

[Add Question Here](#)

- |  |                   |                 |   |
|--|-------------------|-----------------|---|
| Question 1   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> In general, many companies are realizing diminished demand for "touch labor" and an increasing demand for "knowledge workers."   |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 2   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> Knowledge workers are employees whose responsibilities focus on problem solving.   |                   |                 |   |
| <b>Answer</b> True<br><span style="margin-left: 100px;">✔ False</span>   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 3   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> A Human Resource Information System (HRIS) provides current and accurate data for control and decision-making by managers.   |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 4   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> To proactively manage change, organizations should wait to see how external forces impact an organization's performance, then develop a plan to address those changes. |                   |                 |   |
| <b>Answer</b> True<br><span style="margin-left: 100px;">✔ False</span>   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 5   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> One of the main reasons change efforts fail is that organizations do not create a sense of urgency.  |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 6   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> A firm's ability to compete through people depends upon its ability to manage <i>human capital</i> .   |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 7   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> Human capital is owned by the organization and is part of the company's core competencies.   |                   |                 |   |
| <b>Answer</b> True<br><span style="margin-left: 100px;">✔ False</span>   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 8   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> To build human capital in organizations, managers should focus on training programs in areas that cannot be transferred to competitors.                                |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 9   | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> Development programs, especially those involving teams, facilitate learning and knowledge exchange.  |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 10  | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> Teamwork is often a valuable way of facilitating knowledge exchange and mutual learning.   |                   |                 |   |
| <b>Answer</b> <span style="margin-left: 100px;">✔ True</span><br>False   |                   |                 |   |
| <a href="#">Add Question Here</a>  |                   |                 |   |
| Question 11  | <b>True/False</b> | <b>0 points</b> | <a href="#">Modify</a> <a href="#">Remove</a> |
| <b>Question</b> Development of human capital is the responsibility of the HR group.  |                   |                 |   |
| <b>Answer</b> True<br><span style="margin-left: 100px;">✔ False</span>   |                   |                 |   |

[Add Question Here](#)

Question 12 - True/False 0 points [Modify](#) [Remove](#)

**Question** Total-quality management is a set of principles and practices whose core ideas include doing things right the first time and striving for continuous improvement.

**Answer**  True  
 False

[Add Question Here](#)

Question 13 - True/False 0 points [Modify](#) [Remove](#)

**Question** To be successful, organizations should constantly seek to align their processes with customer needs.

**Answer**  True  
 False

[Add Question Here](#)

Question 14 - True/False 0 points [Modify](#) [Remove](#)

**Question** 'Six Sigma' refers to the six criteria for Malcolm Baldrige National Quality Award.

**Answer**  True  
 False

[Add Question Here](#)

Question 15 - True/False 0 points [Modify](#) [Remove](#)

**Question** Six Sigma is a set of principles and practices whose core ideas include doing things right the first time and striving for continuous improvement.

**Answer**  True  
 False

[Add Question Here](#)

Question 16 - True/False 0 points [Modify](#) [Remove](#)

**Question** Employee motivation, teamwork, corporate culture, employee education, performance management, and rewards are the six aspects in the quality improvement program known as 'Six Sigma.'

**Answer**  True  
 False

[Add Question Here](#)

Question 17 - True/False 0 points [Modify](#) [Remove](#)

**Question** Reengineering is a statistical method of translating customer needs into separate tasks and defining the best way to perform each task.

**Answer**  True  
 False

[Add Question Here](#)

Question 18 - True/False 0 points [Modify](#) [Remove](#)

**Question** To launch a successful reengineering effort, it is important that managers build on existing processes.

**Answer**  True  
 False

[Add Question Here](#)

Question 19 - True/False 0 points [Modify](#) [Remove](#)

**Question** Labor costs are one of the largest expenditures of any organization.

**Answer**  True  
 False

[Add Question Here](#)

Question 20 - True/False 0 points [Modify](#) [Remove](#)

**Question** Technology reduces labor costs in service and knowledge intensive companies.

**Answer**  True  
 False

[Add Question Here](#)

Question 21 - True/False 0 points [Modify](#) [Remove](#)

**Question** Methods of reducing labor costs include downsizing, outsourcing, and employee leasing.

**Answer**  True  
 False

[Add Question Here](#)

Question 22 - True/False 0 points [Modify](#) [Remove](#)

**Question** Downsizing is often used by organizations for the planned elimination of jobs.

**Answer**  True  
 False

[Add Question Here](#)

Question 23 - True/False 0 points [Modify](#) [Remove](#)

**Question** The large majority of major corporations have undergone some cycle of downsizing.

Answer  True  
 False

[Add Question Here](#)

Question 24  True/False 0 points [Modify](#) [Remove](#)

**Question** Historically, layoffs affected line workers in manufacturing firms, but since the 1990's white collar and managerial jobs are the hardest hit.

Answer  True  
 False

[Add Question Here](#)

Question 25  True/False 0 points [Modify](#) [Remove](#)

**Question** "No Layoff" policies help preserve institutional memory and worker productivity.

Answer  True  
 False

[Add Question Here](#)

Question 26  True/False 0 points [Modify](#) [Remove](#)

**Question** Outsourcing refers to employing workers in their homes rather than within the traditional office environment.

Answer  True  
 False

[Add Question Here](#)

Question 27  True/False 0 points [Modify](#) [Remove](#)

**Question** Offshoring greatly improves key competencies of a firm.

Answer  True  
 False

[Add Question Here](#)

Question 28  True/False 0 points [Modify](#) [Remove](#)

**Question** An increased reliance on outsourcing is likely to increase the morale and productivity of the employees that remain on the job.

Answer  True  
 False

[Add Question Here](#)

Question 29  True/False 0 points [Modify](#) [Remove](#)

**Question** Older workers have significantly higher training costs than younger workers.

Answer  True  
 False

[Add Question Here](#)

Question 30  True/False 0 points [Modify](#) [Remove](#)

**Question** Educational level is positively related to annual earnings.

Answer  True  
 False

[Add Question Here](#)

Question 31  True/False 0 points [Modify](#) [Remove](#)

**Question** As many as half of all high school graduates are unable to handle basic math involving fractions, decimals, and simple algebra.

Answer  True  
 False

[Add Question Here](#)

Question 32  True/False 0 points [Modify](#) [Remove](#)

**Question** Basic proficiencies such as reading and writing are of concern due to the prevalence of deteriorating skill levels among Americans.

Answer  True  
 False

[Add Question Here](#)

Question 33  True/False 0 points [Modify](#) [Remove](#)

**Question** Managing diversity means engaging in actions to increase the representativeness of minority groups within organizations.

Answer  True  
 False

[Add Question Here](#)

Question 34  True/False 0 points [Modify](#) [Remove](#)

**Question** Managing diversity means taking efforts to encourage minority recruitment, selection, and training.

Answer  True  
 False

[Add Question Here](#)

- Question 35 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** Employees today are less likely to define success in terms of financial gain.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 36 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** Family-friendly practices include offering 32 hour work weeks, telecommuting, and job sharing.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 37 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** One of the responsibilities of HR managers is to provide advice and counsel to line managers.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 38 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** An HR manager is typically expected to function as an in-house consultant to supervisors, managers, and executives.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 39 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** Because HR managers function in an advisory role, they are responsible for issuing policy revisions and implementing them.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 40 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** One of the roles of HR managers is to act as employee advocates despite their positions as managers.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 41 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** HR managers establish credibility by supporting the policies and values of the firm.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 42 **True/False** **0 points** [Modify](#) [Remove](#)  
**Question** Employee leasing shifts administrative costs from the company to a professional employer organization.  
**Answer**  True  
 False  
[Add Question Here](#)
- Question 43 **Multiple Choice** **0 points** [Modify](#) [Remove](#)  
**Question** Much of the U.S. trade deficit is with:  
**Answer**  Canada.  
 India.  
 Japan.  
 China.  
[Add Question Here](#)
- Question 44 **Multiple Choice** **0 points** [Modify](#) [Remove](#)  
**Question** The World Trade Organization (WTO) utilizes \_\_\_\_ to establish rules and guidelines for global commerce.  
**Answer**  NAFTA (North American Free Trade Agreement)  
 GATT (General Agreement on Tariffs and Trade)  
 FTAA (Free Trade Area of the Americas)  
 APEC (Asia Pacific Economic Cooperation)  
[Add Question Here](#)
- Question 45 **Multiple Choice** **0 points** [Modify](#) [Remove](#)  
**Question** Knowledge workers require skills in all of the following areas except:  
**Answer**  computer programming.  
 planning.  
 decision-making.  
 problem solving.  
[Add Question Here](#)
- Question 46 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** Which of the following is the largest employment agency in the United States?

- Answer**
- Snelling Personnel Services
  - Kelly Services
  - ✓ Manpower Inc.
  - Labor Ready

[Add Question Here](#)

Question 47

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** An HRIS extends information technology beyond storing and retrieving information to:

- Answer**
- overseeing production planning.
  - ✓ providing current and accurate data for purposes of control and decision making.
  - providing managers easy access to personnel records.
  - servicing as an intranet communication system.

[Add Question Here](#)

Question 48

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** Which of the following is not a primary impact that technology has had on HRM?

- Answer**
- It has altered the methods of collecting employment information.
  - It has speeded up the processing of employment data.
  - ✓ It has diminished the role of supervisors in managing employees.
  - It has improved the processes of internal and external communications.

[Add Question Here](#)

Question 49

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** The operational impact of information technology on HRM includes all of the following except:

- Answer**
- administering benefits programs.
  - improving productivity internal to the HR function.
  - ✓ providing a direct connection to recruitment sources such as Monster.com.
  - automating routine tasks.

[Add Question Here](#)

Question 50

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** The first step in choosing an HRIS is for the HR personnel to:

- Answer**
- ✓ evaluate the most time-consuming tasks.
  - examine the user-friendliness of the software.
  - calculate the cost savings in using an HRIS.
  - calculate the time required to train the HR staff.

[Add Question Here](#)

Question 51

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** A needs assessment for IT investments should include all of the following except:

- Answer**
- Initial costs and annual maintenance.
  - ✓ Who will have access to private records.
  - Ability to upgrade.
  - User friendly capability.

[Add Question Here](#)

Question 52

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** In highly competitive environments, managing organizational change has become:

- Answer**
- a proactive method of downsizing.
  - the preferred method of reacting to a decrease in organizational performance.
  - ✓ a core competency of the organization.
  - a product of globalization.

[Add Question Here](#)

Question 53

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** Organizational changes are said to be \_\_\_\_ when external forces have already affected an organization's performance.

- Answer**
- proactive
  - intentional
  - ✓ reactive
  - negative

[Add Question Here](#)

Question 54

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** What change is initiated by management to take advantage of targeted opportunities?

- Answer**
- ✓ proactive
  - intentional
  - reactive
  - negative

[Add Question Here](#)

Question 55

**Multiple Choice**

**0 points**

[Modify](#)

[Remove](#)

**Question** Which of the following is not a primary reason why change efforts fail?

- Answer**
- The company does not establish a sense of urgency.

- ✓ The company relies upon a powerful coalition to guide the change effort.
- The company lacks a vision.
- The company does not remove obstacles to the new vision.

[Add Question Here](#)

Question 56 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** According to Dr. Marilyn Buckner, the most frequent problem in failed change projects is:

- Answer**
- ✓ non-technical unattended human factors.
  - failure to get the 'buy-in' of senior management.
  - union opposition.
  - declaring victory too soon.

[Add Question Here](#)

Question 57 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** Which of the following is not a key element of an organization's successful change management planning?

- Answer**
- change is linked to business strategy.
  - they lead clearly and consistently.
  - ✓ they sell communication about the change.
  - they engage key employees early.

[Add Question Here](#)

Question 58 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** The value, skills, and capabilities that have a tremendous impact on an organization's performance but does not show up on its balance sheet are known as:

- Answer**
- intellectual capital.
  - ✓ human capital.
  - core competencies.
  - employee capital.

[Add Question Here](#)

Question 59 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** To manage employees in a manner that allows human capital to develop as a source of competitive advantage, managers need to be sure to do all of the following except:

- Answer**
- provide training programs that provide skill enhancement.
  - identify, recruit, and hire the best talent available.
  - ✓ attach pay to productivity.
  - provide opportunities for development on the job.

[Add Question Here](#)

Question 60 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** To build human capital in organizations, managers should rely upon staffing programs that focus on:

- Answer**
- identifying cheap sources of qualified labor.
  - ✓ identifying and hiring the best and brightest talent available.
  - identifying college graduates with the requisite skills.
  - identifying individuals with highly specialized skills.

[Add Question Here](#)

Question 61 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** To build human capital in organizations, training programs should focus on those skills that:

- Answer**
- ✓ cannot be transferred to another company if an employee should leave.
  - require minimal levels of training effort.
  - are widely applicable to many different firms within the organization's industry.
  - can be taught in classroom settings.

[Add Question Here](#)

Question 62 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** Managers have to find ways to empower employees and encourage their participation and involvement to more fully utilize human capital because:

- Answer**
- They are figured as part of training costs.
  - Firms are moving away from team-based structures.
  - ✓ Employee skills often go unused.
  - Knowledge exchange is the best method of human capital development.

[Add Question Here](#)

Question 63 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** A survey conducted by the Human Resource Planning Society revealed that \_\_\_\_ percent of the responding companies believe that their HR group plays an important role in developing human capital.

- Answer**
- less than 30
  - nearly 50
  - between 30 and 40
  - ✓ nearly 65

[Add Question Here](#)

Question 64 **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** Methods that firms use to align their processes with their essential need to meet customer expectations include all of the

following except:

- Answer**
- Total quality management.
  - Six Sigma.
  - ✓ Cost containment through outsourcing.
  - Process reengineering.

[Add Question Here](#)

Question 65 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** TQM:

- Answer** ✓
- Focuses on understanding customer needs, doing things right the first time, and striving for continuous improvement.
  - Uses statistical methods to translate customer needs into separate tasks and defining the best way to perform them.
  - Fundamentally redesigns business processes to achieve improvements in cost, quality, service, and speed.
  - Changes the purpose and function of the HR group.

[Add Question Here](#)

Question 66 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** The \_\_\_\_ has provided the impetus for both large and small companies to rethink their approach to HRM.

- Answer** ✓
- Malcolm Baldrige National Quality Award
  - Peter F. Drucker Quality Initiative Award
  - Deming Award for Quality
  - Presidential Quality Initiative Award

[Add Question Here](#)

Question 67 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Six Sigma is a systematic approach to quality that:

- Answer**
- Focuses on understanding customer needs, doing things right the first time, and striving for continuous improvement.
  - ✓ Uses statistical methods to translate customer needs into separate tasks and defining the best way to perform them.
  - Fundamentally redesigns business processes to achieve improvements in cost, quality, service, and speed.
  - Focuses on improving the HR function through six principles.

[Add Question Here](#)

Question 68 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** The importance of Six Sigma to HR extends to all of the following except:

- Answer** ✓
- employee benefits
  - performance management
  - communication
  - training

[Add Question Here](#)

Question 69 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Reengineering:

- Answer**
- Focuses on understanding customer needs, doing things right the first time, and striving for continuous improvement.
  - Uses statistical methods to translate customer needs into separate tasks and defining the best way to perform them.
  - ✓ Fundamentally redesigns business processes to achieve improvements in cost, quality, service, and speed.
  - Changes the purpose and function of the HR group.

[Add Question Here](#)

Question 70 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Reengineering often requires that managers start from scratch in rethinking all of the following except:

- Answer**
- how work should be done.
  - how technology and people should interact.
  - how the entire organization should be structured.
  - ✓ how organizations should compete.

[Add Question Here](#)

Question 71 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which of the following is one of the largest expenditures of service companies?

- Answer**
- production costs.
  - marketing costs.
  - ✓ labor costs.
  - distribution costs.

[Add Question Here](#)

Question 72 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which of the following is not an approach used by organizations to try to lower labor costs?

- Answer**
- productivity enhancements
  - outsourcing
  - employee leasing
  - ✓ employee development

[Add Question Here](#)

Question 73 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which strategy is the planned elimination of jobs?

- Answer** ✓
- downsizing.

outsourcing  
TQM  
reengineering

[Add Question Here](#)

Question 74 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Historically, which of the following workers have been hit the hardest by layoffs?

**Answer**  line workers  
 secretarial and clerical workers  
 white-collar and managerial workers  
 service workers

[Add Question Here](#)

Question 75 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which of the following workers have been hit the hardest by layoffs since the 1990's?

**Answer**  line workers  
 secretarial and clerical workers  
 white-collar and managerial workers  
 service workers

[Add Question Here](#)

Question 76 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Layoffs can incur all of the following hidden costs except:

**Answer**  pension and benefit payoffs  
 increased training expenses  
 loss of institutional memory and human capital  
 a paranoid, political workforce

[Add Question Here](#)

Question 77 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which one of the following is not an HR cost that is typically incurred as a result of downsizing?

**Answer**  severance pay  
 vacation and sick-day payouts  
 outplacement expenditures  
 developmental expenses

[Add Question Here](#)

Question 78 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** A fiercely loyal workforce, a recruiting edge, and workers who aren't afraid to innovate are all benefits of:

**Answer**  downsizing  
 outsourcing  
 companies that establish "no layoff" policies  
 productivity enhancements

[Add Question Here](#)

Question 79 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Hiring someone outside the company to perform tasks that could be done internally is known as:

**Answer**  outplacement.  
 contracting.  
 outsourcing.  
 employee leasing.

[Add Question Here](#)

Question 80 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** The practice of moving jobs overseas is known as:

**Answer**  outplacement.  
 offshoring.  
 outsourcing.  
 employee leasing.

[Add Question Here](#)

Question 81 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** A method of containing costs that allows firms to maintain working relationships while shifting administrative costs to another firm is known as \_\_\_\_.

**Answer**  Outsourcing  
 Employee Leasing  
 Gainsourcing  
 Professional employer organization

[Add Question Here](#)

Question 82 **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Employee productivity be summarized as a function of all of the following except:

**Answer**  Ability  
 Motivation

- Environment
- ✓ Compensation

[Add Question Here](#)

Question 83

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** It is anticipated that in the future, the American workforce will exhibit:

- Answer**
- about the same demographic mix as it does today.
  - ✓ an increase in ethnic diversity.
  - a decrease in ethnic diversity.
  - a decrease in the number of older workers.

[Add Question Here](#)

Question 84

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Changes in demographics are important because they affect the employer and include all of the following except:

- Answer**
- Age
  - ✓ Comparable Worth
  - Employee Background
  - Educational Level

[Add Question Here](#)

Question 85

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Managers are concerned that the expertise of employees will be rapidly drained from their companies because:

- Answer**
- recruitment of minorities is increasing
  - ✓ large portions of some workforces are nearing retirement
  - older workers' skills and performance decline
  - older workers have higher absentee and accident rates

[Add Question Here](#)

Question 86

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Labor force demographics are expected to change in which of the following ways?

- Answer**
- Minorities will make up a smaller share of the U.S. labor force than they did in the past.
  - Women will make up a smaller share of the U.S. labor force than they did in the past.
  - ✓ Shrinking pool of entry-level workers.
  - Increased use of temporary workers.

[Add Question Here](#)

Question 87

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Older workers:

- Answer**
- have lower performance than younger workers
  - have higher performance than younger workers
  - ✓ have lower training costs than younger workers
  - learn new behaviors more quickly because of their experience

[Add Question Here](#)

Question 88

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Over the last few decades, the educational attainment of the U.S. labor force has:

- Answer**
- ✓ risen dramatically.
  - fallen dramatically.
  - remained at about the same level.
  - had little influence on HRM.

[Add Question Here](#)

Question 89

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** According to the Department of Labor, the average payoff in annual earnings from education has:

- Answer**
- declined.
  - remained the same
  - ✓ increased
  - resulted in a higher literacy rate

[Add Question Here](#)

Question 90

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** All of the following are business-related reasons for managing diversity except:

- Answer**
- better utilization of talent.
  - enhanced creativity.
  - increased quality of team problem solving.
  - ✓ lower turnover and absenteeism.

[Add Question Here](#)

Question 91

Multiple Choice

0 points

[Modify](#)

[Remove](#)

**Question** Managing diversity means:

- Answer**
- Recruiting and hiring more minorities.
  - ✓ Being aware of characteristics common to employees and managing them as individuals.
  - Tolerating differences.
  - Accommodating differences.

[Add Question Here](#)

Question 92 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which of the following does not represent a cultural change emerging in organizations?

- Answer**
- an increased concern for privacy
  - changing attitudes toward work
  - balancing work and family demands
  - accommodating unemployed workers

[Add Question Here](#)

Question 93 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Employee rights include all of the following except:

- Answer**
- company funded pension plan.
  - equal employment opportunity.
  - union representation.
  - equal pay for equal work.

[Add Question Here](#)

Question 94 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** In an attitude survey of 3000 workers, 86 percent of workers said that \_\_\_\_ were their top priorities.

- Answer**
- work-life balance and being successful at work
  - work fulfillment and work-life balance
  - work fulfillment and being successful at work
  - being successful at work and high pay

[Add Question Here](#)

Question 95 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Family friendly work options include all of the following except:

- Answer**
- day care.
  - spousal benefits
  - parental leave.
  - job sharing.

[Add Question Here](#)

Question 96 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Which of the following is False?

- Answer**
- A majority of employees have no children under 18
  - Family friendly policies have no positive outcomes for firms.
  - Flextime options are on the rise for employees.
  - Family friendly policies may include day care, part-time work, and job sharing.

[Add Question Here](#)

Question 97 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** In order to play a more active role in influencing change within organizations, HR departments must do all of the following except:

- Answer**
- serve as an employee advocate.
  - become business partners with the entire organization.
  - view themselves as primarily performing a service function.
  - develop leadership capabilities.

[Add Question Here](#)

Question 98 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** A firm's top \_\_\_\_ manager is in a good position to be the "chief ethics officer" of an organization.

- Answer**
- HR
  - Finance
  - Production
  - Marketing

[Add Question Here](#)

Question 99 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** Consultation provided by the HR staff should not:

- Answer**
- be based on managerial expertise.
  - be based on technical expertise.
  - help managers or supervisors make firm decisions.
  - conflict with the goals of the managers or supervisors seeking assistance.

[Add Question Here](#)

Question 100 - **Multiple Choice** **0 points**

[Modify](#) [Remove](#)

**Question** As an employee advocate, HR managers:

- Answer**
- formulate and issue policy revisions
  - listen to employees and represent their needs to management.
  - provide individual orientation and training to every employee.
  - assist employees with labor negotiations.

[Add Question Here](#)

- Question 101 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** \_\_\_\_ is a competency of the HR manager that entails knowing the business of their organization thoroughly. One must understand its economic and financial capabilities as well as develop external relations skills focused on their customers.
- Answer**
- Change Mastery
  - HR Mastery
  - Business Mastery
  - Personal Credibility
- [Add Question Here](#)
- Question 102 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** \_\_\_\_ is a competency of the HR manager that involves innovativeness, creativity, interpersonal skills and problem-solving skills. These skills enable the HR professionals to manage the change process within the organization.
- Answer**
- Change Mastery
  - HR Mastery
  - Business Mastery
  - Personal Credibility
- [Add Question Here](#)
- Question 103 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** \_\_\_\_ is a competency of the HR manager earned by developing personal relationships with internal customers, by demonstrating the values of the firm, by standing up for one's own beliefs, and by being fair-minded in dealing with others.
- Answer**
- Change Mastery
  - HR Mastery
  - Business Mastery
  - Personal Credibility
- [Add Question Here](#)
- Question 104 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** Globalization is really of interest to \_\_\_\_\_ companies.
- Answer**
- service
  - consumer product
  - large
  - all
- [Add Question Here](#)
- Question 105 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** Free trade agreements stir fierce debate, especially when it comes to \_\_\_\_\_.
- Answer**
- equal employment opportunities for women
  - jobs
  - proprietary technology
  - information exchange
- [Add Question Here](#)
- Question 106 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** Globalization has led to a new focus on \_\_\_\_\_.
- Answer**
- corporate social responsibility
  - media
  - recruiting
  - employee performance evaluation
- [Add Question Here](#)
- Question 107 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** The most obvious impact of technology on HRM has been \_\_\_\_\_.
- Answer**
- in the area of HR research
  - operational
  - applying the latest government regulations
  - in outsourcing jobs
- [Add Question Here](#)
- Question 108 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** The importance of HR to Six Sigma begins with:
- Answer**
- stockholders
  - regulators
  - the formation of teams
  - recruiters
- [Add Question Here](#)
- Question 109 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)
- Question** What makes Six Sigma different from other quality efforts?
- Answer**
- So few people understand it
  - Its relatively high cost
  - It catches mistakes before they happen
  - very small organizations benefit the most from it
- [Add Question Here](#)

Question 110 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** L. L. Bean softened the impact of downsizing on its employees through\_\_\_\_\_.

**Answer**  early retirement and "sweetened" voluntary separation programs  
outplacement  
hefty benefits  
aggressive career counseling

[Add Question Here](#)

Question 111 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** In absolute terms, which country in the world is most productive?

**Answer**  Japan  
 United States  
 Germany  
 Sweden

[Add Question Here](#)

Question 112 - **Multiple Choice** **0 points** [Modify](#) [Remove](#)

**Question** Today about \_\_\_\_\_ % of women in the U.S. 16 years of age and older participate in the work force.

**Answer**  40  
 80  
 30  
 60

[Add Question Here](#)

Question 113 - **Essay** **0 points** [Modify](#) [Remove](#)

**Question** What are the six competitive challenges facing human resources management departments?

**Answer** The six competitive challenges facing human resources departments are (1) globalization, (2) embracing technology, (3) managing change, (4) managing human capital, (5) responding to the market, and (6) containing costs.

1. First, in order to grow and prosper, many companies are seeking business opportunities in global markets. HR issues underlie concerns related to managing diverse cultures, geographies, laws, and business practices.
2. Second, the introduction of advanced technology has created a shift from touch labor to knowledge workers, impacting the way in which workers are managed. In addition, technology has altered the methods of collecting employment information, speeding up the processing of that data, and improving the process of internal and external communication.
3. Third, to become faster and more adaptable, many organizations are seeking ways to manage change. Programs such as TQM, downsizing, reengineering, outsourcing, and the like are examples of changes that organizations are making to modify the way they operate to be more successful. Each of these change efforts depends heavily on the adjustment of HR practices to facilitate and manage evolving issues related to an organization's workforce.
4. Fourth, organizational success is increasingly recognized as resting upon a firm's ability to manage human capital. HR practices are the fundamental tools by which organizations build, enhance, and maintain their stock of human capital.
5. Fifth, meeting the demands of the market is an important criterion for organizational success. Management innovations such as TQM and reengineering represent two prominent approaches to responding to customer demands.
6. Finally, containing costs, especially labor costs, is an important component of organizational success. As a result, many firms have engaged in initiatives such as downsizing, outsourcing, and employee leasing as a means to realize greater cost controls. Each of these practices has significant implications for HR practices. For example, during a downsizing initiative, HR has an obligation to help maintain a healthy relationship between a company and its employees through services such as outplacement.

[Add Question Here](#)

Question 114 - **Essay** **0 points** [Modify](#) [Remove](#)

**Question** Why do change efforts fail in organizations?

**Answer** Research suggests that most of the major reasons for failure of change efforts are HR related. Some of the top reasons are:

- a. Not establishing a sense of urgency.
- b. Not creating a powerful coalition to guide the effort.
- c. Lacking leaders who have a vision.
- d. Lacking leaders who communicate the vision.
- e. Not removing obstacles to the new vision.
- f. Not systematically planning for and creating short-term "wins."
- g. Declaring victory too soon
- h. Not anchoring changes in the corporate culture.

Organizations that have been successful in engineering change typically build in the following key elements into their change process:

- a. They link the change to the business strategy.
- b. They create quantifiable benefits.
- c. They engage key employees, customers, and their suppliers early.
- d. They integrate required behavior changes.
- e. They lead clearly, unequivocally, and consistently.
- f. They invest to implement and sustain change.
- g. They communicate continuously and personally.
- h. They sell commitment to change, not communication about change.

[Add Question Here](#)

Question 115 - **Essay** **0 points** [Modify](#) [Remove](#)

**Question** Describe the HR impact of cost containment techniques on the firm.

**Answer** Because labor costs are often the largest expense of a firm, cost containment options often focus on labor cost reduction. Firms can try downsizing, outsourcing, employee leasing, and productivity enhancements.

1. Downsizing eliminates jobs entirely. Occasionally, downsized firms add new workers afterward. This can result from poor planning in cyclical hiring, or effective management by hiring new workers with skills the company now needs to compete.
2. Outsourcing occurs when the company hires someone outside the firm to perform tasks that could be done, or had been done internally. Outsourcing allows the firm to focus on what it does best and improving its core competencies, while lowering costs, increasing flexibility, and gaining access to expertise of others.
3. Employee leasing involves hiring workers through a professional employer organization (PEO) to perform specific tasks within its organization. It is similar to outsourcing, except workers stay in the same place, the firm purchasing the services, doing the same jobs, rather than at another location. In this way, firms can shift administrative costs to the PEO, while maintaining its own effective working relationships.

- Productivity enhancements reduce costs by increasing the amount of the outputs produced by the current workforce. Raising labor costs by increasing pay may result in increased productivity and correspondingly lower unit costs.

[Add Question Here](#)

Question 116

Essay

0 points

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**Question** What implications do the anticipated changes in age of the workforce have for the management of human resources?

**Answer** Demographically, the labor force is expected to age (with the aging of the baby boomers), creating a larger number of older workers and a shrinking pool of young workers. HRM implications for aging workers include increases in

- the competition for entry level workers;
- the costs of compensation, health care, and retirement benefits;
- career plateauing and related motivational concerns; and
- training techniques that help senior workers "unlearn" old behaviors while acquiring new ones.

Diversity in the workplace will continue, with a higher proportion of women and minorities in the workforce. HRM efforts that will be required to accommodate the needs of these workers include

- flexible schedules, parental leave, and day-care options for dual-career families; and
- training for supervisors in the management of a diverse workforce.

Educational levels are expected to rise, but functional and technological illiteracy will continue to be a problem for employers. HR managers will need to plan training programs to assist employees in attaining basic and developmental skills and overcoming these deficiencies.

Managing diversity involves managing employees as individuals while maintaining awareness of characteristics common to all employees.

[Add Question Here](#)

Question 117

Essay

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**Question** What are some of the key competencies needed by Human Resource Managers to become full business partners?

**Answer** As top executives expect HR managers to assume a broader role in overall organizational strategy, many of these managers will have to acquire a complementary set of competencies. These competencies are business mastery, HR mastery, change mastery, and personal credibility.

- Business mastery.** HR professionals need to know the business of their organization thoroughly. This required HR professionals to develop skills at customer focused external relations and an understanding of their organization's economic and financial capabilities. These skills will enable them to join a team of "business managers" to develop the firm's strategic direction.
- HR mastery.** HR professionals are a firm's behavioral science experts. It is important that they are current with developments and changes in their professional field.
- Change mastery.** This is a competency of the HR manager that involves innovativeness, creativity, interpersonal skills and problem-solving skills. These skills enable the HR professionals to manage the change process effectively within the organization and ensure that HR activities support the business needs of the organization.
- Personal credibility.** This competency is earned by developing personal relationships with internal customers, by demonstrating the values of the firm, by standing up for one's own beliefs, and by being fair-minded in dealing with others.

[Add Question Here](#)

Question 118

Essay

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**Question** Describe the role of the line manager.

**Answer** Managing people ultimately depends on the effective supervisor and line manager. This text tries to help all managers manage effectively. Close cooperation between HRM and line management is always needed. More people become line managers than HR specialists. Each group needs to understand and be able to work together with the other. They each play significant roles in contributing to organizational effectiveness.

[Add Question Here](#)