An Introduction to Human Resource Management 5th edition Wilton Test Bank

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Test Bank

This test bank is designed to be used in conjunction with *An Introduction to Human Resource Management*, a 5th edition.

Chapter 1: What is HRM?

1. The rise of HRM is associated with the growth of which of the following in the employment relationship?

a. collectivism

b. Marxism

c. individualism

d. pluralism

Ans: C

2. The distinctive approach to people management known as HRM originated in which country?

a. Germany

b. Sweden

c. Japan

d. the United States

Ans: D

3. A contemporary trend in HRM is a shift in responsibility for HR activities _____.

a. from HR specialists to senior management

b. from HR specialists to union representatives

c. from HR specialists to line managers

d. from senior managers to HR specialists

Ans: C

4. Stanton and Coovert (2004) suggest that the HR function can be divided into which three broad, interlocking functional areas: _____.

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a. administrative, financial, performance

b. recruitment, performance, development

c. recruitment, selection, performance

d. learning, reward, performance

Ans: A

5. Which of the following is not associated with work in the gig economy?

a. Lower costs for the employer

b. More regular hours of employment

c. Greater insecurity for workers

d. Weak legal protection of worker rights

Ans: B

6. Employee 'voice' is associated with which group of HR activities?

a. employment relations

b. reward

c. performance

d. resourcing

Ans: A

7. Human Resource Management emerged as a distinctive approach to the management of people in which decade?

a. 1980s

b. 1990s

c. 1970s

d. 1960s

Ans: A

8. The development of a positive employer–employee relationship based on mutual trust is associated with which of the following?

a. hard HRM

b. soft HRM

c. collectivism

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d. personnel management

Ans: B

9. Which of the following is NOT one of the four groups of characteristics in Storey's (2007) HR model?

a. beliefs and assumptions

b. specific HR practices

c. critical role of managers

d. strategic qualities

Ans: B

10. Ethical concerns over managerial attempts to manage organizational culture in order to shape employee behaviour, centres on the extent to which it seeks to create employees which of the following?

a. willing slaves

b. robots

c. passive actors

d. unthinking individuals

Ans: A

11. Which of the following terms does Legge (1995) use to describe the relabelling of personnel departments as HR departments with no fundamental change in their function or activity?

a. money for old rope

b. same old, same old

c. old wine in new bottles

d. monkey see monkey do

Ans: C

12. Which of the following terms is used by Ulrich and Brockbank (2005) to describe the dimension of the HR specialist's role concerned with addressing the needs of the workforce?

a. employee liaison

b. employee advocate

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c. employee's friend

d. employee supporter

Ans: B

13. Which of the following terms is the term used by the CIPD to describe an HR specialist who can critically reflect on the contribution of HR activities to overall business success?

a. HR developer

b. interested actor

c. thinking performer

d. change manager

Ans: C

14. Which of the following are not terms used to describe more strategic approaches to HRM that seek to contribute both to organisational and individual performance:

a. High-commitment HRM

b. High-performance HRM

c. High-maintenance HRM

d. Best Practice HRM

Ans:C

15. According to the CIPD (2009), which of the following is not a typical characteristic of front-line managers?

a. responsible for an employee or workgroup to a higher level of management

b. normally lower management

c. Employees who report to them do not themselves have any managerial or supervisory responsibility.

d. often recruited from outside of the organization

Ans: D

Chapter 2: HRM and the individual

1. The perspective on the employment relationship which views work organizations as made up of competing interest groups is _____.

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a. unitarist

b. Marxist

c. feminist

d. pluralist

Ans: D

2. The perspective on the employment relationship which views work organizations as akin to 'teams' or 'families' where all members share common interests is _____.

a. unitarist

b. pluralist

c. feminist

d. Marxist

Ans: A

3. Which of the following is used to describe an employment relationship in which each party uses the other for short-term benefit?

a. relational

b. transient

c. transactional

d. fleeting

Ans: C

4. Which of the following was the term used by Frederick Taylor to describe how workers deliberately underwork?

a. systematic soldiering

b. natural soldiering

c. social soldiering

d. dawdling

Ans: A

5. Scientific management is associated with which of the following?

a. upskilling

b. deskilling

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c. reskilling

d. multi-skilling

Ans: B

6. Elton Mayo is associated with which programme of research is associated with Human Relations theory?

a. Hawthorne experiments

b. Philadelphia experiments

c. Chicago experiments

d. Bournville experiments

Ans: A

7. Which of the following refers to the mode of control associated with allowing workers greater discretion in their work?

a. sophisticated responsibility

b. responsible autonomy

c. direct control

d. individual control

Ans: B

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

a. technical control

b. hierarchical control

c. bureaucratic control

d. sectional control

Ans: C

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

a. ability, motivation, opportunity

b. aptitude, motivation, organization

c. ability, management, organization

d. aptitude, management, opportunity

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Ans: A

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

a. process and context

b. process and content

c. progress and content

d. progress and context

Ans: B

11. Vroom is associated with which motivational theory?

a. agency theory

b. expectancy theory

c. content theory

d. hierarchy of needs

Ans: B

12. Which of the following is NOT associated with Fordism?

a. standardization

b. flexibility

c. routinization

d. mass production

Ans: B

13. Which of the following is NOT associated with post-Fordism?

a. batch production

b. task specialization

c. high skill

d. customization

Ans: B

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

a. hygiene factors

b. satisfiers

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c. elemental factors

d. maintenance factors

Ans: A

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

a. self-actualization

b. physiological needs

c. esteem needs

d. safety needs

Ans: A

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

a. employee engagement

b. employee expression

c. employee emancipation

d. employee awareness

Ans: A

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

a. moral maze

b. moral hazards

c. mortal dangers

d. moral compass

Ans: B

Chapter 3: HRM, strategy and performance

1. Bamber and Meshoulam (2000) propose two dimensions of HR strategy: 'acquisition and development' and which of the following?

a. locus of control

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b. focus of control

c. focus of supervision

d. locus of surveillance

Ans: A

2. A strategy that incorporates a predominant focus on a firm's internal labour market as a source of required labour is referred to as _____.

a. make strategy

b. buy strategy

c. acquire strategy

d. borrow strategy

Ans: A

3. Schuler and Jackson (1987) suggest that the aim of HR strategy is to develop which of the following in order to enact a particular competitive strategy?

a. required worker actions

b. required people behaviour

c. needed role behaviours

d. necessary worker activity

Ans: C

4. Schuler and Jackson (1987) suggest which HR strategy is required to match Porter's competitive strategy of focusing on niche markets?

a. innovation

b. quality enhancement

c. cost reduction

d. progressive

Ans: A

5. The alignment of competitive strategy, HR strategy and HR policies and practices is referred to as _____.

a. horizontal fit

b. vertical configuration

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