Fundamentals of Human Resource Management 14th edition Verhulst Test Bank

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CHAPTER 1: The Dynamic Environment of HRM

TRUE/FALSE

Multinational corporations have increased slightly in number in the last 20 years.
Ans: False
Difficulty: Easy
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

In a collective society such as the United States, people are primarily concerned with their own family.
Ans: False
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

Globalization is accelerated by technology, the Internet and inexpensive transportation of people and products.
Ans: True
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

As Transnational corporations expand into new international markets, they are often classified as Multinational corporations.
Ans: False
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

"Software as a Service" identifies HR software that is purchased on a subscription basis.
Ans: True
Difficulty: Easy
Learning Objective 2: Describe how human resource managers use technology. (2)

HRIS software is considered necessary for organizations over 50 people.
Ans: False
Difficulty: Hard
Learning Objective 2: Describe how human resource managers use technology. (2)

AI stands for Automated Integration and is used for onboarding new employees.
Ans: False
Difficulty: Easy

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Learning Objective 2: Describe how human resource managers use technology. (2)

Employment in information technology is expected to grow faster than most other jobs in the near future.
Ans: True
Difficulty: Hard
Learning Objective 2: Describe how human resource managers use technology. (2)

The legal environment of employment is relatively stable, making it a minor responsibility for HR departments.
Ans: False
Difficulty: Easy
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

Employment laws in many states provide more protection for workers than federal regulations do.
Ans: True
Difficulty: Easy
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

Legal compliance is a minor responsibility for HRM.
Ans: False
Difficulty: Medium
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

Legal Compliance is usually handled by lawyers rather than HR departments.
Ans: False
Difficulty: Easy
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

When Federal employment laws conflict with state employment laws, those that favor the employee usually prevail.
Ans: True
Difficulty: Medium
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

The greatest shortage of labor globally is for skilled trades such as electricians, carpenters, cabinetmakers, and welders.
Ans: True
Difficulty: Medium

Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt. (4)

Hispanics have been the fastest growing ethnic group in the U.S. workforce for three decades.
Ans: True
Difficulty: Medium
Learning Objective: Identify trends in the composition of the workforce and how HRM must adapt. (4)

A culture of inclusion indicates that all employees feel valued for their contribution regardless of
Ans: False
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

Flexible working environments are one way to encourage work-life balance and support a diverse workplace.
Ans: True
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

Employees who work fewer than 40 hours a week are called part-time employees.
Ans: True
Difficulty: Easy
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

Because contract workers' labor cost is unknown and their service is usually poor as compared to full-time employees, organizations prefer not to use them.
Ans: False
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

According to the Internal Revenue Service (IRS), an employee is an individual who performs work for you, and you have the right to control or direct the result of the work but not the means and methods of accomplishing the result.
Ans: False
Difficulty: Hard
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

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To determine whether a worker is an employee or independent contractor, the IRS considers behavioral control, financial control, and relationship between the worker and employer.
Ans: True
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

Quality management is an organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization.
Ans: True
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Continuous improvement programs aim at constantly improving the quality of products and services.
Ans: True
Difficulty: Easy
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Radical changes in an organization are the focus area of work process engineering.
Ans: True
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

When changes in work processes are necessary, a major role of HR is helping employees overcome resistance to change.
Ans: True
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

The goal of increasing employee involvement is to increase employee engagement and productivity.
Ans: True
Difficulty: Easy
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Employee involvement requires management to make decisions that directly affect work of employees.

Ans: False
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement-.(8)

Employee involvement initiatives may require HR to train managers and employees alike with skills necessary to sustain a culture of empowerment.
Ans: True
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Global businesses can plan on a trend of permanent economic growth.
Ans: False
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Mergers are common ways for businesses to enter global markets.
Ans: True
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Worldwide, the number of mergers is on a decline.
Ans: False
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Mergers provide challenges for HR professionals.
Ans: True
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Mergers are a common way for businesses to enter new or global markets, acquire new technology, or gain a financial advantage by achieving economies of scale.
Ans: True
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing ~~HRM.~~HRM. (9)

Unions are rare in China.
Ans: False
Difficulty: Medium

Learning Objective 9: Outline emerging challenges facing ~~HRM.~~HRM. (9)

Union membership in the U.S. is declining.
Ans: True
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Sarbanes-Oxley Act (SOX) was created in response to employment discrimination.
Ans: False
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Organizations that pursue sustainability as a strategy sacrifice profitability for employee morale.
Ans: False
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Sustainability includes ethical decisions regarding community, economy and natural resources.
Ans: True
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Sustainability practices include volunteer programs, energy conservation and recycling.
Ans: True
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

MATCHING KEY TERMS AND DEFINITIONS

a) Multinational corporations
b) Work process engineering
c) Contingent workforce
d) Baby-boomers
e) Knowledge workers
f) Outsourcing
g) Downsizing
h) Acquisition
i) Core employees
j) Rightsizing
k) Workforce diversity
l) Code of ethics
m) Quality management
n) Kaizen
o) Globalization

A process of interaction and integration among the people, companies, and governments of different nations, driven by international trade and investment, accelerated by information technology.
Ans: o
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices.(1)

Corporations with significant operations in more than one country.
Ans: a
Difficulty: Easy
Learning Objective 1: Discuss how globalization affects HRM practices.(1)

The varied personal characteristics that make the workforce heterogeneous.
Ans: k
Difficulty: Medium
Learning Objective 1: Identify trends in the composition of the workforce and how HRM must adapt.(4)

Those individuals born between 1946 and 1965.
Ans: d
Difficulty: Easy

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Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt.(4)

An activity in an organization aimed at creating greater efficiency by eliminating certain jobs.
Ans: g
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs.(6)

Linking employee needs to organizational strategy.
Ans: j
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs.(6)

The part-time, temporary, and contract workers used by organizations to fill peak staffing needs.
Ans: c
Difficulty: Easy
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs.(6)

Employees whose jobs are designed around acquisition and application of information.
Ans: e
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology.(2)

Using outside firms for providing necessary products and services.
Ans: f
Difficulty: Easy
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs.(6)

A formal document that states an organization's primary values and the ethical rules it expects organizational members to follow.
Ans: l
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM.(9)

The Japanese term for an organization's commitment to continuous improvement.

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Ans: n
Difficulty: Easy
Learning Objective 7: Explain how HRM supports continuous improvement programs.(7)

Radical, quantum change in an organization.
Ans: b
Difficulty: Hard
Learning Objective 7: Explain how HRM supports continuous improvement programs.(7)

An organization's full-time employee population.
Ans: i
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs.(6)

Organizational commitment to continuous process of improvement that expands the definition of customer to include everyone involved in the organization.
Ans: m
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs.(7)

The transfer of ownership and control of one organization to another.
Ans: h
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM.(9)

FILL IN THE BLANKS

The fact that organizations are no longer constrained by national borders in producing goods and services illustrates the _____of businesses.
Ans: globalization
Difficulty: Easy
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

_____ is the pattern of thought or behavior that distinguish one group of people from another.
Ans: culture
Difficulty: Easy
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

According to Thomas Friedman, _____ has been accelerated by technology, the Internet and inexpensive transportation.
Ans: globalization
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology. (2)

Contacting a pool of qualified applicants is one of the most critical aspects of _____.
Ans: recruiting
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology. (2)

HR software used by employers on a subscription basis is called _____
Ans: Software as a Service (SaaS)
Difficulty: Hard
Learning Objective: 2 Describe how human resource managers use technology. (2)

_____ uses technology that simulates thinking, learning and reasoning and can perform many HR tasks such as screening interviews and enrolling employees in benefit programs.
Ans: Artificial Intelligence
Difficulty: Hard
Learning Objective 2: Describe how human resource managers use technology. (2)

Legal _____ refers to HR responsibility to follow requirements of the DOL, OSHA, NLRB, EEOC and other legal requirements related to the workplace.
Ans: compliance

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Difficulty: Medium
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

_____ are the fastest growing ethnic segment of the U.S. workforce.
Ans: Hispanics
Difficulty: Medium
Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt. (4)

In times of labor _____, good wages and benefits are not enough to hire and keep skilled workers.
Ans: shortages
Difficulty: Medium
Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt.(4)

A _____ may tend to view their work as not critically important to an organization.
Ans: contingent employee
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

_____, a statistician is credited with introducing continuous improvement programs to Japan.
Ans: Deming
Difficulty: Easy
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

_____ goes beyond incremental change and requires an organization to face the possibility that what the organization may really need is radical or quantum change.
Ans: Work process engineering
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Work teams, delegation, and peer influence are all examples of _____ practices.
Ans: employee involvement
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

A set of rules or principles that defines right and wrong is commonly referred to as _____.

Ans: ethics
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

MULTIPLE CHOICE

All of the following are characteristics of Multinational corporations (MNCs) except:
a) May or may not have a home country.
b) Use resources and markets of other countries.
c) Use global pool of talent.
d) Few challenges with staffing.
Ans: d
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

Why is it increasingly important that HR understand the implications of global economies?
a) Companies will be better able to focus on how to attract, hire, train, motivate, and maintain employees.
b) There is enormous pressure on HRM to anticipate and prepare for the unexpected, whether it is a natural disaster, technological change, or political or economic volatility.
c) As globalization accelerates, national borders reduce in importance to business, and global economies become more interdependent.
d) When background, language, custom, or age differences increase, employee conflict is likely to become more of an issue.
e) Strong employees become a source of competitive advantage in a global environment facing rapid and complex change.
Ans: e
Difficulty: Difficult
Learning Objective: 1 Discuss how globalization affects HRM practices. (1)

Kenyata is the training manager of a Chicago-based company. She is working on a training program for a subsidiary in Venezuela. The training program focuses on work-related cultural differences in Venezuela and the United States. It is very important for Kenyata to emphasize that:
a) Venezuela and the United States are individualistic countries.
b) Venezuela and the United States are collectivist countries.
c) Venezuela is a collectivist society whereas the United States is an individualistic society.
d) Spanish is the official language in Venezuela whereas English is the official language in the United States.
e) Future orientation is highly valued and rewarded both in Venezuela and the United States.
Ans: c
Difficulty: Hard
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

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DeMario, a Canadian native, has just been cleared for assignment as a country manager. He went to school in the United States and speaks English, Spanish, and French. What assignment would work best for him if there is little for additional training?
a) Mexico
b) Brazil
c) India
d) Spain
e) Australia
Ans: e
Difficulty: Hard
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

All of these countries value individualism and acquiring things EXCEPT:
a) Singapore
b) New Zealand
c) Australia
d) Netherlands
e) Canada
Ans: a
Difficulty: Medium

Learning Objective 1: Discuss how globalization affects HRM practices. (1)

All of these countries value collectivism relationships, and concern for others EXCEPT:
a) Singapore
b) New Zealand
c) China
d) Venezuela
e) Philippines
Ans: b
Difficulty: Medium
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

A California-based software company has just started a joint venture with a Japanese company in Tokyo. Doug, a U.S. expatriate, is the new general manager of the joint-venture. He is very excited about his foreign assignment in Japan. However, Doug has quickly become frustrated with the lack of assertiveness of his Japanese managers and employees. He feels things are not accomplished fast enough. What should Doug do?
a) Confront his Japanese managers and employees about their lack of assertiveness.
b) Train his Japanese managers and employees on how to become more assertive.
c) Reward his Japanese managers and employees for being assertive.
d) Make an effort to better understand the Japanese culture.
e) Make an effort to speak with his managers and employees in Japanese more often.
Ans: d

Difficulty: Hard
Learning Objective 1: Discuss how globalization affects HRM practices. (1)

Which of the following statements about knowledge workers is FALSE?
a) They currently comprise about 75% of the U. S. workforce.
b) They are expected to be among the fastest growing job sectors in the next decade.
c) Their jobs are designed around the acquisition and application of information.
d) Their job skills need to be continually upgraded
e) They are paid a premium for their skills.
Ans: a
Difficulty: Medium
Learning Objective 2:~~:~~ Describe how human resource managers use technology. (2)

Which of these is not an example of how technology has changed HRM practices?
a) Employees have easier access to payroll information.
b) Recruiting is more effective.
c) Employees have more privacy.
d) Employee training is often delivered on demand rather than through scheduled courses.
e) Telecommuting requires managers to rethink how to supervise employees.
Ans: c
Difficulty: Medium
Learning Objective: Describe how human resource managers use technology. (2)

Technology impacts which HR function?
a) Status
b) Planning
c) Leading
d) Controlling
e) Training and Development
Ans: e
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology. (2)

Which of the following is not a result of the increased use of technology in HRM?
a) Employment branding has become less important in recruiting.
b) Artificial Intelligence (AI) conducts interviews with job candidates.
c) Employees have less privacy in the workplace.
d) Remote work has increased.
e) Sharing of salary information by employees has increased.
Ans: a
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology. (2)

Technology increasingly impacts HRM practices in the following areas EXCEPT:
a) Recruiting
b) Employee selection
c) Training and development
d) Functional differentials
e) Compensation
Ans: d
Difficulty: Easy
Learning Objective 2: Describe how human resource managers use technology. (2)

HRM typically provides which of these types of training to temporary employees?
a) Orientation
b) Retirement planning
c) Benefits options
d) Career management
e) Technology certification
Ans: a
Difficulty: Medium
Learning Objective 2: Describe how human resource managers use technology. (2)

All of these are examples of rights that states extend to workers beyond federal regulations except:
a) Protecting ascribed status.
b) Mandatory sick leave.
c) Increasing minimum wage.
d) Protecting rights of smokers.
e) Limiting travel in bad weather.
Ans: a
Difficulty: Medium
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

Which of these is a government agency that interprets and enforces laws involving employees and employers?
a) FEMA
b) National Labor Administration
c) Obamacare
d) Department of Labor
e) HRIS
Ans: d
Difficulty: Easy
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

Due to the importance of legal rights and requirements of employees and employers, which of the following has become a significant responsibility for HRM?
a) Pay transparancy
b) Invasion of privacy issues
c) Technology
d) Ethics
e) Legal compliance
Ans: e
Difficulty: Medium
Section Reference: Regulations and Legislation
Learning Objective 3: Explain regulation and legislation issues relevant to HRM. (3)

All of these changes are increasing diversity in the U.S. workforce EXCEPT:
a) Fewer younger workers enter the workforce.
b) Baby boomers leaving the workforce slowly.
c) Growth of the number of Hispanic workers.
d) Passage of the Senior Citizens Freedom to Work Act.
e) Millennials have become a majority of the workforce.
Ans: d
Difficulty: Medium
Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt. (4)

All of the following types of employees are considered contingent employees EXCEPT:
a) Part-time employees.
b) Contract workers.
c) Full-time temporary workers.
d) Full-time long-term employees.
e) Freelancers.
Ans: d
Difficulty: Easy
Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt. (4)

An amusement park needs customer representatives during the summer season. The best staffing option for this amusement park is to use:
a) Part-time employees.
b) Core employees.
c) Contract workers.
d) Independent contractors.
e) Recent college graduates

Ans: a
Difficulty: Easy
Learning Objective 4: Identify trends in the composition of the workforce and how HRM must adapt. (4)

Which of the following is NOT true regarding workforce diversity in the United States?
a) Employers are recognizing broader definitions of diversity.
b) Hispanic workers have been the fastest growing ethic segment of the workforce over the last 30 years.
c) Firms increasingly establish policies that consider various work styles.
d) Workplace flexibility has become less important.
e) Organizations conduct cultural audits to monitor success of diversity initiatives.
Ans: e
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

The act of valuing contributions and adapting human resource practices to reflect this is known as what?
a) Inclusion
b) Diversity
c) Ethics
d) Work/life balance
e) Rightsizing
Ans: a
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

Which aspect of diversity has greatly shaped the labor pool for U.S. companies based on immigration trends?
a) Socioeconomic status
b) Multiculturalism
c) Sexual orientation
d) Politics
e) Spirituality
Ans: b
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

The largest numbers of immigrants in the last ten years have come from:
a) Mexico, Guatemala and Haiti.
b) Canada.
c) Caribbean nations.

d) Syria, Turkey and Jordan.
e) Latin America, South America, India, and China
Ans: e
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

Which of the following is NOT true regarding work/life issues in the United States?
a) Half of working mothers prefer part-time work.
b) Younger workers will not sacrifice family and leisure time for their career.
c) Globalism complicates employee communication.
d) Millennials prefer set schedules.
e) Communication technology allows employees to work at anytime from anywhere.
Ans: d
Difficulty: Medium
Learning Objective 5: Explain how HRM supports diversity and inclusion in the workplace. (5)

Which of these is a reason organizations choose to downsize?
a) Quality emphasis programs are creating flatter structures and redesigning work to increase efficiency.
b) Greater control reduces flexibility.
c) Quality programs create steeper hierarchies with fewer workers at the lower levels.
d) Organizations are no longer global.
e) Big companies are vanishing.
Ans: a
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

Which statement is the best comparison of downsizing and rightsizing?
a) Rightsizing maintains long term employee commitment. Downsizing leads to outsourcing.
b) Rightsizing links long term organizational goals to staffing levels. Downsizing is one of the actions that may be performed.
c) Rightsizing maintains competitive levels of employee surplus. Downsizing emphasizes quality management.
d) Rightsizing is another term for offshoring. Downsizing is another term for outsourcing.
e) Rightsizing is a euphemism for a racist workforce. Downsizing means cutting the number of employees.
Ans: b
Difficulty: Hard
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. Learning Objective: Discuss how globalization affects HRM practices. (6)

Conchita Lopez is the vice-president for human resources of a major manufacturing company. She is thinking of increasing the proportion of contingent workers in the different plants. As a consultant, you advise Conchita that a major disadvantage associated with contingent workers is that:
a) Contingent workers are entitled to retirement benefits.
b) Contingent employees complain more than core employees.
c) Contingent workers may be less loyal and committed than core employees.
d) Contingent workers do not require extensive skill training before they become fully productive to an organization.
e) Contingent employees are usually less reliable than core employees.
Ans: c
Difficulty: Medium
Learning Objective 6: Identify trends in the composition of the workforce and how HRM must adapt. (6)

HRM is often involved in all of the following for their contingent workers except
a) Motivation.
b) Locating temporary workers.
c) Scheduling options to meet workers' needs.
d) Conflict resolution between contingent and core employees.
e) Negotiating health care benefits.
Ans: e
Difficulty: Medium
Learning Objective 6: Identify trends in the composition of the workforce and how HRM must adapt. (6)

A large manufacturing firm needs to increase production to meet a seasonal demand. The demand is not sufficient to justify building new production facilities. Of the following options, which one provides the greatest flexibility and responsiveness to the changing environment?
a) Downsizing
b) Flextime
c) Outsourcing
d) Telecommuting
e) Automating
Ans: c
Difficulty: Medium
Learning Objective 6: Explain the contingent workforce and other methods used to control labor costs. (6)

Work process engineering is:
a) Another name for downsizing.
b) Another name for rightsizing.
c) A continuous improvement method that radically increase an organization's productivity.

d) An organizational commitment to incrementally improving the quality of products and services.
e) A radical change in an organization.
Ans: e
Difficulty: Easy
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Which of the following is not a component of continuous improvement?
a) Intense focus on the customer.
b) Improvement in the quality of everything the organization does.
c) Intense focus on individual performance.
d) Accurate measurement.
e) Empowerment of employees.
Ans: c
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Which of the following is a component of continuous improvement?
a) Outsourcing of customer needs.
b) Eliminating perfectionist tendencies to constantly be better than "very good."
c) Refocusing quality on only the production process.
d) Replacing statistical techniques with benchmark roots for problem solving.
e) Empowering employees.
Ans: e
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

According to W. Edward Deming, a well-managed organization is one in which:
a) Statistical control increases variability in production processes.
b) Statistical control reduces variability in production processes and results in uniform quality and predictable level of production.
c) Most employees like their job.
d) Employees are paid at least the market wage rate.
e) All of the above.
Ans: b
Difficulty: Hard
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

The Japanese term "Kaizen" represents:
a) A radical change in an organization.
b) Work process reengineering.
c) A firm's commitment to continuous improvement.

d) Empowering employees.
e) Intense focus on the customer.
Ans: c
Difficulty: Easy
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Which of the following statements best compares continuous improvement and work process engineering?
a) Continuous improvement asks, "How can we do it better?" Work process improvement asks, "Are we doing the right thing?"
b) Continuous improvement has increased training requirements. Work process engineering has increased security requirements.
c) Continuous improvement is effective in turbulent environments. Work process engineering is effective in stable organizational settings.
d) Continuous improvement is used in the service sector. Work process engineering is used in the manufacturing sector.
e) Continuous improvement decreases the number of employees in an organization. Work process engineering increases the number of employees in an organization.
Ans: a
Difficulty: Hard
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Which type of organizational change may provide a false sense of security?
a) Continuous improvement methods
b) Work process engineering
c) Horizontal alliances
d) Status quo
e) Lateral combinations
Ans: a
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Suppose you are the HR manager of an organization that has just adopted the philosophy of continuous improvement. You can support improvement programs in all of these ways except
a) Provide clear and extensive communication regarding the organizational change.
b) Help employees overcome barriers to change.
c) Explain new performance expectations.
d) Design jobs very narrowly to ensure that employees can specialize on a few tasks.
e) Train employees to adapt to the new work arrangement
Ans: d
Difficulty: Hard
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Which of the following provides the best description of work process engineering?
a) A slow process of incremental change.
b) An alternative to rapid technology transfer.
c) An alternative to retraining a workforce.
d) A focus on the whole work process.
e) A safeguard for traditional work attitudes.
Ans: d
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

A major drawback of focusing on continuous improvements is that it:
a) May prevent employers from recognizing when radical change is needed.
b) Works well for Japanese companies but not for U.S. companies.
c) Makes it difficult to discharge low-performing employees.
d) Usually requires the layoff of employees.
e) Requires the use of complicated statistical techniques.
Ans: a
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

Ivan is the vice-president of human resources for a large manufacturing organization involved in work process engineering. What kinds of training needs should he anticipate?
a) New work procedures.
b) Technology enhancements.
c) Decision making.
d) Working in teams.
e) All of the above.
Ans: e
Difficulty: Medium
Learning Objective 7: Explain how HRM supports continuous improvement programs. (7)

HRM provides support in all of these areas to increase employee involvement except
a) Delegation.
b) Retirement planning.
c) Work teams.
d) Goal setting.
e) Participative management.
Ans: b
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Employee involvement strategies involve all of the following except:
a) Work process management.
b) Delegation.
c) Participative management.
d) Work teams.
e) Employee empowerment.
Ans: a
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Useful employee involvement requires:
a) Demonstrated leadership and supportive management.
b) Increased compensation, rather than extensive training.
c) Extensive training and increased compensation.
d) Clear decision-making responsibility by upper management.
e) Greater precision in job descriptions.
Ans: a
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Which of the following is not true regarding the employee involvement for HRM?
a) Employees are expected to work in teams.
b) Employees are expected to delegate.
c) Employees are expected to withhold strategic information from co-workers.
d) Employees need to be trained in all aspects of the job.
e) Employees need training in interpersonal skills.
Ans: c
Difficulty: Medium
Learning Objective 8: Identify ways that HRM facilitates employee involvement. (8)

Ethics refers to:
a) A set of rules or principles that defines what is legal and what is illegal.
b) A set of rules or principles that defines right and wrong conduct.
c) A situation in which decisions are made based on religious rules or principles
d) A situation in which individuals make decisions based primarily on their best interest.
e) A situation in which individuals act make decisions based primarily on the best interest of the most economically disadvantaged individuals
Ans: b
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

People who lack a strong moral sense are much less likely to do wrong if:
a) The company has a code of ethics.

b) They feel constrained by rules and strong cultural norms that discourage unethical behaviors.
c) They attend a business ethics seminar.
d) The company monitors their emails.
e) The employer performs an integrity test during the selection process
Ans: b
Difficulty: Hard
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Which of the following is NOT true regarding ethics in organizations?
a) In recent years, ethics has become a major issue in U.S. organizations.
b) Organizations such as Wells Fargo have lost business following exposure of unethical business practices.
c) Sarbanes-Oxley Act established procedures for reporting corporate finances.
d) Codes of ethics are increasingly popular in U.S. organizations.
e) A mission statement details an organization's primary values and the ethical rules it expects managers and employees to follow.
Ans: e
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Ethical behavior and the impact of business decisions on a community, economy, and natural environment are key components of:
a) Codes of ethics.
b) Acquisitions.
c) Sustainability.
d) Employee morale.
e) Corporate improvement programs.
Ans: c
Difficulty: Difficult
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Which of the following established a procedure for public companies regarding how they handle their finances and reporting?
a) Codes of ethics
b) U.S. Department of Labor
c) Whistle-blower Protection Act
d) Sarbanes-Oxley Act
e) Labor unions
Ans: d
Difficulty: Easy
Learning Objective 9: Outline emerging challenges facing HRM. (9)

Which of the following is a common way for a business to enter a new market, acquire technology, or gain financial advantage?
a) Offshoring
b) Merger
c) Bankruptcy
d) Economies of scale
e) Acquisition
Ans: b
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)

According to the authors, evolving challenges facing HR leaders include all of the below except:
a) Contingent ethical functions.
b) Lack of attention to the HR function during mergers and acquisitions.
c) The changing role of unions and labor relations.
d) Creating an ethical culture.
e) Sustainability in employment practices.
Ans: a
Difficulty: Medium
Learning Objective 9: Outline emerging challenges facing HRM. (9)