Chapter 2: HRM and the Individual

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

unitarist

Marxist

feminist

*pluralist

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

*unitarist

pluralist

feminist

Marxist

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

relational

transient

*transactional

fleeting

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

*systematic soldiering

natural soldiering

social soldiering

dawdling

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

upskilling

*deskilling

reskilling

multi-skilling

6. Elton Mayo is associated with which programme of research:

*Hawthorne experiments

Philadelphia experiments

Chicago experiments

social experiments

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

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sophisticated responsibility
            *responsible autonomy
            direct control
            individual control
8. Control via the demarcation of responsibility, the construction of internal labour markets and career
    structures is referred to as:
            technical control
            hierarchical control
            *bureaucratic control
            sectional control
9. Boxall and Purcell (2003) suggest that individual performance is a function of:
            *ability, motivation, opportunity
            aptitude, motivation, organisation
            ability, management, organisation
            aptitude, management, opportunity
10. Motivational theories can be divided into which two groups:
            process and context
            *process and content
            progress and content
            progress and context
11. Vroom is associated with which motivational theory:
            agency theory
            *expectancy theory
            content theory
            hierarchy of needs
12. Which of the following is not associated with Fordism:
            standardisation
            *flexibility
            routinisation
            mass production
13. Which of the following is not associated with post-Fordism:
            batch production
            *task specialisation
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14. Herzberg (1966) referred to those factors which are prerequisites for individual motivation but which cannot act as motivators alone, as:

high skill

customisation

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*hygiene factors
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satisfiers

elemental factors

maintenance factors

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

*self-actualisation

physiological needs

esteem needs

safety needs

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 wiling to actively support and help out colleagues:

*employee engagement

employee expression

employee emancipation

employee awareness

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:

moral maze

*moral hazards

mortal dangers

moral compass