) It consists of only part-time employees who telecommute.
B) It consists of some permanent employees and many contingent workers.
C) It consists only of contingent workers.
D) It consists of mostly permanent workers and a few contingent workers.
Answer: B
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

128) Which of the following is most likely a true statement about contract workers?
A) Contractor workers are employed through subcontractors.
B) Contract workers typically follow rigid schedules and guidelines.
C) Contract workers are always highly motivated and productive.
D) Contract workers develop work relationships directly with employers.
Answer: D
Diff: 3
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

129) A work arrangement that gives employees control over the reporting and ending times of their daily work schedules is known as:
A) work-life balance.
B) compressed workweek.
C) telecommuting.
D) flexible work hours.
Answer: D
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

130) ROWE policies are primarily implemented to:
A) provide firms with a flexible workforce.
B) improve employees' work-life balance.
C) attract recent college graduates.
D) minimize compensation costs.
Answer: B
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

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Additional Case 2.1
Benson Manufacturing is a young, small firm that makes computer components and peripherals for assemblers like Dell and Gateway. Benson's market share is highly volatile based on the entrance and exit of competitors into the market. Benson buys raw materials from several suppliers who also supply competitors. The firm has two layers of management between the CEO and the component maker on the line.

The firm's CEO read a book about innovation and organizational change and now wants to look at what HR should do about reorganizing and changing staffing practices. The CEO wants to reduce costs in order to increase profit margins because he believes that margins will continue to shrink.

While productivity and quality are largely functions of the machines used in the process, the CEO still wants to focus on motivating Benson employees. He wants to motivate them by increasing wages through a bonus program, improving working conditions, and providing job security.

131) Refer to Additional Case 2.1. Given the market demand for computer components, the best flexible work design to use would be:
A) part-time workers.
B) telecommuters.
C) condensed workweeks.
D) temporary workers.
Answer: D
Diff: 2
AACSB: Reflective thinking
Skill: Critical Thinking
LO: 2.5: Have familiarity with the flexible workforce

132) Outsourcing HR activities typically increases control and decreases costs.
Answer: FALSE
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

133) _____ are workers hired to deal with temporary increases in an organization's workload or to do work that is not part of its core set of capabilities.
Answer: Contingent workers
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

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134) A work arrangement in which two or more employees divide a job's responsibilities, hours, and benefits among themselves is referred to as _____.
Answer: job sharing
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

135) _____ is time during which employees can choose not to be at work.
Answer: Flextime
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

136) _____ is a work arrangement that allows employees to work in their homes full-time, maintaining their connection to the office through phone, fax, and computer.
Answer: Telecommuting
Diff: 1
AACSB: Analytical thinking
Skill: Concept
LO: 2.5: Have familiarity with the flexible workforce

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137) What are the primary types of contingent workers. What are some motivation issues that HR managers should consider when managing contingent workers?
Answer: Summary of suggested answer -
Types (students may mention any four) temporary employees; part-time employees; subcontracted/outsourced workers; contract workers (also called freelancers or consultants); college interns.

Descriptions
- Temporary employees work for a temporary agency that provides businesses with temporary employment. These workers are reassigned to different businesses by the temporary agency when a temporary job ends.
- Part-time employees are often employed by service businesses that have a high variance in demand between peak and off-peak times. They have fewer hours than full-time core employees.
- Subcontracted/outsourced workers work for a company and often perform routine or peripheral work for another company.
- Contract workers are employees who develop a work relationship directly with an employer for a specific piece of work or time period. They are not a part of the company's headcount.
- College interns work full-time or part-time assignments (generally for one academic semester or summer) to obtain work experience. Some interns are paid, some are not.

It is not always easy to motivate a freelancer for whom you are one of several clients, each with urgent projects and pressing deadlines. Contingent workers who do not receive frequent feedback or who are not given clear goals, may not be as motivated to perform.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.5: Have familiarity with the flexible workforce

138) Mary Ellen is using a computer to collect, record, store, and analyze her company's human resource. She is most likely using a:
A) human resource information system.
B) human resource training system.
C) human resource monitoring system.
D) human resource management system.
Answer: A
Diff: 1
AACSB: Information technology
Skill: Application
LO: 2.6: Maintain human resource information systems

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139) An HRIS has a number of applications for HRM professionals, such as:
A) negotiating union contracts.
B) tracking employee skills.
C) training employees in simple repetitive tasks.
D) creating organizational design.
Answer: B
Diff: 1
AACSB: Information technology
Skill: Concept
LO: 2.6: Maintain human resource information systems

140) Which of the following methods is LEAST likely to protect the security of HRIS records?
A) Grant permission to access employee information only on a need-to-know basis
B) Develop policies and guidelines that govern utilization of the HRIS information
C) Require passwords and special codes to access different areas of the database
D) Provide access to the HRIS only to employees and their spouses
Answer: D
Diff: 3
AACSB: Information technology
Skill: Concept
LO: 2.6: Maintain human resource information systems

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Additional Case 2.3
Resources International, Inc. (RII) is going through a major organizational change. Executives at the firm have decided to rethink the whole organization. They believe that employees will be most strongly motivated by experiencing meaningful work, taking responsibility for outcomes, and receiving regular feedback.

The HR team will analyze jobs as part of the change process, and HR must choose the best technique for the situation. HR needs to know what the incumbents do in their jobs. HR also needs behavioral descriptions from which to build new performance appraisal systems and training programs.

Finally, RII is looking at current staffing practices and trying to decide what type of workforce is best for the future. The business is highly technical and requires highly experienced employees, but product demand is volatile. Demand can double or be cut in half from one year to the next, depending on the economy and competitors' actions. Innovation is key in RII's product development. In order to manage all the HR information generated for and during the change, RII has initiated an HRIS system.

141) Refer to Additional Case 2.3. Managers at RII will most likely use the HRIS for which of the following activities?
A) Conducting performance appraisals
B) Tracking production and labor expenses
C) Structuring and graphing the hierarchy of the organization
D) Matching employee skills to new positions that emerge within the company
Answer: D
Diff: 3
AACSB: Information technology
Skill: Critical Thinking
LO: 2.6: Maintain human resource information systems

142) Payroll, benefits administration, and applicant tracking are common uses for a firm's HRIS.
Answer: TRUE
Diff: 1
AACSB: Information technology
Skill: Concept
LO: 2.6: Maintain human resource information systems

143) A system used to collect, record, store, analyze, and retrieve data concerning an organization's human resources is referred to as a(n) _____.
Answer: human resource information system (HRIS)
Diff: 2
AACSB: Analytical thinking
Skill: Concept
LO: 2.6: Maintain human resource information systems

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144) Job analysis is a key HR function. Provide an overview of the job analysis process, including tools and brief descriptions of key job analysis techniques. How can an HRIS improve the job analysis process?
Answer: Summary of suggested answer -
Job analysis — involves the identification of the tasks, duties, and responsibilities of a given job. It seeks answers to questions like where does the work come from, who does it, what equipment is used. It is usually conducted by HR in conjunction with the incumbent, occasionally it's done by line management.
Tools — The tools include interviews, observations, diaries, questionnaires. It is used for compliance with government regulations, recruitment and selection, performance appraisal, compensation, and training.
Techniques — There are numerous techniques. Students should choose among task inventory analysis, critical incident technique, PAQ, and functional job analysis.

A computerized HRIS contains computer hardware and software applications that work together to help managers make HR decisions. An HRIS would enable an HR manager to access job descriptions and job analyses quickly and match employees to positions.
Diff: 3
AACSB: Reflective thinking
Skill: Synthesis
LO: 2.6: Maintain human resource information systems

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