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| 1. The use of new technologies by an organization for manufacturing, communication, and human resource management reduces the organization's need for knowledge workers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 2. The global perspective on human resource management (HRM) includes the need to understand domestic similarities and differences in managing human resources in different countries.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 3. Scientists and lawyers are usually considered knowledge workers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. Outsourcing has resulted in an increase in the size of human resource (HR) departments within companies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. Organizations fulfill the human resource management goal of complying with legal and social obligations by designing jobs that are challenging and provide personal satisfaction to employees.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 6. Contemporary human resource (HR) managers are increasingly regarded as second-class corporate citizens.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 7. In the context of the human resource (HR) movement, Elton Mayo developed the Theory X and Theory Y framework.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 8. The passage of the Taft-Hartley Act made it clear that organizations had to find ways to hire, reward, and manage people effectively within the limits of the law.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 9. Computer monitoring allows organizations to collect real-time performance data from employees on various jobs.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. Scientific management helped augment the concept of assembly-line production.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 11. Which of the following is a benefit of outsourcing?   |  |  |  | | --- | --- | --- | |  | a. | It eliminates jobs that tend to be repetitious. | |  | b. | It reduces a firm's risk of facing intellectual property theft. | |  | c. | It makes employees self-reliant. | |  | d. | It helps a firm meet its expansion needs. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 12. Which of the following statements is true of contemporary human resource management (HRM) perspectives?   |  |  |  | | --- | --- | --- | |  | a. | HRM policies are aimed at promoting ethnocentrism in the workplace. | |  | b. | Human resource managers are second-class corporate citizens. | |  | c. | Strategic decisions made in an organization do not significantly affect its human resources. | |  | d. | HRM practices significantly affect management's ability to formulate and implement strategy in any area. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 13. Which of the following departments of an organization was usually thought of as a staff function?   |  |  |  | | --- | --- | --- | |  | a. | The legal department | |  | b. | The operations department | |  | c. | The finance department | |  | d. | The marketing department |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 14. Wrapp Kitchen Inc., a restaurant chain, wants to increase worker productivity and efficiency. To achieve this, the management of the restaurant restructures the kitchen space and the jobs of waiters and chefs to maximize output and service delivery. The aim is to focus each and every employee activity toward maximizing productivity. This scenario illustrates the concept of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | personnel management | |  | b. | outsourcing | |  | c. | licensing | |  | d. | scientific management |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 15. Which of the following statements is true of contemporary human resource (HR) managers?   |  |  |  | | --- | --- | --- | |  | a. | They are concerned exclusively with hiring first-line employees such as blue-collar workers and unskilled labor. | |  | b. | They are responsible for promoting ethnocentrism in the workplace. | |  | c. | They possess general management abilities that reflect conceptual, diagnostic, and analytical skills. | |  | d. | They are regarded as second-class corporate citizens. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 16. Which of the following should an organization do to achieve the human resource management goal of facilitating organizational competitiveness?   |  |  |  | | --- | --- | --- | |  | a. | Organizational objectives should be formulated in a way that they deal with revenue growth and profitability. | |  | b. | Human resource practices should focus on promoting ethnocentrism in the workplace. | |  | c. | Organizations should match employee contributions to local charities. | |  | d. | Incentive and reward systems should be structured in such a way that they help maintain employee motivation. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 17. Which of the following statements is true of the human resource (HR) department of large organizations?   |  |  |  | | --- | --- | --- | |  | a. | Relatively little HR training is provided in large organizations. | |  | b. | Line managers are required to handle basic HR functions in large organizations. | |  | c. | The general manager handles the HR duties in large organizations. | |  | d. | HR functions are likely to have specialized subunits in large organizations. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 18. Undertaking initiatives that help an organization assume an enhanced citizenship role aligns with the human resource management goal of:   |  |  |  | | --- | --- | --- | |  | a. | complying with legal and social obligations. | |  | b. | facilitating organizational effectiveness. | |  | c. | enhancing productivity and quality. | |  | d. | promoting individual growth and development. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 19. The \_\_\_\_\_ offers three core certifications: Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), and Global Professional in Human Resources (GPHR).   |  |  |  | | --- | --- | --- | |  | a. | American Human Resources Certification Association | |  | b. | Human Resource Certification Institute | |  | c. | National Academy of Human Resources | |  | d. | Institute of Human Resource Capital Consultancy |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 20. Which of the following is a necessary prerequisite for success in human resource management?   |  |  |  | | --- | --- | --- | |  | a. | A solid educational background | |  | b. | A membership in the Society for Human Resource Management | |  | c. | Theory X management style | |  | d. | An ethnocentric attitude |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 21. Who among the following is most likely to handle human resource (HR) duties in a small, independent business?   |  |  |  | | --- | --- | --- | |  | a. | The human resource manager | |  | b. | The general manager | |  | c. | The marketing manager | |  | d. | The administrative assistant |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 22. Xbuzz, a gadget manufacturer, has developed a new PlayStation that enables users to talk to the characters in video games. When the company files a patent for it, it discovers that the product has already been wrongfully patented by a competing firm. The company hires a lawyer to get his expert advice on the situation and to find a way to gain rights over the product. In the given scenario, Xbuzz has hired a(n) \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | blue-collar worker | |  | b. | knowledge worker | |  | c. | ancillary worker | |  | d. | free rider |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 23. TechUp Inc., a computer manufacturing firm, hires an external specialist agency to perform background checks on its new employees. By doing this, TechUp Inc. ensures quality service and saves both time and labor costs. In the given scenario, TechUp Inc. is using \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | crowdsourcing | |  | b. | foreign direct investment | |  | c. | importing | |  | d. | outsourcing |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 24. Which of the following statements is true of human resource management in modern organizations?   |  |  |  | | --- | --- | --- | |  | a. | It is exclusively concerned with structuring jobs to maximize efficiency. | |  | b. | It is responsible for promoting ethnocentrism in the workplace. | |  | c. | Modern organizations outsource all human resource functions. | |  | d. | Line managers often make decisions about pay raises and promotions. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 25. The human resource department (HR) of an investment firm monitors all organizational activities to ensure that they adhere to existing regulations and standards. It also examines employee complaints and is responsible for their timely resolution. In the given scenario, which of the following goals of human resource management is fulfilled by the activities of the HR department?   |  |  |  | | --- | --- | --- | |  | a. | Enhancing employee skills | |  | b. | Complying with legal and social obligations | |  | c. | Creating an ethnocentric work environment | |  | d. | Enhancing product quality |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 26. Fulfilling the psychological contract between employers and employees aligns with the human resource management goal of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | adhering to legal business guidelines | |  | b. | creating an ethnocentric work environment | |  | c. | promoting individual growth and development | |  | d. | complying with social obligations |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 27. The \_\_\_\_\_ is the human resource management field's largest professional HR organization.   |  |  |  | | --- | --- | --- | |  | a. | Human Resources Professionals Association | |  | b. | Institute of Human Resource Capital Consultancy | |  | c. | Human Resources Management Association | |  | d. | Society for Human Resource Management |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 28. \_\_\_\_\_ prohibits discrimination on the basis of an individual's race, color, religious beliefs, sex, or national origin.   |  |  |  | | --- | --- | --- | |  | a. | Title VII of the Civil Rights Act of 1964 | |  | b. | Section 5 of the Worker Adjustment and Retraining Notification Act of 1988 | |  | c. | The Labor Management Relations Act of 1947 | |  | d. | The Taft-Hartley Act of 1947 |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 29. A \_\_\_\_\_ is the overall set of expectations held by an employee with regard to what he or she will contribute to the organization and held by the organization with regard to what it will provide to the individual in return.   |  |  |  | | --- | --- | --- | |  | a. | value proposition | |  | b. | cost-benefit analysis | |  | c. | mission statement | |  | d. | psychological contract |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 30. To achieve the human resource management goal of promoting individual growth and development, organizations should:   |  |  |  | | --- | --- | --- | |  | a. | provide pro bono services. | |  | b. | support volunteer activities by matching employee contributions to local charities. | |  | c. | provide stress-management programs to help their employees cope with anxiety. | |  | d. | promote ethnocentrism in the workplace. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 31. Wags is a chain of veterinary clinics. As a growing organization, the management of Wags recognizes the need to coordinate various human resource management (HRM) activities. It feels that all staffing activities should be directed at identifying and attracting skilled workers and that appraisals, compensation, and performance management should reflect an employee's nature. Which of the following approaches to HRM explains the management's recognition of the need to coordinate HRM activities?   |  |  |  | | --- | --- | --- | |  | a. | The systems approach | |  | b. | The scientific management approach | |  | c. | The open-book management approach | |  | d. | The functional approach |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 32. The \_\_\_\_\_ revealed that individual and group behavior played an important role in organizations and that human behavior at work was something managers really needed to understand more fully.   |  |  |  | | --- | --- | --- | |  | a. | Hawthorne studies | |  | b. | scientific management approach | |  | c. | systems approach to management | |  | d. | Industrial Revolution |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 33. The management of Gilbert Inc., an automobile parts manufacturer, has created a separate department to deal with the company's increasing hiring needs. The department hires skilled employees and ensures that all organizational activities are in compliance with government regulations. In the given scenario, the new department created by Gilbert Inc. is concerned with \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | operations management | |  | b. | finance management | |  | c. | personnel management | |  | d. | scientific management |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 34. The material resources of an organization include:   |  |  |  | | --- | --- | --- | |  | a. | the people employed to work for the organization. | |  | b. | the sources of information of the organization. | |  | c. | ownership investments, sales revenue, and bank loans. | |  | d. | factories, equipment, raw materials, computers, and offices. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 35. The human resource department (HR) of Asterix, a large organization, recommends setting up fitness centers and conducting career planning sessions to enhance the overall progress of its employees. The management of the company believes that the employees should be happy and personally fulfilled on the job. In the given scenario, the recommendation of the HR department, if executed, will most likely help Asterix achieve the human resource management goal of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | adhering to legal business guidelines | |  | b. | complying with social obligations | |  | c. | promoting ethnocentric practices in the workplace | |  | d. | promoting individual growth and development |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 36. The \_\_\_\_\_ recognizes that if an organization needs highly skilled, knowledgeable workers to carry out its strategy, then all staffing activities must be coordinated toward identifying and attracting such employees.   |  |  |  | | --- | --- | --- | |  | a. | hard approach to human resource management | |  | b. | open-book management approach | |  | c. | scientific management approach | |  | d. | systems-oriented view of human resource management |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 37. Which of the following statements is true of traditional line managers?   |  |  |  | | --- | --- | --- | |  | a. | They are responsible for a support functions. | |  | b. | They make indirect bottom-line contributions to the organization. | |  | c. | They include human resource managers. | |  | d. | They are directly responsible for creating goods and services. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 38. Employees who contribute to the organization by the nature of what they know and how well they can apply what they know are known as \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | ancillary workers | |  | b. | free riders | |  | c. | blue-collar workers | |  | d. | knowledge workers |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 39. Varo Inc., a pharmaceutical company, plans to develop a drug that would treat the diseases caused by a new strain of virus. In order to assist the in-house doctors in developing the drug, the company hires a scientist who has previously done research on the virus. The company intends to use the scientist's expertise on the subject to create a useful drug. In the given scenario, Varo Inc. has hired a(n) \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | blue-collar worker | |  | b. | knowledge worker | |  | c. | ancillary worker | |  | d. | free rider |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 40. Which of the following statements is true of the human resource (HR) department of small organizations?   |  |  |  | | --- | --- | --- | |  | a. | The HR department of small firms has specialized subunits. | |  | b. | A separate HR unit is a necessity in small firms. | |  | c. | HR issues are relatively straightforward in small firms. | |  | d. | Small firms never subcontract their basic administrative activities. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 41. Which of the following bodies created the Human Resource Certification Institute (HRCI)?   |  |  |  | | --- | --- | --- | |  | a. | The Human Resources Professionals Association | |  | b. | The Institute of Human Resource Capital Consultancy | |  | c. | The Society for Human Resource Management | |  | d. | The National Academy of Human Resources |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 42. The management of Finitos, a stationery manufacturer, has decided to reduce costs to increase the profits of the company. In order to reduce costs, it cuts down its human resource staff and hires an external agency to manage basic human resource functions such as payroll and benefits. Which of the following concepts does this scenario illustrate?   |  |  |  | | --- | --- | --- | |  | a. | Crowdsourcing | |  | b. | Outsourcing | |  | c. | Foreign direct investment | |  | d. | Importing |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 43. Which of the following is most likely to happen as a small firm grows into a large business?   |  |  |  | | --- | --- | --- | |  | a. | A separate human resource unit becomes a necessity. | |  | b. | A standard approach to deal with most human resource problems is designed. | |  | c. | The owner or general manager of the firm starts handing human resource duties. | |  | d. | The firm becomes exempt from many legal regulations. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 44. Futurics is a consulting services provider. The management of the firm regularly introduces various reward programs to maintain motivation and effort among the employees. This ensures that the employees are motivated to provide premium services to the firm's clients. In the given scenario, which of the following goals of human resource management is fulfilled by the aforementioned activities of the management?   |  |  |  | | --- | --- | --- | |  | a. | Adhering to legal business guidelines | |  | b. | Enhancing productivity and quality | |  | c. | Creating an ethnocentric work environment | |  | d. | Complying with social obligations |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 45. Douglas McGregor's Theory X and Theory Y framework grew from \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | the Industrial Revolution | |  | b. | scientific management | |  | c. | the human relations movement | |  | d. | operations management |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 46. Zander, an online shopping website, has hired hundreds of workers to handle the orders that the website receives. As the organization grows, the management recognizes the need to maximize the productivity and efficiency of its workers. To achieve this, the workers' jobs are studied carefully, and their jobs are structured to help them work faster. The given scenario illustrates the use of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | personnel management | |  | b. | scientific management | |  | c. | licensing | |  | d. | outsourcing |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 47. In order to better manage its human resources, the management of Bart, a pharmaceutical and drug store, decides to create a separate department that would be responsible for hiring skilled employees, performing bookkeeping functions, and managing behavioral issues. The given scenario illustrates the concept of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | personnel management | |  | b. | scientific management | |  | c. | outsourcing | |  | d. | licensing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 48. Rockslide Inc., a sports equipment manufacturing firm, hires an external agency to manage its payroll and insurance functions. It does this to ensure specialist service and more efficient operations. In the given scenario, Rockslide Inc. is using \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | crowdsourcing | |  | b. | foreign direct investment | |  | c. | outsourcing | |  | d. | importing |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 49. Which of the following supplanted scientific management as the dominant approach to management during the 1930s?   |  |  |  | | --- | --- | --- | |  | a. | The open-book management approach | |  | b. | The personnel management approach | |  | c. | The human relations era | |  | d. | The systems-oriented view to human resource management |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 50. Which of the following statements is true of contemporary human resource management?   |  |  |  | | --- | --- | --- | |  | a. | It has grown into a source of competitive advantage. | |  | b. | It does little beyond ensuring compliance with labor regulations. | |  | c. | It is responsible for promoting ethnocentrism in the workplace. | |  | d. | It does not impact the formulation and implementation of other strategies in the organization. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 51. \_\_\_\_\_ refers to treating social outcomes and financial outcomes as complementary, rather than competing outcomes.   |  |  |  | | --- | --- | --- | |  | a. | Personnel management | |  | b. | Shareholder primacy | |  | c. | Corporate governance | |  | d. | Conscious capitalism |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 52. Which of the following statements was true of scientific management in the twentieth century?   |  |  |  | | --- | --- | --- | |  | a. | It was concerned exclusively with hiring first-line employees. | |  | b. | It helped augment the concepts of division of labor and economies of scale. | |  | c. | It was based on the belief that employees would work harder if they were happy. | |  | d. | It focused on maximizing job satisfaction and quality rather than efficiency and productivity. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 53. Which of the following statements is true of the Civil Rights Act of 1964?   |  |  |  | | --- | --- | --- | |  | a. | It outlawed labor unions in the Unites States. | |  | b. | It made the processes of hiring and promoting employees within the organization far more complex. | |  | c. | It promoted ethnocentrism in the workplace. | |  | d. | It required that organizations provide a 60-day notice before terminating employees or closing a factory. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 54. The management of Crimson, a growing organic cosmetic brand, has entrusted its human resource department with the responsibility of organizing charity events and fundraiser programs to create awareness about various issues related to women and children. The management also supports volunteer activities by matching employee contributions to local charities. In the given scenario, which of the following goals of human resource management is fulfilled through these activities?   |  |  |  | | --- | --- | --- | |  | a. | Complying with legal and social obligations | |  | b. | Promoting individual growth and development | |  | c. | Facilitating organizational competitiveness | |  | d. | Enhancing productivity and quality |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 55. Abigail, a human resource executive in a company, coordinates with the management to plan and implement a wide range of employee engagement activities for improving the mental and physical health of the employees. These activities include personality enhancement sessions, career development lectures, and annual office trips. She also works with the management to provide employees with a platform where they can share their innovative ideas. In this scenario, Abigail's initiatives fulfill the human resource management goal of:   |  |  |  | | --- | --- | --- | |  | a. | complying with social obligations. | |  | b. | promoting individual growth and development. | |  | c. | adhering to legal business guidelines. | |  | d. | creating an ethnocentric work environment. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 56. Which of the following was true of human resource (HR) managers in the 1980s and 1990s when firms sought mergers and acquisitions in order to compete effectively in the global marketplace?   |  |  |  | | --- | --- | --- | |  | a. | They helped create strategies that promoted ethnocentrism in the workplace. | |  | b. | They helped identify the critical human resources that firms would need in the future. | |  | c. | They developed strategies that ensured that any knowledge acquired was kept confidential among top executives. | |  | d. | They were involved solely in scheduling working hours and disciplining problem employees. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 57. The basic premise of the human relations era was that:   |  |  |  | | --- | --- | --- | |  | a. | employees have to be intimidated to be motivated. | |  | b. | individuals work best in an ethnocentric environment. | |  | c. | satisfied employees work harder and are more productive. | |  | d. | union activities are harmful for an organization. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 58. Which of the following activities aligns with the human resource management goal of enhancing productivity and quality?   |  |  |  | | --- | --- | --- | |  | a. | Promoting ethnocentric practices in the workplace | |  | b. | Establishing charitable foundations to deal with societal problems | |  | c. | Using new and different types of rewards to help maintain employee motivation | |  | d. | Undertaking corporate social responsibility initiatives |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 59. \_\_\_\_\_ is an economic measure of efficiency that summarizes and reflects the value of the outputs created by an individual, organization, industry, or economic system relative to the value of the inputs used to create them.   |  |  |  | | --- | --- | --- | |  | a. | Quality | |  | b. | Productivity | |  | c. | Reliability | |  | d. | Sustainability |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 60. The human resource department (HR) of Woodworkers, a furniture manufacturing firm, takes the time and effort to identify and attract the right type of skilled employees required to manufacture premium furniture. It also trains the employees extensively so that they gain job-related knowledge. Moreover, it has established monthly reward systems so that the employees feel appreciated for their hard work. In this scenario, the activities undertaken by the HR department of Woodworkers align with the human resource management goal of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | adhering to legal business guidelines | |  | b. | complying with social obligations | |  | c. | creating an ethnocentric work environment | |  | d. | enhancing productivity and quality |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 61. Briefly explain the human resource management goal of complying with legal and social obligations.   |  |  | | --- | --- | | *ANSWER:* | Answers will vary. A fundamental goal of the human resource management (HRM) function of an organization is to ensure that the organization is complying with and meeting its legal and social obligations. The passage of the Civil Rights Act in 1964 really made this goal salient. Subsequent court cases made it clear that organizations which violated this law and discriminated in hiring, promotion, compensation, or other human resource decisions could face millions of dollars in fines and penalties. In most organizations, it is the role of the HRM department, along with the legal department, to ensure that business is conducted within the law so that financial penalties and bad press can be avoided.Beyond the strict legal parameters of compliance, more and more organizations today are assuming some degree of social obligation to the society in which they operate. This obligation goes beyond the minimum activities required to comply with legal regulations and calls for the organization to serve as a contributing "citizen." Some firms support volunteer activities by employees in the local community either by granting time off or by matching employee contributions to local charities. Others providepro bonoservices, and some establish charitable foundations to deal with societal problems. It often requires some work by the HRM department that goes above and beyond its usual responsibilities. | |

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| 62. How do people become human resource (HR) managers?   |  |  | | --- | --- | | *ANSWER:* | Answers will vary. Career opportunities in human resource management (HRM) continue to grow and expand and are expected to continue to do so. One way to enter this profession is to get a degree in human resource management (or a related field) and then seek entry-level employment as a human resource (HR) manager. Alternative job options may be as the HR manager for a small firm or as an HR specialist in a larger organization. Some universities also offer specialized graduate degree programs in human resource management.Another route to HRM is through line management. More and more firms are beginning to rotate managers through the HR function as part of their own personal career-development program. Thus, people who go to work in marketing or finance may well have an opportunity at some point to sample central HRM responsibilities. | |

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| 63. Briefly explain the scientific management approach and the human relations era.   |  |  | | --- | --- | | *ANSWER:* | Answers will vary. A few early management pioneers and writers such as Robert Owen, Mary Parker Follette, and Hugo Münsterberg recognized the importance of people in organizations, but the first serious study of management practice—set during the early years of the twentieth century—was based on scientific management. Scientific management was concerned with structuring individual jobs to maximize efficiency and productivity. It was concerned with every motion a worker made, and there were many examples of how changes in movements or in the placement of some piece of equipment led to increased productivity.The human relations era emerged following the Hawthorne studies. The basic premise of this era was that if managers made their employees more satisfied and happier, then they would work harder and be more productive. The increased awareness of the importance of human behavior stimulated during this period helped organizations become even more focused on better managing their human resources. These organizations saw effective management of human resources as a means of potentially increasing productivity and, incidentally, as a way of slowing the growth of unionism. | |

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| 64. Explain how human resource management operations are carried out in small organizations.   |  |  | | --- | --- | | *ANSWER:* | Answers will vary. Responsibilities for carrying out human resource (HR) functions may reside in a separate HR department, but many small organizations do not have separate HR departments and must deliver the required services in different ways. Most small organizations require line managers to handle their basic HR functions. A small independent business generally has the owner or general manager handling HR duties. Payroll and other basic administrative activities may be subcontracted to businesses in the local community that specialize in providing such services for other local organizations. Relatively little training is provided in these small organizations, and other HR issues are relatively straightforward. Very small organizations are exempt from many legal regulations. Thus, a single manager can usually handle the HR function in small firms without too much difficulty. | |

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| 65. What is the Society for Human Resource Management? What are the certifications offered by the Human Resource Certification Institute?   |  |  | | --- | --- | | *ANSWER:* | Answers will vary. Many human resource (HR) managers belong to the Society for Human Resource Management (SHRM), the field's largest professional HR association. SHRM publishes professional journals that help members stay abreast of the newest developments in the field, sponsor workshops and conferences, and so forth. SHRM has created the Human Resource Certification Institute (HRCI). The HRCI is the recognized symbol of HR certification in much the same way that the accounting profession uses the certified public accountant exam and credential to designate those individuals who have formally achieved basic minimal competencies in prescribed areas.The HRCI offers three core certifications: Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), and Global Professional in Human Resources (GPHR). To be eligible to take the PHR, SPHR, or GPHR exam, an HR professional must have a minimum of two years of professional (exempt-level) experience and pass a rigorous examination covering the body of human resource knowledge as it relates to the particular certification. | |