

## c2

Student: \_\_\_\_\_

1. Most human resource problems have a single correct prescription.

True False

2. Union procedures and requirements are elements of the internal environment and have a significant impact on HRM programs.

True False

3. Equal employment opportunity and human rights legislation indirectly affects employee recruiting, selection, evaluation, and promotion.

True False

4. The amount of government regulation on HR practices and activities has remained relatively constant since the 1940s.

True False

5. Productivity measures are crude and subject to short-term error.

True False

6. In general, private-sector and third-sector are structured similarly

True False

7. Pressure groups influence the HR manager much more in the public sector than in private business.

True False

8. At the macroeconomic level, the term advantage is defined as the degree to which a nation can produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.

True False

9. Companies must guard their HRM activities closely, otherwise the competition could duplicate their entire culture.

True False

10. The labor force of the United States comprises all people age 18 or older who are not in the military and who are employed or seeking work.

True False

11. On average, a highly qualified employee produces twice as much as a poorly qualified one.

True False

12. Benefit plans, which may amount to one-third of base compensation, are set up in such a way that it generally costs less to employ older people.

True False

13. The physical location of the organization can have a significant impact on how HRM programs are used.

True False

14. Organizational culture can have an impact on the behavior, productivity, and expectations of employees.

True False

15. The health care industry has one of the lowest contingent worker growth rates.

True False

16. \_\_\_\_\_ management is a process by which an organization works to determine what needs to be done to accomplish objectives, and how they will be achieved.

A. Strategic

B. Tactical

C. Intuitive

D. Selective

17. \_\_\_\_\_ HRM is defined as the development and implementation of human resource processes to enhance and facilitate the achievement of the organization's strategic objectives.

- A. Strategic
- B. Tactical
- C. Intuitive
- D. Selective

18. The letters in ARDM stand for:

- A. Acquiring, rewarding, directing, maintaining
- B. Acquiring, routing, directing, monitoring
- C. Acquiring, rewarding, developing, maintaining and protecting
- D. None of the choices are correct

19. The ARDM model considers \_\_\_\_\_.

- A. internal environmental influences
- B. external environmental influences
- C. human resource processes
- D. All of the choices are correct

20. Desirable end results within the ARDM model include \_\_\_\_\_.

- A. socially responsible and ethical practices
- B. competitive, high quality products
- C. reduced union activities
- D. Both A and B are correct

21. Why did many women decide to leave the accounting firm of Deloitte & Touche in the late 1980s?

- A. Other companies paid higher wages
- B. To become housewives
- C. Because of rampant sexual harassment
- D. Because they were precluded from advancement

22. Any solution that is implemented must be \_\_\_\_\_.

- A. original
- B. systematic
- C. progressive
- D. evaluated

23. The ARDM model calls for \_\_\_\_\_ review of each situation.

- A. thorough
- B. timely
- C. systematic
- D. All of the choices are correct

24. The ARDM model includes \_\_\_\_ specific steps to be taken by managers.

- A. 3
- B. 4
- C. 5
- D. 10

25. Most human resource problems have \_\_\_\_\_ correct prescription.

- A. a single
- B. two
- C. a range of three to five
- D. no single

26. Which of the following would not be considered an external environmental influence?

- A. The labor force
- B. Union procedures
- C. Regulations
- D. None of the above.

27. The government regulates and influences \_\_\_\_\_.

- A. some aspects of HRM more directly than others
- B. all aspects of HRM equally
- C. only EEO issues
- D. primarily compensation issues

28. Institutions that are museums, symphony orchestras, private schools and colleges, not-for-profit hospitals and nursing homes, and voluntary organizations such as churches and social clubs are considered to be in the \_\_\_\_\_.

- A. second sector
- B. third sector
- C. the "other sector"
- D. None of the above.

29. Which of the following is a cost associated with labor?

- A. Salaries
- B. Bonuses
- C. Fringe benefits
- D. All of the choices are correct

30. Workers from which of the following countries are the most productive in the world?

- A. Asia
- B. Europe
- C. The United States
- D. South America

31. Before productivity can be effectively managed and improved, it must be \_\_\_\_\_.

- A. monitored
- B. measured
- C. identified
- D. prioritized



32. All of the following were mentioned in the text as ways to increase productivity except:

- A. Reducing government controls
- B. Developing favorable tax incentives to invest in new plants and equipment
- C. Reindustrializing an entire business-industrial complex
- D. Relocating to a less-industrialized nation

33. \_\_\_\_\_ is defined as the degree to which a nation can, under free and fair market conditions, produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.

- A. Productivity
- B. Competitiveness
- C. Expansion
- D. Trade balance

34. \_\_\_\_\_ is defined as having a superior marketplace position relative to competitors.

- A. Competitiveness
- B. Competitive advantage
- C. A Winning strategy
- D. Market dominance

35. In 2009, about \_\_\_\_\_ of the full-time U.S. workforce consisted of women.

A. 21 percent

B. 47 percent

C. 70 percent

D. 92 percent

36. Large numbers of \_\_\_\_\_ are employed in low-skill, low-paying jobs.

A. Hispanics

B. African-Americans

C. Native Americans

D. All of the choices are correct

37. According to Sally Heigesen, author of *Everyday Revolutionaries: Working Women and the Transformation of American Life*, the ultimate quest of working women is to:

A. Make the whole world homelike

B. Balance work and family life

C. Achieve equal footing with men

D. Perform better than expected

38. \_\_\_\_\_ may be less efficient on jobs requiring quick physical response rates.
- A. Men
  - B. Women
  - C. Older workers
  - D. Younger workers
39. Which of the following occupations is expected to have the fastest employment growth from 2008 to 2011?
- A. Software engineers
  - B. Home health aides
  - C. Dental hygienists
  - D. Network systems/data communications analysts
40. Which of the following is considered a fully developed nation?
- A. Australia
  - B. Spain
  - C. India
  - D. Mexico

41. A(n) \_\_\_\_\_ indicates what an organization's key executives hope to accomplish in the long run.

- A. decree
- B. strategy
- C. doctrine
- D. goal

42. Apple Computer's early success was due to high alignment of its strategy with all of the following except:

- A. Its structure
- B. Its people
- C. Its management
- D. The strategy of its primary competitor

43. A study found that employees with more supportive work places are more likely than other workers to have:

- A. Higher levels of job satisfaction
- B. More commitment to their companies
- C. A stronger intention to remain with their companies
- D. All of the choices are correct

44. Diversity refers to any mixture of themes characterized by \_\_\_\_\_

- A. EEOC definition race only
- B. individual differences
- C. differences and similarities
- D. Race, creed and color

45. Workers who plan, decide, and solve problems using databases, computer programs, and other technology-driven information sources are called \_\_\_\_\_.

- A. knowledge workers
- B. information specialists
- C. computer nerds
- D. technical specialists

46. \_\_\_\_\_ refers to a system of shared meaning held by members that distinguishes the organization from other organizations.

- A. Organizational concern
- B. Organizational character
- C. Organizational Culture
- D. Organizational Structure

47. \_\_\_\_\_ for the development of human resources

- A. The "Learning" culture is best
- B. An internally focused culture is best
- C. The "J" culture is best
- D. There is no best culture

48. The feeling of completing a whole job as opposed to contributing to only a portion of a job, is its \_\_\_\_\_.

- A. autonomy
- B. empowerment
- C. task identity
- D. culture

49. Once a person joins an organization, his or her experiences are largely influenced by:

- A. The work group
- B. Monetary compensation
- C. Training
- D. Repetition

50. The degree to which a worker can complete his or her job task because he or she has information, knowledge, and power is called \_\_\_\_\_.

- A. degree of autonomy
- B. degree of empowerment
- C. task completion
- D. the empowerment dimension

51. Effective groups generally have all of the following except:

- A. Stable membership
- B. Members with similar backgrounds
- C. Dictatorial leaders
- D. Persons who depend on the group to satisfy their needs

52. Leaders must orchestrate the distinctive \_\_\_\_\_ and motives of individuals.

- A. Skills
- B. experiences
- C. personalities
- D. All of the choices are correct

53. All of the following are levels of strategy generally applied to HRM activities except:

- A. Strategic
- B. Managerial
- C. Directional
- D. Operational

54. The three levels of strategy are: \_\_\_\_\_.

- A. strategic, operational, procedural
- B. tactical, operational, directional
- C. strategic, tactical, operational
- D. strategic, managerial, operational

55. Which of the following would be considered an operational (short term) HR activity?

- A. Examining labor force trends
- B. Preparing staffing plans
- C. Developing a recruitment marketing plan
- D. Establishing a reward system that is linked to strategic goals



56. A well-designed organizational strategic plan permits the HR department to be better prepared to cope with changes in \_\_\_\_\_.

- A. the internal environment
- B. the extended environment
- C. the external environment
- D. both the internal and the external environments

57. \_\_\_\_\_ is dissolving borders and creating an interconnected, global marketplace.

- A. Knowledge
- B. Innovation
- C. Technology
- D. Industrialization

58. \_\_\_\_\_ made it easier for women to raise a family and also begin a productive career.

- A. Better educational opportunities
- B. A shorter standard workweek
- C. A shortage of workers
- D. High quality day care

59. How did United Airlines spark an increase in Spanish-speaking travelers?

- A. They increased advertising in South America
- B. They installed a Spanish-language telephone reservation line
- C. They used Spanish models in their advertisements
- D. They added Spanish food items to the menu

60. A part time employee generally works \_\_\_\_\_ hours or less per week.

- A. 40
- B. 35
- C. 25
- D. 20

61. Downsizing in US manufacturing \_\_\_\_\_.

- A. is the direct result of NAFTA.
- B. has been a relatively new phenomena
- C. did not happen until China was granted "most favored nation" status
- D. is nothing new and has been happening since 1967.

62. The two general classifications of workers are \_\_\_\_\_.

- A. full-time management and part-time workers
- B. full-time employees and contingent workers
- C. professional employees and staff workers
- D. permanent and contract

63. \_\_\_\_\_ means changing the reporting and authority relationships within a firm.

- A. Downsizing
- B. Reengineering
- C. Restructuring
- D. Rightsizing

64. \_\_\_\_\_ is a term used to designate a reduction in a company's workforce.

- A. Downsizing
- B. Reengineering
- C. Restructuring
- D. Reallocation

65. Which of the following is the result of genetic factors and is rarely subject to change through training?

- A. Finger dexterity
- B. Interpersonal skills
- C. Leadership skills
- D. Both A and B are correct.

66. People are motivated by powerful emotional forces, and work provides an opportunity for the expression of both \_\_\_\_\_ and pleasure-seeking drives.

- A. regressive
- B. aggressive
- C. passion
- D. self-worth

67. \_\_\_\_\_ is the set of attitudes that predisposes a person to act in a specific goal-directed way.

- A. Motivation
- B. Perception
- C. Personality
- D. Conviction

68. \_\_\_\_\_ is concerned with those attitudes that channel a person's behavior toward work and away from recreation or other areas of life.

- A. "G" motivation
- B. Organizational Motivation
- C. Work motivation
- D. Workforce motivation

69. \_\_\_\_\_ is the characteristic way a person thinks and behaves in adjusting to his or her environment.

- A. Motivation
- B. Perception
- C. Personality
- D. All of the choices are correct

70. Each person is unique and acts and thinks in a certain way because of:

- A. Personality
- B. Abilities
- C. Attitudes and preferences
- D. All of the choices are correct

71. The ARDM model includes four specific steps to be taken by managers. What are they?

72. Why does regulation encourage simplistic thinking on complicated issues?

73. Briefly describe how unions in the United States have changed.

74. Provide three examples of institutions that would be classified as in the third sector.

75. How does geography influence hiring?

76. What does symbolic egalitarianism mean?

77. Identify two benefits of paying wages that are higher than required by the market.

78. Name a method by which an organization can give employees an ownership interest in the organization.

79. Why may the goals of the organization differ within and among departments?



80. What is meant by strategy?

81. How did Aetna Life & Casualty halve the rate of resignations among the new mothers in its workforce?

82. What are the four stages of product development?

83. What types of employees are considered contingent workers?

84. Are restructuring and downsizing the same?

85. Union organization efforts might gain a foothold at Microsoft. Why?

86. Identify five HRM activities, policies, or programs that are influenced by federal regulations.

87. What are the educational and behavioral factors that an HR manager must consider when staffing a division in a new geographic location?

88. Third-world nations are often the most difficult to work in. Why?

89. Which of these work-life balance programs would most appeal to you today, and why? What about 10 years from now?

90. Describe your impression of the culture of an organization or group to which you have belonged, or for which you have worked. Be sure to explain both the positive and negative aspects of the culture, and the effect that it had on you as a person.

## c2 Key

1. Most human resource problems have a single correct prescription.

*(p. 33)*

**FALSE**

Because of the complexity of behaviors, emotions, and attitudes, most human resource problems do not have a single, correct prescription.

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #1*

2. Union procedures and requirements are elements of the internal environment and have a significant impact on HRM programs.

*(p. 34)*

**FALSE**

Government laws and regulations, union procedures and requirements, economic conditions, and the labor force are all external influences on HRM programs.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #2*

3. Equal employment opportunity and human rights legislation indirectly affects employee recruiting, selection, evaluation, and promotion.  
(p. 34)

**FALSE**

Employee recruiting, selection, evaluation, and promotion are directly affected by equal employment opportunity and human rights legislation.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #3*

4. The amount of government regulation on HR practices and activities has remained relatively constant since the 1940s.  
(p. 35)

**FALSE**

In 1940, the U.S. Dept. of Labor administered 18 regulatory programs; in 2010 it administered more than 180.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #4*

5. Productivity measures are crude and subject to short-term error.  
(p. 36)

**TRUE**

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #5*

6. In general, private-sector and third-sector are structured similarly

(p. 37)

**TRUE**

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #6*

7. Pressure groups influence the HR manager much more in the public sector than in private business.

(p. 37)

**TRUE**

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #7*

8. At the macroeconomic level, the term advantage is defined as the degree to which a nation can produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.

(p. 37)

**FALSE**

The correct term is competitiveness.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #8*

9. Companies must guard their HRM activities closely, otherwise the competition could duplicate their entire culture.  
(p. 38)

**FALSE**

Certainly, a few HRM activities can be copied, but the imitation of an entire culture is extremely difficult.

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #9*

10. The labor force of the United States comprises all people age 18 or older who are not in the military and who are employed or seeking work.  
(p. 38)

**FALSE**

The labor force of the United States comprises all people age 16 or older who are not in the military and who are employed or seeking work.

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #10*

11. On average, a highly qualified employee produces twice as much as a poorly qualified one.  
(p. 38)

**TRUE**

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #11*



12. Benefit plans, which may amount to one-third of base compensation, are set up in such a way that it generally costs less to employ older people.  
(p. 40)

**FALSE**

Generally, benefit plans are set up in such a way that it costs more to employ older people.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #12*

13. The physical location of the organization can have a significant impact on how HRM programs are used.  
(p. 41)

**TRUE**

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #13*

14. Organizational culture can have an impact on the behavior, productivity, and expectations of employees.  
(p. 44)

**TRUE**

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #14*

15. The health care industry has one of the lowest contingent worker growth rates.  
(p. 53)

**FALSE**

The health care industry has one of the highest contingent worker growth rates.

*Difficulty: 2 Medium*

16. \_\_\_\_\_ management is a process by which an organization works to determine what  
(p. 30) needs to be done to accomplish objectives, and how they will be achieved.

- A. Strategic
- B. Tactical
- C. Intuitive
- D. Selective

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #16*

17. \_\_\_\_\_ HRM is defined as the development and implementation of human resource  
(p. 31) processes to enhance and facilitate the achievement of the organization's strategic objectives.

- A. Strategic
- B. Tactical
- C. Intuitive
- D. Selective

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #17*

18. The letters in ARDM stand for:

(p. 32)

- A. Acquiring, rewarding, directing, maintaining
- B. Acquiring, routing, directing, monitoring
- C. Acquiring, rewarding, developing, maintaining and protecting
- D. None of the choices are correct

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #18*

19. The ARDM model considers \_\_\_\_\_.

(p. 32)

- A. internal environmental influences
- B. external environmental influences
- C. human resource processes
- D. All of the choices are correct

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #19*

20. Desirable end results within the ARDM model include \_\_\_\_\_.

(p. 32)

- A. socially responsible and ethical practices
- B. competitive, high quality products
- C. reduced union activities
- D. Both A and B are correct

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #20*

21. Why did many women decide to leave the accounting firm of Deloitte & Touche in the late 1980s?  
(p. 33)

- A. Other companies paid higher wages
- B. To become housewives
- C. Because of rampant sexual harassment
- D. Because they were precluded from advancement

*Difficulty: 2 Medium*  
*Ivancevich - Chapter 02 #21*

22. Any solution that is implemented must be \_\_\_\_\_.  
(p. 33)

- A. original
- B. systematic
- C. progressive
- D. evaluated

*Difficulty: 2 Medium*  
*Ivancevich - Chapter 02 #22*

23. The ARDM model calls for \_\_\_\_\_ review of each situation.  
(p. 33)

- A. thorough
- B. timely
- C. systematic
- D. All of the choices are correct

*Difficulty: 2 Medium*  
*Ivancevich - Chapter 02 #23*

24. The ARDM model includes \_\_\_ specific steps to be taken by managers.

(p. 33)

A. 3

B. 4

C. 5

D. 10

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #24*

25. Most human resource problems have \_\_\_\_\_ correct prescription.

(p. 33)

A. a single

B. two

C. a range of three to five

D. no single

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #25*

26. Which of the following would not be considered an external environmental influence?

(p. 34)

A. The labor force

B. Union procedures

C. Regulations

D. None of the above.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #26*

27. The government regulates and influences \_\_\_\_\_.

(p. 34)

- A. some aspects of HRM more directly than others
- B. all aspects of HRM equally
- C. only EEO issues
- D. primarily compensation issues

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #27*

28. Institutions that are museums, symphony orchestras, private schools and colleges, not-for-profit hospitals and nursing homes, and voluntary organizations such as churches and social clubs are considered to be in the \_\_\_\_\_.

(p. 37)

- A. second sector
- B. third sector
- C. the "other sector"
- D. None of the above.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #28*

29. Which of the following is a cost associated with labor?

(p. 36)

- A. Salaries
- B. Bonuses
- C. Fringe benefits
- D. All of the choices are correct

*Difficulty: 1 Easy*

30. Workers from which of the following countries are the most productive in the world?

(p. 36)

- A. Asia
- B. Europe
- C. The United States
- D. South America

Difficulty: 3 Hard

Ivancevich - Chapter 02 #30

31. Before productivity can be effectively managed and improved, it must be \_\_\_\_\_.

(p. 36)

- A. monitored
- B. measured
- C. identified
- D. prioritized

Difficulty: 2 Medium

Ivancevich - Chapter 02 #31

32. All of the following were mentioned in the text as ways to increase productivity except:

(p. 36)

- A. Reducing government controls
- B. Developing favorable tax incentives to invest in new plants and equipment
- C. Reindustrializing an entire business-industrial complex
- D. Relocating to a less-industrialized nation

Difficulty: 2 Medium

Ivancevich - Chapter 02 #32

33. \_\_\_\_\_ is defined as the degree to which a nation can, under free and fair market conditions, produce goods and services that meet the test of international markets while simultaneously maintaining or expanding the real incomes of its citizens.

(p. 37)

- A. Productivity
- B. Competitiveness**
- C. Expansion
- D. Trade balance

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #33*

34. \_\_\_\_\_ is defined as having a superior marketplace position relative to competitors.

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- A. Competitiveness
- B. Competitive advantage**
- C. A Winning strategy
- D. Market dominance

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #34*



35. In 2009, about \_\_\_\_\_ of the full-time U.S. workforce consisted of women.

(p. 39)

- A. 21 percent
- B. 47 percent**
- C. 70 percent
- D. 92 percent

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #35*

36. Large numbers of \_\_\_\_\_ are employed in low-skill, low-paying jobs.

(p. 40)

- A. Hispanics
- B. African-Americans
- C. Native Americans
- D. All of the choices are correct**

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #36*

37. According to Sally Heigesen, author of *Everyday Revolutionaries: Working Women and the Transformation of American Life*, the ultimate quest of working women is to:

(p. 39)

- A. Make the whole world homelike**
- B. Balance work and family life
- C. Achieve equal footing with men
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*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #37*

38. \_\_\_\_\_ may be less efficient on jobs requiring quick physical response rates.

(p. 40)

- A. Men
- B. Women
- C. Older workers
- D. Younger workers

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #38*

39. Which of the following occupations is expected to have the fastest employment growth from 2008 to 2011?

(p. 41)

- A. Software engineers
- B. Home health aides
- C. Dental hygienists
- D. Network systems/data communications analysts

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #39*

40. Which of the following is considered a fully developed nation?

(p. 42)

- A. Australia
- B. Spain
- C. India
- D. Mexico

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #40*

41. A(n) \_\_\_\_\_ indicates what an organization's key executives hope to accomplish in the long run.  
(p. 42)

- A. decree
- B. strategy**
- C. doctrine
- D. goal

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #41*

42. Apple Computer's early success was due to high alignment of its strategy with all of the following except:  
(p. 42)

- A. Its structure
- B. Its people
- C. Its management
- D. The strategy of its primary competitor**

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #42*

43. A study found that employees with more supportive work places are more likely than other workers to have:

(p. 43)

- A. Higher levels of job satisfaction
- B. More commitment to their companies
- C. A stronger intention to remain with their companies
- D. All of the choices are correct

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #43*

44. Diversity refers to any mixture of themes characterized by \_\_\_\_\_

(p. 44)

- A. EEOC definition race only
- B. individual differences
- C. differences and similarities
- D. Race, creed and color

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #44*

45. Workers who plan, decide, and solve problems using databases, computer programs, and other technology-driven information sources are called \_\_\_\_\_.

(p. 45)

- A. knowledge workers
- B. information specialists
- C. computer nerds
- D. technical specialists

*Difficulty: 2 Medium*

46. \_\_\_\_\_ refers to a system of shared meaning held by members that distinguishes the organization from other organizations.  
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- A. Organizational concern
- B. Organizational character
- C. Organizational Culture
- D. Organizational Structure

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #46*

47. \_\_\_\_\_ for the development of human resources  
(p. 44)

- A. The "Learning" culture is best
- B. An internally focused culture is best
- C. The "J" culture is best
- D. There is no best culture

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #47*

48. The feeling of completing a whole job as opposed to contributing to only a portion of a job, is  
(p. 45) its \_\_\_\_\_.

- A. autonomy
- B. empowerment
- C. task identity
- D. culture

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #48*

49. Once a person joins an organization, his or her experiences are largely influenced by:  
(p. 46)

- A. The work group
- B. Monetary compensation
- C. Training
- D. Repetition

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #49*

50. The degree to which a worker can complete his or her job task because he or she has  
(p. 45) information, knowledge, and power is called \_\_\_\_\_.

- A. degree of autonomy
- B. degree of empowerment
- C. task completion
- D. the empowerment dimension

*Difficulty: 2 Medium*

51. Effective groups generally have all of the following except:

(p. 46)

- A. Stable membership
- B. Members with similar backgrounds
- C. Dictatorial leaders
- D. Persons who depend on the group to satisfy their needs

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #51*

52. Leaders must orchestrate the distinctive \_\_\_\_\_ and motives of individuals.

(p. 46)

- A. Skills
- B. experiences
- C. personalities
- D. All of the choices are correct

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #52*

53. All of the following are levels of strategy generally applied to HRM activities except:

(p. 47)

- A. Strategic
- B. Managerial
- C. Directional
- D. Operational

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #53*

54. The three levels of strategy are: \_\_\_\_\_.

(p. 47)

- A. strategic, operational, procedural
- B. tactical, operational, directional
- C. strategic, tactical, operational
- D.** strategic, managerial, operational

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #54*

55. Which of the following would be considered an operational (short term) HR activity?

(p. 47)

- A. Examining labor force trends
- B.** Preparing staffing plans
- C. Developing a recruitment marketing plan
- D. Establishing a reward system that is linked to strategic goals

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #55*

56. A well-designed organizational strategic plan permits the HR department to be better prepared

(p. 47)

to cope with changes in \_\_\_\_\_.

- A. the internal environment
- B. the extended environment
- C. the external environment
- D.** both the internal and the external environments

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #56*



57. \_\_\_\_\_ is dissolving borders and creating an interconnected, global marketplace.

(p. 48)

- A. Knowledge
- B. Innovation
- C. Technology
- D. Industrialization

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #57*

58. \_\_\_\_\_ made it easier for women to raise a family and also begin a productive career.

(p. 50)

- A. Better educational opportunities
- B. A shorter standard workweek
- C. A shortage of workers
- D. High quality day care

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #58*

59. How did United Airlines spark an increase in Spanish-speaking travelers?

(p. 50)

- A. They increased advertising in South America
- B. They installed a Spanish-language telephone reservation line
- C. They used Spanish models in their advertisements
- D. They added Spanish food items to the menu

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #59*

60. A part time employee generally works \_\_\_\_\_ hours or less per week.

(p. 53)

A. 40

B. 35

C. 25

D. 20

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #60*

61. Downsizing in US manufacturing \_\_\_\_\_.

(p. 53)

A. is the direct result of NAFTA.

B. has been a relatively new phenomena

C. did not happen until China was granted "most favored nation" status

D. is nothing new and has been happening since 1967.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #61*

62. The two general classifications of workers are \_\_\_\_\_.

(p. 53)

A. full-time management and part-time workers

B. full-time employees and contingent workers

C. professional employees and staff workers

D. permanent and contract

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #62*

63. \_\_\_\_\_ means changing the reporting and authority relationships within a firm.

(p. 53)

- A. Downsizing
- B. Reengineering
- C. Restructuring
- D. Rightsizing

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #63*

64. \_\_\_\_\_ is a term used to designate a reduction in a company's workforce.

(p. 53)

- A. Downsizing
- B. Reengineering
- C. Restructuring
- D. Reallocation

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #64*

65. Which of the following is the result of genetic factors and is rarely subject to change through training?

(p. 54)

- A. Finger dexterity
- B. Interpersonal skills
- C. Leadership skills
- D. Both A and B are correct.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #65*

66. People are motivated by powerful emotional forces, and work provides an opportunity for the expression of both \_\_\_\_\_ and pleasure-seeking drives.

(p. 54)

- A. regressive
- B. aggressive**
- C. passion
- D. self-worth

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #66*

67. \_\_\_\_\_ is the set of attitudes that predisposes a person to act in a specific goal-directed way.

(p. 54)

- A. Motivation**
- B. Perception
- C. Personality
- D. Conviction

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #67*

68. \_\_\_\_\_ is concerned with those attitudes that channel a person's behavior toward work and away from recreation or other areas of life.

(p. 54)

- A. "G" motivation
- B. Organizational Motivation
- C. Work motivation
- D. Workforce motivation

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #68*

69. \_\_\_\_\_ is the characteristic way a person thinks and behaves in adjusting to his or her environment.

(p. 55)

- A. Motivation
- B. Perception
- C. Personality
- D. All of the choices are correct

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #69*

70. Each person is unique and acts and thinks in a certain way because of:

(p. 55)

- A. Personality
- B. Abilities
- C. Attitudes and preferences
- D. All of the choices are correct

*Difficulty: 1 Easy*

71. The ARDM model includes four specific steps to be taken by managers. What are they?

(p. 35)

Diagnosis, prescription, implementation, and evaluation

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #71*

72. Why does regulation encourage simplistic thinking on complicated issues?

(p. 36)

Because small enterprises are treated like large ones and different industries are regulated alike.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #72*

73. Briefly describe how unions in the United States have changed.

*(p. 37)*

At one time, unions were concentrated in the private sector of the economy (e.g., mining and manufacturing), and were influential in only a few sections of the United States, primarily the highly industrialized areas. But the fastest-growing sectors for unions in the United States are the public sector and the third sector. It is no longer useful to think of the unionized employee as a blue-collar factory worker. Engineers, nurses, teachers, secretaries, salespersons, college professors, professional football players, and even physicians belong to unions. In sum, unions often play a significant role in HRM programs.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #73*

74. Provide three examples of institutions that would be classified as in the third sector.

*(p. 37)*

Students may provide examples like the following: museums, symphony orchestras, private schools and colleges, not-for-profit hospitals and nursing homes, and voluntary organizations such as churches and social clubs.

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #74*

75. How does geography influence hiring?

(p. 47)

The location of the organization influences the kinds of people it hires and the HRM activities it conducts. A hospital, plant, university, or government bureau located in a rural area confronts different conditions than one located in an urban area. For example, the workforce in a rural area might be more willing to accept a bureaucratic organization style. Recruiting and selection in rural areas will be different in that there may be fewer applicants. Yet the organization may find a larger proportion of hireable workers ingrained with the work ethic.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #75*

76. What does symbolic egalitarianism mean?

(p. 38)

It means giving employees equal treatment, specifically by eliminating such "perks" as executive dining rooms and reserved parking spaces.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #76*

77. Identify two benefits of paying wages that are higher than required by the market.

(p. 38)

Any two of the following: (1) attracts better qualified applicants, (2) reduces turnover, (3) sends a message that the firm values its employees.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #77*



78. Name a method by which an organization can give employees an ownership interest in the organization.  
(p. 38)

The organization can allow employees to purchase company stock or establish a profit-sharing program.

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #78*

79. Why may the goals of the organization differ within and among departments?  
(p. 43)

The goals of organizations differ within and among departments. All departments probably have goals that include employee satisfaction, survival, and adaptability to change. The differences arise in the importance the decision makers place on the different goals. In some organizations, profit is of such major importance that other goals, such as increased employee satisfaction, are not well developed.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #79*

80. What is meant by strategy?

(p. 42)

A strategy indicates what an organization's key executives hope to accomplish in the long run. As a plan, a strategy takes the firm into the area of competition in the environment and into alignment with the resources of the firm.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #80*

81. How did Aetna Life & Casualty halve the rate of resignations among the new mothers in its workforce?

(p. 43)

By extending unpaid parental leave to six months.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #81*

82. What are the four stages of product development?

(p. 48)

Conception, design, development, and manufacturing.

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #82*

83. What types of employees are considered contingent workers?

*(p. 53)*

Contingent employees are generally everyone except the employees on the company payroll, including temporaries, part-timers, contract or leased workers, and other individuals who are hired to handle extra jobs tasks or workloads.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #83*

84. Are restructuring and downsizing the same?

*(p. 53)*

Restructuring means changing the reporting and authority relationships within a firm.

Downsizing is a term used to designate a reduction in a company's workforce.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #84*

85. Union organization efforts might gain a foothold at Microsoft. Why?

*(p. 54)*

Union organization efforts might gain a foothold at Microsoft because they employ over 6,000 temporary employees, who have expressed feelings of being treated as second-class citizens, because they are excluded from the benefits and stock option plan that its regular workers enjoy.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #85*

86. Identify five HRM activities, policies, or programs that are influenced by federal regulations.

*(p. 34)*

Any five of the following: Hiring, promotion, managing diversity, performance evaluation, downsizing, discipline, recruitment, orientation, career planning, training, compensation, benefits, privacy, safety, and collective bargaining.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #86*

87. What are the educational and behavioral factors that an HR manager must consider when staffing a division in a new geographic location?

*(p. 41)*

When staffing in a new geographic location, an HR manager must consider the number of skilled employees available, attitudes toward education, literacy level, available educational facilities, and attitudes toward wealth and profits, managerial roles, and authority.

*Difficulty: 3 Hard*

*Ivancevich - Chapter 02 #87*

88. Third-world nations are often the most difficult to work in. Why?

(p. 42)

Third-world nations are difficult to work in because of significant constraints in terms of education, economic system, political structure, and the general infrastructure. In other words, the population is often poorly educated, the financial system is chaotic, the dominant political party may change without notice, and there are few (or poor) roads and communication systems.

*Difficulty: 2 Medium*

*Ivancevich - Chapter 02 #88*

89. Which of these work-life balance programs would most appeal to you today, and why? What about 10 years from now?

(p. 43)

Answers may include the following: a. child care at or near the worksite b. Sick care for children and employee c. On-site summer camp d. Concierge services to assist with a wide variety of errands, from dry cleaning to making dinner reservations e. Flexible work schedule

*Difficulty: 1 Easy*

*Ivancevich - Chapter 02 #89*

90. Describe your impression of the culture of an organization or group to which you have belonged, or for which you have worked. Be sure to explain both the positive and negative aspects of the culture, and the effect that it had on you as a person.
- (p. 44)*

Student answers will vary.

*Difficulty: 2 Medium*  
*Ivancevich - Chapter 02 #90*

## c2 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: 1 Easy	11
Difficulty: 2 Medium	70
Difficulty: 3 Hard	9
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