Question 1

In the context of the adaptation model, which of the following strategic alternatives is seen as a strategic failure and is not held up as a model that any firm should emulate?

Question 1 options:

Defender

Prospector

Analyzer

Differentiation

Reactor

Question 2

The set of factors that prompt people to behave in certain ways is called \_\_\_\_\_.

Question 2 options:

motivation

stress

interpersonal conflict

an analyzer

a reactor

Question 3 (2 points)

In the process of job analysis, when a job analyst interviews individuals who are performing the jobs being analyzed, it is most likely that the individuals may:

Question 3 options:

overstate the skills and qualifications needed to perform the task.

express their work preferences more clearly.

refer the interviewer to a subject matter expert.

provide an honest feedback of the company’s human resource policies.

stress on the perks and benefits available to them.

Question 4 (2 points)

The easiest way for a company to manage an increase in the demand for staff is by:

Question 4 options:

offering overtime opportunities for employees.

announcing early retirements for experienced employees.

downsizing the organization by selling off some of its physical assets.

recruiting temporary workers.

recruiting full-time workers.

Question 5 (2 points)

Scenario 4.1

T&P Corporation is a transnational company with four distinct businesses, including a national music and video store chain, a rap music production company, a talent agency that represents several famous rap stars, and a digital video disc (DVD) production facility that makes and records music videos on DVDs. T&P is in the process of acquiring another company, its major music store rival ReBop Records. Because its rap stars are so famous, T&P charges crazed fans a higher price for its music compact discs and DVD videos. The fans don't mind, as they often have the opportunity to meet the rap stars in person at various T&P music stores throughout the year. T&P has a policy of promotion from within as well as a no-layoff policy, and all managers are required to rotate through each business before they can be promoted.

Refer to Scenario 4.1. Which organizational form or design is T&P likely to have adopted?

Question 5 options:

Functional design

Conglomerate design

Divisional design

H-form design

U-form design

Question 6 (2 points)

 



An advantage of retaining effective employees is that:

Question 6 options:

|  |  |
| --- | --- |
|  | they master the skill of using conventional methods at work. |
|  | they help in fostering representativeness at workplace. |
|  | they exhibit high flexibility and work round the clock. |
|  | they help in avoiding expenses involved in replacing them. |
|  | they exhibit high levels of ethicality in their work. |

Save

Question 7 (2 points)

 



A new, mid-range chain of restaurants groups its personnel into different departments on the basis of individual expertise. This is an example of the \_\_\_\_\_ design.

Question 7 options:

|  |  |
| --- | --- |
|  | functional |
|  | M-form |
|  | H-form |
|  | reactor |
|  | focus |

Save

Question 8 (2 points)

 



A \_\_\_\_\_ strategy occurs when a company targets a specific segment of the marketplace for its products or services.

Question 8 options:

|  |  |
| --- | --- |
|  | diversification |
|  | focus |
|  | cost leadership |
|  | retrenchment |
|  | prospector |

Save

Question 9 (2 points)

 



Hanks, a supervisor at an international firm, observes that Tom, one of his subordinates, often extends his lunch breaks and also leaves early to home. Hanks wants to use progressive disciplinary method to change Tom's behavior. Next time Hanks observes the same kind of behavior from Tom, he should \_\_\_\_\_.

Question 9 options:

|  |  |
| --- | --- |
|  | keep a written record of the incident in Tom's personnel file |
|  | suspend Tom for a week |
|  | ask the human resources department for help |
|  | give Tom a verbal warning |
|  | provide a negative performance appraisal for Tom |

Save

Question 10 (2 points)

 



The Fleishman job-analysis system of conducting work assessments involves:

Question 10 options:

|  |  |
| --- | --- |
|  | defining abilities as the enduring attributes of individuals that account for differences in performance. |
|  | subject matter experts generating a list of tasks and job incumbents evaluating each task on several dimensions that are specifically important to an organization. |
|  | job analysts analyzing a job in terms of involvement with people, data, and things. |
|  | employees completing a questionnaire reflecting work behavior, working conditions, and job characteristics. |
|  | supervisors generating examples of effective and ineffective performance of employees. |

Save

Question 11 (2 points)

 



An organization should consider its strategic plan when forecasting the demand for human resources.

Question 11 options:

|  |  |
| --- | --- |
|  | True |
|  | False |

Save

Question 12 (2 points)

 



Cinergy Inc., a Midwestern gas and electric utility company, agreed not to penalize workers who left the company before the age of 65 and also offered those workers a bonus equivalent to two weeks' pay for every year of employment with Cinergy. Cinergy is:

Question 12 options:

|  |  |
| --- | --- |
|  | generating a pool of qualified applicants. |
|  | encouraging voluntary early retirement. |
|  | terminating unproductive employees. |
|  | practicing job enrichment strategies. |
|  | carrying out involuntary turnover strategy. |

Save

Question 13 (2 points)

 



An individual's reactions to environmental factors that present excessive demands is called \_\_\_\_\_.

Question 13 options:

|  |  |
| --- | --- |
|  | motivation |
|  | stress |
|  | interpersonal conflict |
|  | organizational culture |
|  | executive succession |

Save

Question 14 (2 points)

 



Scenario 5.1

CyberRocket Inc. is a high-tech manufacturer with an exciting new product, the Astro-Cruiser, a virtual Ethernet connector for shuttles orbiting the Earth. This product will allow astronauts to browse the Web while cruising in space. The product depends extensively on new technology and producing it requires extensive knowledge of astrophysics. CyberRocket is planning a rapid expansion of this business and needs to analyze the jobs that will emerge during the production of the Astro-Cruiser. The job analysis should contain information about what the workers will do in a job rather than what is involved in the job. The company would like to identify only the essential functions of the jobs. The head of the research and development team and the head of the production team are the only two individuals within the company who really understand the new product and the knowledge, skills, and abilities of employees that will be necessary to produce it.

Refer to Scenario 5.1. Which of the following job-analysis techniques will best suit CyberRocket's requirements?

Question 14 options:

|  |  |
| --- | --- |
|  | Fleishman job-analysis system |
|  | Critical incidents approach |
|  | Task-analysis inventory |
|  | Position Analysis Questionnaire |
|  | Narrative job analysis |

Save

Question 15 (2 points)

 



\_\_\_\_\_ describes employees who feel guilty over keeping their jobs when others lost their jobs.

Question 15 options:

|  |  |
| --- | --- |
|  | Anxiety syndrome |
|  | Retention syndrome |
|  | Survivor syndrome |
|  | Stockholm syndrome |
|  | Down syndrome |

Save

Question 16 (2 points)

 



Which of the following job-analysis techniques focuses on the important behaviors that distinguish effective from ineffective performers?

Question 16 options:

|  |  |
| --- | --- |
|  | The critical incidents approach |
|  | The Position Analysis Questionnaire |
|  | The management position description questionnaire |
|  | The Fleishman job-analysis system |
|  | The task-analysis inventory |

Save

Question 17 (2 points)

 



Nature of the work that a person does is usually NOT a factor for assessing job satisfaction.

Question 17 options:

|  |  |
| --- | --- |
|  | True |
|  | False |

Save

Question 18 (2 points)

 



\_\_\_\_\_ states that an employer has the ability to terminate any employee, at any time, for any reason, or for no reason at all.

Question 18 options:

|  |  |
| --- | --- |
|  | Procedural justice |
|  | Consistency |
|  | Employment at will |
|  | Ethicality |
|  | Representativeness  |

Save

Question 19 (2 points)

 



In general, which of the following organizational strategies may be the easiest for a human resource manager to implement?

Question 19 options:

|  |  |
| --- | --- |
|  | Prospector |
|  | Stability |
|  | Reduction |
|  | Growth |
|  | Reactor |

Save

Question 20 (2 points)

 



\_\_\_\_\_ is the process of dealing with employees who are represented by an employee association.

Question 20 options:

|  |  |
| --- | --- |
|  | Labor relations |
|  | Downsizing |
|  | Outsourcing |
|  | Rightsizing |
|  | Outlook planning |

Save

Question 21 (2 points)

 



Which of the following is NOT a form of organizational design?

Question 21 options:

|  |  |
| --- | --- |
|  | O-form design |
|  | Functional design |
|  | U-form design |
|  | Conglomerate design |
|  | M-form design |

Save

Question 22 (2 points)

 



Voice, a critical dimension of procedural justice, refers to the perception that:

Question 22 options:

|  |  |
| --- | --- |
|  | the rules were applied the same way to everyone involved. |
|  | a person applying the rules had no vested interest in the outcome of a decision. |
|  | the decision rules conform to personal standards of ethics and morality |
|  | a person had some control over the outcome in a decision. |
|  | the opinions of the various groups affected by a decision have been considered in the decision. |

Save

Question 23 (2 points)

 



Scenario 6.1

In 2003, managers at BabyBlooms Corp., a national retailer of baby products, noticed that sales and profits were slumping. Store managers were instructed not to fill any vacant positions, which saved some money. However, by January, 2004, it was essential that BabyBlooms cut expenses further. The firm decided to offer incentives for top managers if they decided to leave before their tenure out of free will. Expenses still remained high, and in May, the firm asked store managers to reduce staff by laying off 10 percent of its workers (about two workers per store). When those cuts were still not enough, management called for store closings in some locations. For example, one of the store closing was announced to employees on August 1 and accomplished by December 1. In locations where stores were not closed, managers were ordered to terminate any under-performing employees, identified by low performance appraisal scores in the last two evaluations.

Refer to Scenario 6.1. The scenario is the best example of \_\_\_\_\_.

Question 23 options:

|  |  |
| --- | --- |
|  | progressive disciplinary plans |
|  | outsourcing |
|  | rightsizing |
|  | employment at will |
|  | employee retention |

Save

Question 24 (2 points)

 



Which of the following steps will be pursued by a company to implement a stability strategy?

Question 24 options:

|  |  |
| --- | --- |
|  | It will downsize its workforce through terminations and layoffs. |
|  | It will explore new sources for potential, talented employees. |
|  | It will increase the value of existing employees through additional training. |
|  | It will intensify recruitment efforts and design attractive salary packages. |
|  | It will declare early retirement plans for its employees. |

Save

Question 25 (2 points)

 



Scenario 5.1

CyberRocket Inc. is a high-tech manufacturer with an exciting new product, the Astro-Cruiser, a virtual Ethernet connector for shuttles orbiting the Earth. This product will allow astronauts to browse the Web while cruising in space. The product depends extensively on new technology and producing it requires extensive knowledge of astrophysics. CyberRocket is planning a rapid expansion of this business and needs to analyze the jobs that will emerge during the production of the Astro-Cruiser. The job analysis should contain information about what the workers will do in a job rather than what is involved in the job. The company would like to identify only the essential functions of the jobs. The head of the research and development team and the head of the production team are the only two individuals within the company who really understand the new product and the knowledge, skills, and abilities of employees that will be necessary to produce it.

Refer to Scenario 5.1. The job analysis information about what the new workers must be able to do, rather than about what the job entails, is likely to provide more details about the \_\_\_\_\_.

Question 25 options:

|  |  |
| --- | --- |
|  | job description |
|  | job specification |
|  | job evaluation |
|  | executive succession plan  |
|  | rightsizing strategy |