# Test Bank

**Multiple Choice**

**Chapter 1: An Introduction to the Organization, its Environment and Human Resource Management.**

1. A model of HRM that focuses more on ensuring that HR strategy fits and is driven by the overall corporate strategy is known as a \_\_\_\_\_\_ Model.

a. Systems

b. Soft

c. Hard

d. Planning

Ans: c

2. According to Robbins, a cost minimization strategy is best suited to what of the following types of structure?

a. loose

b. tight control

c. low specialization

d. low formalization

Ans: b

3. Who provides the following definition of organizational structure?

‘The structure of an organization can be defined simply as the sum of the total ways in which it divides labour into distinct tasks and then achieves coordination among them’.

a. Deal and Kennedy

b. French, Rayner, Rees and Rumbles

c. Guest

d. Mintzberg

Ans: d

4. One of the most leading authors in the field of HRM posited that there are rhetorics and realities of HRM practices. Who is this?

a. Karen Legge

b. Michael Beer

c. John Kotter

d. Jay Barney

Ans: a

5. Who posits the following three strategic options in order to gain competitive advantage: cost reduction, quality enhancement and innovation?

a. David Farnham

b. Michael Porter

c. David Guest

d. David Porter

Ans: b

6. Rees and Smith (2017) refer to which of the following three elements that make up the external triangle for HRM/Strategic HRM?

a. Strategy, Structure and Staff

b. Strategy, Culture and Environment

c. Strategy, Structure and Culture

d. Environment, Strategy and Structure

Ans: c

7. Buchannan and Huczynski (2010) define structure as ‘the formal system of task and reporting relationships that control, \_\_\_\_\_\_, and motivate employees to work together to achieve organizational goals’.

The missing word is:

a. lead

b. manage

c. reward

d. co-ordinate

Ans: d

8. Whose model is known as the matching model of HRM, linking mission and strategy with HRM and Organizational Structure?

a. Mintzberg

b. Fombrun

c. Child

d. Legge

Ans: b

9. Boxall and Purcell (2003) argue that ‘HRM includes anything and everything associated with the management of the \_\_\_\_\_\_ in the firm’.

a. people

b. employees

c. employment relationship

d. strategy

Ans: c

10. What is the following descriptor an example of?

An organization that has widespread use of project teams and networks that typically separate functions and hierarchical levels, leading to greater flexibility.

a. networked organization

b. bureaucracy

c. boundaryless organization

d. adhocracy

Ans: c

11. Beer’s Harvard Model is otherwise known as:

a. the hard model of HRM.

b. the soft model of HRM.

c. the integrative model of HRM.

d. there is no such thing as the Beer Harvard model.

Ans: b

12. Which of the following is not a type of structural configuration for organizations?

a. matrix

b. functional

c. complex

d. strategic

Ans: d