

**Organizational Behavior, 15e (Robbins/Judge)**  
**Chapter 17 Human Resource Policies and Practices**

1) Which of the following is most likely to be used for preliminary "rough cuts" to decide whether an applicant meets the basic qualifications for a job?

- A) drug test
- B) application form
- C) HR interview
- D) written test
- E) technical interview

Answer: B

Explanation: B) Initial selection devices are the first information applicants submit and are used for deciding whether the applicant meets the basic qualifications for a job. Application forms are initial selection devices. Application forms help determine if an applicant has the proper credentials (education, certification, experience) for the position.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

2) Precipice Corp. is opening a new branch in Houston and the HR team is debating the various methods of generating job candidates. The HR team feels that using employee referrals may generate unqualified or substandard candidates because employees will be biased in favor of their recommendations. Which of the following facts, if true, weakens the HR team's belief?

- A) Precipice Corp. has 12 branches in the state of Texas with a constantly increasing market share.
- B) The majority of the company employees have only a basic level of education.
- C) Employees tend to recommend individuals who they believe will do well because referrals put employees' own reputations on the line.
- D) Their personal relationship with the recommended candidate allows employees to convince the individual about the benefits of working for the company.
- E) Employees hired through recruitment agencies, have been known to be more productive in the past than candidates referred by employees.

Answer: C

Explanation: C) If the company has many branches in the state of Texas with a constantly increasing market share, it has no relevance to the HR team's belief. If the majority of the company employees have only a basic level of education, their opinion cannot be trusted. As it is known that employees hired through recruitment agencies are more productive than candidates referred by employees, this only strengthens the HR team's belief. The personal relationship with the recommended candidate allows employees to convince the individual about the benefits of working for the company, but it does not guarantee that the employees were not biased in their recommendations. When employees recommend individuals, they realize that these referrals put their own reputations on the line. Hence, they will be more careful in making such recommendations. This weakens the HR teams' belief.

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LO: 1

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the components of human resource practices

3) Stefan is looking for a job. Today he went to the Web site of Qriosity Inc., where he filled out an online application and attached a copy of his resume. In which part of the selection process is Stefan?

- A) physical selection
- B) job offer
- C) initial selection
- D) contingent selection
- E) substantive selection

Answer: C

Explanation: C) Applicants go through three stages in the selection process, initial selection, substantive selection, and contingent selection. Initial selection devices are the first information applicants submit and are used to decide whether the applicant meets the basic qualifications for a job. Application forms are initial selection devices. Today many organizations encourage applicants to apply online.

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LO: 1

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

4) Which of the following is most likely to be an initial selection device?

- A) technical interview
- B) drug test
- C) written test
- D) background check
- E) work-sample test

Answer: D

Explanation: D) Initial selection devices are the first information applicants submit and are used to decide whether the applicant meets the basic qualifications for a job. Application forms (including letters of recommendation) are initial selection devices. Background checks are either an initial selection device or a contingent selection device, depending on how the organization chooses to structure its selection process.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

5) Which of the following is a form of background check?

- A) aptitude test
- B) offer letter
- C) letters of recommendation
- D) application form
- E) work-sample test

Answer: C

Explanation: C) Letters of recommendation are a form of background check. These aren't as useful as they may seem because applicants select those who will write good things about them, so almost all letters of recommendation are positive.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

6) During a selection process, the \_\_\_\_\_ selection stage immediately follows the initial selection stage.

- A) cognitive
- B) associative
- C) analytic
- D) behavioral
- E) substantive

Answer: E

Explanation: E) If an applicant passes the initial screens, next are substantive selection methods. These are the heart of the selection process and include written tests, performance tests, and interviews.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

7) Between the late 1960s and the mid-1980s, the use of written tests declined because they were characterized as \_\_\_\_\_.

- A) unprofessional
- B) discriminatory
- C) unreliable
- D) invalid
- E) mathematically flawed

Answer: B

Explanation: B) Long popular as selection devices, written tests declined in use between the late 1960s and mid-1980s, especially in the United States. They were frequently characterized as discriminatory, and many organizations had not validated them as job related.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

8) Which of the following have/has proven to be a particularly good predictor for jobs that include cognitively complex tasks?

- A) intelligence tests
- B) integrity evaluations
- C) work sampling
- D) drug tests
- E) behavioral assessment

Answer: A

Explanation: A) Intelligence tests have proven to be particularly good predictors for jobs that include cognitively complex tasks. Many experts say intelligence tests are the single best selection measure across jobs, and that they are at least as valid in the European Union (EU) nations as in the United States.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

9) Written tests are used during the \_\_\_\_\_ stage of the selection process.

- A) cognitive
- B) associative
- C) analytic
- D) substantive
- E) initial

Answer: D

Explanation: D) Written tests are used during the substantive stage of the selection process.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

10) Performance-simulation tests have higher \_\_\_\_\_, which measures whether applicants perceive the measures to be accurate.

- A) nominal validity
- B) nominal reasonability
- C) face cognitivity
- D) face validity
- E) face legitimacy

Answer: D

Explanation: D) Performance-simulation tests have higher face validity (which measures whether applicants perceive the measures to be accurate).

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

11) A work-sample test is most likely to be used for hiring a \_\_\_\_\_.

- A) software programmer
- B) carpenter
- C) senior manager
- D) doctor
- E) lawyer

Answer: B

Explanation: B) Work samples are widely used in the hiring of skilled workers, such as welders, machinists, carpenters, and electricians. Each work-sample element is matched with a job-performance element to measure applicants' knowledge, skills, and abilities.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

12) Elaborate sets of performance-simulation tests, specifically designed to evaluate a candidate's managerial potential, are \_\_\_\_\_.

- A) less effective than work sampling
- B) administered in assessment centers
- C) similar to personality tests
- D) considered drawbacks of some management development programs
- E) likely to skew the results of behavioral samples

Answer: B

Explanation: B) As compared to work-sample tests, a more elaborate set of performance-simulation tests, specifically designed to evaluate a candidate's managerial potential, is administered in assessment centers. Line executives, supervisors, and/or trained psychologists evaluate candidates as they go through one to several days of exercises that simulate real problems they would confront on the job.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

13) Assessment centers are typically used to evaluate a candidate's \_\_\_\_\_ potential.

- A) linguistic
- B) technical
- C) cognitive
- D) managerial
- E) analytical

Answer: D

Explanation: D) Performance-simulation tests, designed to evaluate a candidate's managerial potential, are typically administered in assessment centers.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

14) Which of the following tends to have a disproportionate amount of influence on employee selection decisions?

- A) interview
- B) written test
- C) performance-simulation test
- D) work sampling method
- E) personality test

Answer: A

Explanation: A) Of all the selection devices organizations around the globe use to differentiate candidates, the interview remains the most common. It also tends to have a disproportionate amount of influence. The candidate who performs poorly in the employment interview is likely to be cut from the applicant pool regardless of experience, test scores, or letters of recommendation.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

15) Applicants describe how they handled specific problems and situations in previous jobs in a(n) \_\_\_\_\_ interview.

- A) behavioral structured
- B) audition-type
- C) performance-simulation
- D) problem-solving
- E) reflection

Answer: A

Explanation: A) Behavioral structured interviews require the applicants to describe how they handled specific problems and situations in previous jobs based on the assumption that past behavior offers the best predictor of future behavior.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

16) Which of the following statements is most likely to be true regarding behavioral structured interviews?

- A) They are most useful when interviewing knowledge workers.
- B) They increase an interviewer's reliance on his or her "gut feelings."
- C) They are conducted in a similar manner as audition-type interviews.
- D) They are useful only for interviewing non-skilled workers.
- E) They increase the effectiveness of the interview technique.

Answer: E

Explanation: E) Interview effectiveness improves when employers use behavioral structured interviews, which are less influenced by a variety of interviewer biases. They require applicants to describe how they handled specific problems and situations in previous jobs based on the assumption that past behavior offers the best predictor of future behavior.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

17) The behavioral structured interview is built on the assumption that \_\_\_\_\_.

- A) past behavior is the best predictor of future behavior
- B) technical knowledge and skills are the best predictor of job performance
- C) personality is the best predictor of job performance
- D) personality and mood are highly correlated
- E) technical knowledge and job performance are highly correlated

Answer: A

Explanation: A) In behavioral structured interviews applicants describe how they handled specific problems and situations in previous jobs, based on the assumption that past behavior offers the best predictor of future behavior.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

Scarlett has received authorization to add an assistant manager to her department. This person will be working closely with Scarlett and must have excellent interpersonal as well as technical skills. Scarlett wants to make certain that she maximizes the chance of choosing the correct individual and is trying to decide on the most appropriate selection device.

18) Scarlett is considering administering written integrity tests to management candidates that pass the initial screening. These tests will most likely help Scarlett to predict a candidate's \_\_\_\_\_.

- A) propensity to react calmly under stress
- B) degree of positive self-concept
- C) spatial and mechanical abilities
- D) likelihood of posing discipline problems
- E) degree of attention to detail

Answer: D

Explanation: D) As ethical problems have increased in organizations, integrity tests have gained popularity. These tests measure factors such as dependability, carefulness, responsibility, and honesty; they have proven to be powerful predictors of supervisory ratings of job performance and of theft, discipline problems, and excessive absenteeism.

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LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

19) Which of the following is most likely to be used by Scarlett during the initial selection stage to check if an applicant meets the basic qualifications for a job?

- A) assessment center
- B) drug test
- C) application form
- D) work-sample test
- E) integrity test

Answer: C

Explanation: C) Initial selection devices are the first information applicants submit and are used for preliminary rough cuts to decide whether the applicant meets the basic qualifications for a job. One of the initial selection devices is an application form.

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LO: 1

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

20) In order to assess the management skills of the applicants, Scarlet should \_\_\_\_\_.

- A) use an assessment center
- B) verify the applicants' job histories
- C) conduct a medical test
- D) conduct a drug test
- E) conduct a behavioral assessment test

Answer: A

Explanation: A) An elaborate set of performance-simulation tests, specifically designed to evaluate a candidate's managerial potential, is administered in assessment centers. Line executives, supervisors, and/or trained psychologists evaluate candidates as they go through one to several days of exercises that simulate real problems they would confront on the job.

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LO: 2

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

21) Which of the following is a common contingent selection method?

- A) IQ test
- B) interview
- C) interest inventory
- D) drug test
- E) work-sample test

Answer: D

Explanation: D) If applicants pass the substantive selection methods, they are ready to be hired, contingent on a final check. One common contingent method is a drug test.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices



22) Drug testing is controversial. Which of the following is an argument used against drug testing?

- A) The results of drug tests can be faked easily.
- B) Drug use is a private matter.
- C) Drug tests are costly.
- D) Drug tests are generally inaccurate.
- E) Drug tests are injurious to a person's health.

Answer: B

Explanation: B) Drug testing is controversial. Many applicants think testing without reasonable suspicion is invasive or unfair and say they should be tested on job performance factors, not lifestyle choices that may not be relevant.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

23) Due to the passage of the Americans with Disabilities Act, job applicants \_\_\_\_\_.

- A) can be subjected to a drug test only if they are being considered for senior-level management positions
- B) are never required to submit to a physical exam for a job
- C) cannot be subjected to a work-sample test after a contingent job offer
- D) cannot be subjected to behavioral assessment tests before a contingent offer
- E) may be required to undergo a medical examination after they receive a contingent offer

Answer: E

Explanation: E) Under the Americans with Disabilities Act, firms may not require prospective employees to pass a medical exam before a job offer is made. However, they can conduct medical exams after making a contingent offer, to determine whether an applicant is physically or mentally able to do the job.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

24) Which of the following statements is true concerning international selection practices?

- A) Structured interviews are popular in all countries.
- B) Beliefs about how one should conduct an interpersonal interview are consistent across countries.
- C) The use of educational qualifications in screening candidates seems to be a universal practice.
- D) Employee selection policies and practices do not require modification from one country to another.
- E) Individuals are typically much more effective at selecting candidates than groups.

Answer: C

Explanation: C) A recent study of 300 large organizations in 22 countries demonstrated that selection practices differ by nation. However, the use of educational qualifications in screening candidates seems to be a universal practice, but different countries emphasize different selection techniques.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

25) Most training is directed at upgrading and improving an employee's \_\_\_\_\_ skills.

- A) financial
- B) technical
- C) problem-solving
- D) interpersonal
- E) social

Answer: B

Explanation: B) Most training is directed at upgrading and improving an employee's technical skills, increasingly important for two reasons: new technology and new structural designs in the organization.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

26) By training employees on how to be better listeners, organizations attempt to improve their \_\_\_\_\_ skills.

- A) ethical
- B) technical
- C) problem-solving
- D) interpersonal
- E) cultural

Answer: D

Explanation: D) Some employees have excellent interpersonal abilities, but others require training to improve listening, communicating, and team-building skills.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

27) Lewis is a sales representative for his company. He is attending a company training program about the types of expenses that are considered legal deductions for tax purposes, and how to distinguish between personal expenses and business expenses. Lewis is attending training to improve his \_\_\_\_\_ skills.

- A) literacy
- B) problem-solving
- C) interpersonal
- D) ethical
- E) technical

Answer: D

Explanation: D) Lewis is attending training to improve ethics skills. About 75 percent of employees working in the 1,000 largest U.S. corporations receive ethics training either during new-employee orientation, as part of ongoing developmental programs, or as periodic reinforcement of ethical principles.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

You are involved in training and development for your division at Dunder Mifflin Inc. You want to target some specific organizational problems through training.

28) Your organization is situated in an urban area where many students do not finish high school. You will probably first have to address the skill category termed \_\_\_\_\_ skills.

A) basic literacy

B) technical

C) interpersonal

D) problem-solving

E) managerial

Answer: A

Explanation: A) Statistics show that nearly 40 percent of the U.S. labor force and more than 50 percent of high school graduates don't possess the basic work skills needed to perform in today's workplace.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

29) Your organization has reduced layers, flattening the organization. Your employees now need to perform a wider variety of tasks. As a result, you need to provide employees with training to help develop their \_\_\_\_\_ skills.

A) basic literacy

B) technical

C) interpersonal

D) problem solving

E) communication

Answer: B

Explanation: B) As organizations flatten their structures, expand their use of teams, and break down traditional departmental barriers, employees need mastery of a wider variety of tasks and increased knowledge of how their organization operates. This creates a need for greater technical skills.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

30) You are introducing self-managed teams and implementing quality-management programs. It would be important to conduct training in \_\_\_\_\_ skills.

- A) basic literacy
- B) technical
- C) interpersonal
- D) problem-solving
- E) interdependence

Answer: D

Explanation: D) Problem-solving training has become a part of almost every organizational effort to introduce self-managed teams or implement quality-management programs. Problem-solving training for managers and other employees can include activities to sharpen their logic, reasoning, and problem-defining skills as well as their abilities to assess causation, develop and analyze alternatives, and select solutions.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

31) Dunder Mifflin Inc. is considering implementing employee ethics training programs. Some members of senior management are opposed to these programs. Their opposition is most likely based on which of the following beliefs?

- A) Ethics training is very expensive.
- B) Ethics change from country to country.
- C) Individual value systems are fixed at an early age.
- D) Integrity cannot be taught by example.
- E) Ethics training does not help employees to recognize ethical dilemmas.

Answer: C

Explanation: C) Critics argue that ethics are based on values, and value systems are learned by example at an early age. By the time employees are hired, their ethical values are fixed. Some research does suggest ethics training does not have a significant long-term effect on participants' values.

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LO: 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

32) \_\_\_\_\_ training involves employees helping each other out at the workplace in an unplanned and unstructured environment.

- A) Formal
- B) Ethics
- C) Interpersonal
- D) Informal
- E) Classroom

Answer: D

Explanation: D) Evidence indicates 70 percent of workplace learning takes place in informal training, which is unstructured, unplanned, and easily adapted to situations and individuals, for teaching skills and keeping employees current. In reality, most informal training is nothing other than employees helping each other out.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

33) Which of the following is an on-the-job training method?

- A) live classroom lectures
- B) apprenticeships
- C) public seminars
- D) podcasts
- E) self-study programs

Answer: B

Explanation: B) On-the-job training methods include job rotation, apprenticeships, understudy assignments, and formal mentoring programs.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

34) Which of the following is an off-the-job training method?

- A) job rotation
- B) formal mentoring programs
- C) Internet courses
- D) job enlargement
- E) apprenticeship

Answer: C

Explanation: C) As on-the-job training methods often disrupt the workplace, organizations also invest in off-the-job training, the most popular method being live classroom lectures. But it also encompasses public seminars, self-study programs, Internet courses, Webinars, podcasts, and group activities that use role-plays and case studies.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

35) Which of the following is most likely to be the fastest growing training medium?

- A) job rotation
- B) live classroom lectures
- C) apprenticeships
- D) formal mentoring program
- E) e-training

Answer: E

Explanation: E) The fastest-growing training medium is probably computer-based training, or e-training. E-learning systems emphasize learner control over the pace and content of instruction, allow e-learners to interact through online communities, and incorporate other techniques such as simulations and group discussions.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

36) You have just been appointed as director of your company's corporate training division. The CEO of your company has been displeased with your company's prior training programs, so you are tasked with rehauling the entire training division. You convene a meeting of all training division managers to decide on the types of training that the division will implement. One of your managers is a firm supporter of e-training programs for employees in your company's international offices. He touts the benefits of e-programs by stressing that \_\_\_\_\_.

- A) e-training approaches have been proven to result in higher levels of knowledge assimilation
- B) e-training is highly flexible and employees can complete the training at their convenience
- C) many employees find solitary learning to be highly motivating
- D) online learners are less susceptible to distractions
- E) e-programs are inexpensive to design and implement

Answer: B

Explanation: B) On the positive side, e-training increases flexibility because organizations can deliver materials anywhere, any time. It also seems fast and efficient. On the other hand, it's expensive to design self-paced online materials, employees miss the social interaction of a classroom, online learners are more susceptible to distractions, and "clicking through" training without engaging in practice activities provides no assurance that employees have actually learned anything.

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LO: 6

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

37) Researchers now recognize three major types of behavior that constitute performance at work.

Which of the following are these three major types of behavior?

- A) task performance, productivity, tenure
- B) productivity, efficiency, absenteeism
- C) task performance, citizenship, counterproductivity
- D) citizenship, counterproductivity, personality
- E) leadership, knowledge, efficiency

Answer: C

Explanation: C) Researchers now recognize three major types of behavior that constitute performance at work: 1. Task performance. Performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks. 2. Citizenship. Actions that contribute to the psychological environment of the organization. 3. Counterproductivity. Actions that actively damage the organization.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

38) Treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace are a part of the \_\_\_\_\_ behavior that constitutes performance at work.

- A) citizenship
- B) counterproductivity
- C) social loafing
- D) deviant workplace
- E) satisficing

Answer: A

Explanation: A) Actions that contribute to the psychological environment of the organization include helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

39) \_\_\_\_\_ refers to actions that contribute to the psychological environment of the organization, such as helping others when not required.

- A) Citizenship
- B) Counterproductivity
- C) Satisficing
- D) Social loafing
- E) Groupthink

Answer: A

Explanation: A) Citizenship refers to actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

Sirius Corp, an automobile manufacturer from Texas, has a number of vacancies at lower management levels and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on the company Web site.

40) Which of the following, if true, will strengthen the company's decision?

- A) The majority of the company employees have only a basic level of education.
- B) The company recently instituted a technical skills improvement program for shop floor employees.
- C) A top recruitment agency recently sent the company details of prospective college candidates.
- D) Several top performing entry level employees have received offers from rival companies.
- E) A majority of the company's employees are reaching the age of retirement.

Answer: D

Explanation: D) If the majority of the company employees have only a basic level of education, then the company needs to hire talent from external sources. This weakens their decision. As does the fact that a top recruitment agency recently sent the company details of prospective college candidates. If a majority of the company's employees are reaching the age of retirement, it is time for the company to hire younger employees. If the company recently instituted a technical skills improvement program for shop floor employees, it has no relevance to internal recruitment of employees from lower level management. As several top performing employees have received offers from rival companies, the management has to consider internal recruitment in fear of losing them. Through promotions, the company can prevent these employees from accepting a position elsewhere.

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LO: 7

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the components of human resource practices

41) Which of the following, if true, will weaken the company's decision?

- A) The majority of the company's employees have only a basic level of education.
- B) The company recently instituted a technical skills improvement program for shop floor employees.
- C) The existing shop floor employees have high potential and personal ambition to rise in their careers.
- D) Sirius Corp. just opened a new manufacturing facility in New Mexico.
- E) Several top performing entry level employees have received offers from rival companies.

Answer: A

Explanation: A) If the company recently instituted a technical skills improvement program for shop floor employees, it has no relevance to internal recruitment of employees from lower level management. If the existing shop floor employees have high potential and personal ambition to rise in their careers, it has no relevance to the internal recruitment of entry level employees. Sirius Corp. opening a new facility is out of scope from the present decision. If several top performing employees have received offers from rival companies, the management has to consider internal recruitment in fear of losing them, hence strengthening their decision. As the majority of the company employees have only a basic level of education, the company needs to hire talent from external sources. This weakens their decision.



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LO: 7

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the components of human resource practices

42) Which of the following terms refers to the actions that actively damage the organization, including stealing, behaving aggressively toward co-workers, or being late or absent?

- A) citizenship
- B) counterproductivity
- C) task orientation
- D) satisficing
- E) groupthink

Answer: B

Explanation: B) Counterproductivity refers to actions that actively damage the organization. These behaviors include stealing, damaging company property, behaving aggressively toward co-workers, and taking avoidable absences.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

43) Performance evaluations are used to \_\_\_\_\_.

- A) improve group cohesiveness
- B) define departmental structure
- C) help management make HR decisions
- D) identify how jobs are completed
- E) decrease conformity within organizations

Answer: C

Explanation: C) Performance evaluation serves a number of purposes. One is to help management make general human resource decisions about promotions, transfers, and terminations.

Page Ref: 555

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

44) Which of the following is the least predictive set of criteria used to evaluate employees?

- A) traits
- B) task outcomes
- C) behaviors
- D) personality
- E) technical skills

Answer: A

Explanation: A) The weakest criteria, because they're furthest removed from actual job performance, are individual traits. Having a good attitude, showing confidence, being dependable, looking busy, or possessing a wealth of experience may or may not be highly correlated with positive task outcomes.

Page Ref: 556

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

45) The approach to evaluation that uses feedback from those who have daily contact with an employee (everyone from mailroom personnel to customers to bosses to peers) is termed \_\_\_\_\_.

- A) critical incidents
- B) 360-degree evaluation
- C) assessment center
- D) multiperson comparisons
- E) downward evaluation

Answer: B

Explanation: B) The latest approach to performance evaluation is 360-degree evaluations. These provide performance feedback from the employee's full circle of daily contacts, from mailroom workers to customers to bosses to peers.

Page Ref: 557

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

46) Which performance evaluation method requires no complex forms or extensive training to complete?

- A) written essays
- B) critical incidents
- C) graphic rating scales
- D) behaviorally anchored rating scales
- E) assessment center rating

Answer: A

Explanation: A) Probably the simplest method is to write a narrative describing an employee's strengths, weaknesses, past performance, potential, and suggestions for improvement. The written essay requires no complex forms or extensive training to complete.

Page Ref: 558

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

47) Which of the following evaluation methods focuses the evaluator's attention on those behaviors that are key to executing a job effectively?

- A) forced comparison
- B) critical incident
- C) graphic rating scale
- D) behaviorally anchored rating scale
- E) written essay

Answer: B

Explanation: B) Critical incidents focus the evaluator's attention on the difference between executing a job effectively and executing it ineffectively. The appraiser describes what the employee did in a situation that was especially effective or ineffective, citing only specific behaviors, not vaguely defined personality traits.

Page Ref: 558

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

48) If a manager uses critical incidents as a method of performance evaluation, then \_\_\_\_\_.

- A) the employees generally receive poor ratings
- B) the evaluator's writing skills become the determining factor of the evaluation
- C) the employees are more likely to become motivated to achieve their goals
- D) the focus of the evaluation will center on key behaviors
- E) the cost of the evaluation is likely to be incredibly high for the organization

Answer: D

Explanation: D) Critical incidents focus the evaluator's attention on the difference between executing a job effectively and executing it ineffectively. A list of such critical incidents provides a rich set of examples to show the employee desirable behaviors and those that call for improvement.

Page Ref: 558

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

49) Which of the following methods of performance evaluation allows for quantitative analysis and comparison?

- A) critical incident
- B) graphic rating scale
- C) assessment center evaluation
- D) written essay
- E) group order ranking

Answer: B

Explanation: B) Although they don't provide the depth of information that essays or critical incidents do, graphic rating scales are less time consuming to develop and administer and allow for quantitative analysis and comparison.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

50) When an appraiser rates employees based on items on a continuum with the points reflecting actual behaviors on a given job, this type of evaluation is called \_\_\_\_\_.

- A) BARS
- B) critical incident
- C) graphic rating scale
- D) group order ranking
- E) assessment center evaluation

Answer: A

Explanation: A) Behaviorally anchored rating scales (BARS) combine major elements from the critical incident and graphic rating scale approaches. The appraiser rates the employees on items along a continuum, but the items are examples of actual behavior on the job rather than general descriptions or traits.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

51) \_\_\_\_\_ involves evaluating one's performance against the performance of one or more others.

- A) BARS
- B) The critical incident method
- C) An assessment center evaluation
- D) Forced comparison
- E) Likert analysis

Answer: D

Explanation: D) Forced comparisons evaluate one individual's performance against the performance of another or others. It is a relative rather than an absolute measuring device.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

52) \_\_\_\_\_ ranking requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth.

- A) Individual
- B) Group order
- C) Paired
- D) Fractional
- E) Percentile

Answer: B

Explanation: B) Group order ranking requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth. If a rater has 20 employees, only 4 can be in the top fifth and, of course, 4 must also be relegated to the bottom fifth. This method is often used in recommending students to graduate schools.

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LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

53) Which approach to performance evaluation rank-orders employees from best to worst?

- A) individual ranking
- B) group order ranking
- C) paired comparison
- D) straight ranking
- E) associative ranking

Answer: A

Explanation: A) The individual ranking approach rank-orders employees from best to worst. If the manager is required to appraise 30 employees, the difference between the 1st and 2nd employee is assumed to be the same as that between the 21st and 22nd. Some employees may be closely grouped, but no ties are permitted. The result is a clear ordering from the highest performer to the lowest.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

54) Which of the following performance evaluation methods is often used in recommending students to graduate schools?

- A) written essays
- B) critical incident analysis
- C) BARS
- D) group order ranking
- E) graphic rating scales

Answer: D

Explanation: D) Group order ranking requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth. This method is often used in recommending students to graduate schools.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

55) Which of the following is a forced comparison method of performance evaluation?

- A) written essays
- B) trait evaluations
- C) group order ranking
- D) critical incident method
- E) graphic rating scales

Answer: C

Explanation: C) The two most popular forced comparisons are group order ranking and individual ranking. Group order ranking requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth. This method is often used in recommending students to graduate schools.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

56) Jeeves Consulting requires a performance evaluation method that is less time consuming to develop and administer and allows for quantitative analysis and comparison. An appropriate evaluation technique for Jeeves Consulting would be \_\_\_\_\_.

- A) written essays
- B) trait evaluations
- C) forced comparisons
- D) 360-degree evaluations
- E) graphic rating scales

Answer: E

Explanation: E) One of the oldest and most popular methods of evaluation is graphic rating scales. Although they don't provide the depth of information that essays or critical incidents do, graphic rating scales are less time consuming to develop and administer and allow for quantitative analysis and comparison.

Page Ref: 559

LO: 7

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

57) The concept of \_\_\_\_\_ can be applied to appraisals to increase the perception that employees are treated fairly.

- A) selective evaluation
- B) due process
- C) multiple raters
- D) selective retention
- E) counterproductivity

Answer: B

Explanation: B) The concept of due process can be applied to appraisals to increase the perception that employees are being treated fairly.

Page Ref: 562

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

58) Marcel hates the annual review process he has to do for the employees in his department. Although he is fully aware of some of his employees' faults, he is reluctant to discuss them in person, and is only comfortable writing them in an unsigned report that his supervisor will review. Marcel's behavior demonstrates \_\_\_\_\_.

- A) provision of due process
- B) inflated assessment of employee performance
- C) organizational citizenship behavior
- D) managerial sincerity
- E) fear of confrontation

Answer: E

Explanation: E) Even though almost every employee could stand to improve in some areas, managers fear confrontation when presenting negative feedback. Marcel's reluctance to criticize suggests that he doesn't want to hurt anyone's feelings, and that he fears confrontation.

Page Ref: 562

LO: 8

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

59) Companies in which of the following countries would emphasize formal performance evaluation systems more than informal systems?

- A) Argentina
- B) United States
- C) Chile
- D) India
- E) China

Answer: B

Explanation: B) Individual-oriented cultures such as the United States emphasize formal performance evaluation systems more than informal systems. They advocate written evaluations performed at regular intervals, the results of which managers share with employees and use in the determination of rewards. On the other hand, the collectivist cultures that dominate Asia and much of Latin America are characterized by more informal systems — downplaying formal feedback and disconnecting reward allocations from performance ratings.

Page Ref: 563

LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

60) Formal performance appraisals are used more frequently in countries that \_\_\_\_\_.

- A) value status quo and rigidity
- B) are low in assertiveness
- C) are low in uncertainty avoidance
- D) are low in in-group collectivism
- E) have long-term orientation

Answer: D

Explanation: D) According to a study, formal performance appraisals were used more frequently in countries that were high in assertiveness, high in uncertainty avoidance, and low in in-group collectivism. In other words, assertive countries that see performance as an individual responsibility, and that desire certainty about where people stand, were more likely to use formal performance appraisals.

Page Ref: 563

LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

61) Work-life conflicts became noticeable in the 1980s when \_\_\_\_\_.

- A) the rate of inflation started increasing
- B) baby boomers' parents began to age
- C) men started giving more importance to family time
- D) work loads became historically heavier
- E) women, with dependent children, started entering the workforce

Answer: E

Explanation: E) Work-life conflicts grabbed management's attention in the 1980s, largely as a result of the growing number of women, with dependent children, entering the workforce. In response, most major organizations took actions to make their workplaces more family friendly.

Page Ref: 563-564

LO: 9

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices



62) At Chauvin Corp., only one among the twenty-five senior executives in the firm is a woman and only four among the fifty junior executives are women. Hence, the company was recently charged on grounds of sexual discrimination in the workplace by the Equality and Human Rights Commission. Which of the following, if true, could help Chauvin Corp. defend itself against the charges?

- A) Male and female executives at the same level have the same qualifications.
- B) The company pays equal salaries to both its male and female employees in the same position.
- C) Ten times more men than women applied for jobs with the company.
- D) The work pressures and long hours make jobs with the company unattractive to married women.
- E) All job applicants who were rejected had fewer qualifications than those accepted.

Answer: E

Explanation: E) To defend itself against a charge of discrimination, the company will have to show its selections were made on the basis of merit not sex. The best way to do that is to show that none of the women who were rejected had better qualifications than the men who were appointed. If all job applicants who were rejected had fewer qualifications than those accepted, this implies just that but without specifying the sex of the rejected applicants. By stating that male and female executives at the same level have the same qualifications or that the company pays equal salaries to both its male and female employees in the same position, the company cannot defend itself against the charges. If ten times more men than women applied for jobs with the company, it shows that more men applied for jobs but not why more men were hired. The fact that married women did not apply at Chauvin Corp. is irrelevant.

Page Ref: 563-564

LO: 9

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the components of human resource practices

63) Which of the following is one of the techniques used by organizations to make their workplace more family-friendly?

- A) telecommuting
- B) job enlargement
- C) classroom training
- D) mentoring programme
- E) job rotation

Answer: A

Explanation: A) As a result of the work-life conflict, most major organizations took actions to make their workplaces more family-friendly. They introduced onsite child care, summer day camps, flextime, job sharing, leaves for school functions, telecommuting, and part-time employment.

Page Ref: 564

LO: 9

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

64) Ozu Tech offers employees 4 unpaid weeks sabbatical, or 3 to 6 partially paid weeks off for family-related reasons. This work-life initiative offered by Ozu Tech is a type of \_\_\_\_\_.

- A) time based strategy
- B) information based strategy
- C) money-based strategy
- D) direct service
- E) culture-change strategy

Answer: A

Explanation: A) Time based strategies include flextime, job sharing, leave for new parents, transportation, telecommuting, paid time off, etc.

Page Ref: 565

LO: 9

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

65) Biozone provides its employees career counseling, skills workshops, and networking sessions. This work-life initiative used by Biozone falls under the category of \_\_\_\_\_.

- A) direct services
- B) time based strategies
- C) information based strategies
- D) money-based strategies
- E) culture-change strategies

Answer: C

Explanation: C) Information based strategies include work-life support, relocation assistance, elder care resources, and counseling services.

Page Ref: 565

LO: 9

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the components of human resource practices

66) Which of the following work-life initiatives is an example of a culture-change strategy?

- A) offering flexible benefits
- B) tying manager pay to employee satisfaction
- C) allowing job sharing
- D) providing fitness center
- E) providing counselling services

Answer: B

Explanation: B) Tying manager pay to employee satisfaction is a type of culture-change strategy used for achieving work-life balance.

Page Ref: 565

LO: 9

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

67) Which of the following work-life initiatives is a direct service?

- A) elder care resources
- B) adoption assistance
- C) job sharing
- D) direct financial assistance
- E) onsite child care

Answer: E

Explanation: E) Direct services include onsite child care, fitness center, summer child care, onsite conveniences, concierge services, free or discounted company products, etc.

Page Ref: 565

LO: 9

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

68) The government passes a new law requiring all companies to offer employees unpaid time off to care for their children. This would harm the economic competitiveness of the nation's businesses as companies must be free to set their own employment policies without mandated parental-leave regulations. Which of the following, if true, would weaken the argument?

- A) A parental-leave law will serve to strengthen the family as a social institution in this country.
- B) Most businesses in the country already offer employees some form of parental leave.
- C) Some of the countries with the most economically competitive businesses have strong parental-leave regulations.
- D) The proposed parental-leave law does not apply to small-scale industries.
- E) In most polls, a majority of citizens say they favor passage of a parental-leave law.

Answer: C

Explanation: C) The fact that a parental-leave law will serve to strengthen the family as a social institution in this country and the fact that a majority of citizens say they favor passage of a parental-leave law, are outside the scope of the conclusion as they show the significance of family as a social institution. The main subject of the passage is "economic competitiveness of our nation's business," not the "family as a social institution." Also the citizen's opinion is not relevant to the message in the passage. The fact that many businesses in this country already offer employees some form of parental leave, neither offers detracting evidence nor reveals any faulty assumptions. The fact that some of the countries with the most economically competitive businesses have strong parental-leave regulations shows that many other countries managed to stay competitive despite strong parental-leave laws. Hence, this weakens the argument. The fact that the proposed parental-leave does not apply to small-scale industries, is irrelevant to the argument.

Page Ref: 565

LO: 9

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the components of human resource practices

69) The goal of initial selection is to determine the most qualified applicants from among those who meet basic qualifications.

Answer: FALSE

Explanation: The goal of initial selection is to decide whether an applicant meets the basic qualifications for a job.

Page Ref: 545

LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

70) Letters of recommendation are a form of background check.

Answer: TRUE

Explanation: Letters of recommendation are a form of background check.

Page Ref: 546

LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

71) Substantive selection methods are the heart of the selection process and include written tests, performance tests, and interviews.

Answer: TRUE

Explanation: If an applicant passes the initial screens, next are substantive selection methods. These are the heart of the selection process and include written tests, performance tests, and interviews.

Page Ref: 546

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

72) A test that measures factors such as dependability, carefulness, responsibility, and honesty is referred to as a task variability test.

Answer: FALSE

Explanation: As ethical problems have increased in organizations, integrity tests have gained popularity. These paper-and-pencil tests measure factors such as dependability, carefulness, responsibility, and honesty; they have proven to be powerful predictors of supervisory ratings of job performance and of theft, discipline problems, and excessive absenteeism.

Page Ref: 547-548

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

73) Performance-simulation tests have lower face validity (which measures whether applicants perceive the measures to be accurate) than written tests.

Answer: FALSE

Explanation: Although they are more complicated to develop and administer than written tests, performance-simulation tests have higher face validity (which measures whether applicants perceive the measures to be accurate), and their popularity has increased.

Page Ref: 548

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

74) In assessment centers, candidates are evaluated as they go through several days of exercises that simulate real problems they would confront on the job.

Answer: TRUE

Explanation: An elaborate set of performance-simulation tests, specifically designed to evaluate a candidate's managerial potential, is administered in assessment centers. Line executives, supervisors, and/or trained psychologists evaluate candidates as they go through one to several days of exercises that simulate real problems they would confront on the job.

Page Ref: 548

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

75) Under the Americans with Disabilities Act, firms cannot require employees to pass a medical exam before or after a job offer is made.

Answer: FALSE

Explanation: Under the Americans with Disabilities Act, firms may not require prospective employees to pass a medical exam before a job offer is made. However, they can conduct medical exams after making a contingent offer.

Page Ref: 550

LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

76) Technical training has become increasingly important because of changes in organizational design.

Answer: TRUE

Explanation: Most training is directed at upgrading and improving an employee's technical skills, which is increasingly important for two reasons: new technology and new structural designs in the organization.

Page Ref: 551

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

77) Most formal training involves employees simply helping each other out.

Answer: FALSE

Explanation: Recent evidence indicates 70 percent of workplace learning takes place in informal training, unstructured, unplanned, and easily adapted to situations and individuals, for teaching skills and keeping employees current. In reality, most informal training is nothing other than employees helping each other out.

Page Ref: 553

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

78) The most popular off-the-job training method is live classroom lectures.

Answer: TRUE

Explanation: The most popular off-the-job training method is live classroom lectures. But it also encompasses public seminars, self-study programs, Internet courses, Webinars, podcasts, and group activities that use role-plays and case studies.

Page Ref: 553

LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

79) A formal mentoring program is an example of an off-the-job training method.

Answer: FALSE

Explanation: A formal mentoring program is an example of an on-the-job training method.

Page Ref: 553

LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

80) Performance evaluations identify training and development needs.

Answer: TRUE

Explanation: Performance evaluations identify training and development needs.

Page Ref: 555

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

81) Individual traits are the strongest performance evaluation criteria.

Answer: FALSE

Explanation: In the case of performance evaluation, the weakest criteria are individual traits because they're furthest removed from actual job performance.

Page Ref: 556

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

82) The 360-degree appraisal method takes into consideration feedback from co-workers, customers, and subordinates.

Answer: TRUE

Explanation: The latest approach to performance evaluation is 360-degree evaluations. These provide performance feedback from the employee's full circle of daily contacts, from mailroom workers to customers to bosses to peers.

Page Ref: 557

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

83) The critical incidents method of performance evaluation focuses the evaluator's attention on the difference between executing a job effectively and executing it ineffectively.

Answer: TRUE

Explanation: Critical incidents focus the evaluator's attention on the difference between executing a job effectively and executing it ineffectively. The appraiser describes what the employee did in a situation that was especially effective or ineffective, citing only specific behaviors, not vaguely defined personality traits. A list of such critical incidents provides a rich set of examples to show the employee desirable behaviors and those that call for improvement.

Page Ref: 558

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

84) Graphic rating scales are less time consuming to develop and administer and allow for quantitative analysis and comparison.

Answer: TRUE

Explanation: Graphic rating scales are less time consuming to develop and administer and allow for quantitative analysis and comparison.

Page Ref: 559

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

85) The group order ranking method of performance evaluation combines major elements from the critical incident and graphic rating scale approaches.

Answer: FALSE

Explanation: Behaviorally anchored rating scales (BARS) combine major elements from the critical incident and graphic rating scale approaches.

Page Ref: 559

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

86) As the number of evaluators increases, the probability of attaining more accurate information increases.

Answer: TRUE

Explanation: As the number of evaluators increases, the probability of attaining more accurate information increases. If an employee has had ten supervisors, nine having rated her excellent and one poor, we can safely discount the one poor evaluation.

Page Ref: 561

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

87) Appraisers should be as close as possible, in organizational level, to the individual being evaluated.

Answer: TRUE

Explanation: Appraisers should be as close as possible, in organizational level, to the individual being evaluated. The more levels that separate them, the less opportunity the evaluator has to observe the individual's behavior and, not surprisingly, the greater the possibility for inaccuracies.

Page Ref: 561

LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

88) Due process systems provide individuals with adequate notice of what is expected of them.

Answer: TRUE

Explanation: The concept of due process can be applied to appraisals to increase the perception that employees are being treated fairly. Three features characterize due process systems: (1) individuals are provided with adequate notice of what is expected of them; (2) all evidence relevant to a proposed violation is aired in a fair hearing so the individuals affected can respond; and (3) the final decision is based on the evidence and free of bias.

Page Ref: 562

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

89) The performance review should be designed more as a counseling activity than as a judgment process.

Answer: TRUE

Explanation: The performance review should be a counseling activity more than a judgment process, best accomplished by allowing it to evolve from the employee's own self-evaluation.

Page Ref: 563

LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices



90) Time pressures are the primary problem underlying work-life conflicts.

Answer: FALSE

Explanation: Time pressures aren't the primary problem underlying these conflicts. It's the psychological incursion of work into the family domain and vice versa when people are worrying about personal problems at work and thinking about work problems at home.

Page Ref: 564

LO: 9

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

91) Define initial selection and identify the devices used during the initial selection stage.

Answer: Initial selection devices are the first information applicants submit and are used for preliminary rough cuts to decide whether the applicant meets the basic qualifications for a job. Application forms (including letters of recommendation) are initial selection devices. We list background checks as either an initial selection device or a contingent selection device, depending on how the organization handles them. Some organizations prefer to look into an applicant's background right away. Others wait until the applicant is about ready to be hired, contingent on everything else checking out.

Page Ref: 545-546

LO: 1

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

92) Describe and discuss three substantive selection devices used to assess job candidates once they have passed an initial screening.

Answer: Selection devices include written tests, performance simulation tests, and interviews.

a) Typical written tests are tests of intelligence or cognitive ability tests, personality tests, integrity tests, and interest inventories. Managers have come to recognize that there are valid tests available and they can be helpful in predicting who will be successful on the job. Applicants, however, tend to view written tests as less valid and fair than interviews or performance tests.

b) What better way is there to find out if an applicant can do a job successfully than by having him or her do it? That's precisely the logic of performance simulation tests. The two best-known performance simulation tests are work sampling and assessment centers. The former is suited to routine jobs, whereas the latter is relevant for the selection of managerial personnel.

c) Of all the selection devices that organizations use to differentiate candidates, the interview continues to be the most common. Not only is the interview widely used, it also seems to carry a great deal of weight.

Page Ref: 547-548

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

93) Briefly explain any three types of written tests that are typically used in the employee selection process?

Answer: Typical written tests include tests of intelligence or cognitive ability tests, personality tests, integrity tests, and interest inventories.

a) Tests in intellectual ability, spatial and mechanical ability, perceptual accuracy, and motor ability have proven to be valid predictors for many skilled, semiskilled, and unskilled operative jobs in industrial organizations. Intelligence tests have proven to be particularly good predictors for jobs that require cognitive complexity.

b) Personality tests are relatively inexpensive and simple to use and administer. Organizations use numerous measures of the Big Five traits in selection decisions.

c) As ethical problems have increased in organizations, integrity tests have gained popularity. These are paper-and-pencil tests that measure factors such as dependability, carefulness, responsibility, and honesty.

Page Ref: 547-548

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

94) Describe and discuss work-sample tests and assessment centers and the contexts in which they can be used effectively.

Answer: Work-sample tests are hands-on simulations of part or all of the job that must be performed by applicants. By carefully devising work samples based on specific job tasks, management determines the knowledge, skills, and abilities needed for each job. Then each work-sample element is matched with a corresponding job performance element.

Work samples are widely used in the hiring of skilled workers, such as welders, machinists, carpenters, and electricians. The results from work-sample experiments are impressive. Studies almost consistently demonstrate that work samples yield validities superior to written aptitude and personality tests.

A more elaborate set of performance simulation tests, specifically designed to evaluate a candidate's managerial potential, is administered in assessment centers. In assessment centers, line executives, supervisors, and/or trained psychologists evaluate candidates as they go through one to several days of exercises that simulate real problems that they would confront on the job. Based on a list of descriptive dimensions that the actual job incumbent has to meet, activities might include interviews, in-basket problem-solving exercises, leaderless group discussions, and business decision games.

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LO: 2

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

95) Describe disadvantages of the selection interview.

Answer: Not only is the interview widely used, it also seems to carry a great deal of weight. That is, the results tend to have a disproportionate amount of influence on the selection decision. The candidate who performs poorly in the employment interview is likely to be cut from the applicant pool, regardless of his or her experience, test scores, or letters of recommendation.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

96) Compare and contrast unstructured interview and behavioral structured interview.

Answer: The unstructured interview — short in duration, casual, and made up of random questions — is not a very effective selection device. The data gathered from such interviews are typically biased and often only modestly related to future job performance. Without structure, a number of biases can distort results. These biases include interviewers tending to favor applicants who share their attitudes, giving unduly high weight to negative information, and allowing the order in which applicants are interviewed to influence evaluations.

Using a standardized set of questions, providing interviewers with a uniform method of recording information, and standardizing the rating of the applicant's qualifications reduce the variability in results across applicants and enhance the validity of the interview as a selection device. The effectiveness of the interview also improves when employers use behavioral structured interviews. This interview technique requires applicants to describe how they handled specific problems and situations in previous jobs. It's built on the assumption that past behavior offers the best predictor of future behavior.

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LO: 2

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the components of human resource practices

97) Describe the contingent selection stage in the selection process.

Answer: If applicants pass the substantive selection methods, they are ready to be hired, contingent on a final check. One common contingent method is a drug test. Drug testing is controversial. Many applicants think testing without reasonable suspicion is invasive or unfair and say they should be tested on job performance factors, not lifestyle choices that may not be relevant. The U.S. Supreme Court has concluded that drug tests are "minimally invasive" selection procedures that as a rule do not violate individuals' rights. Under the Americans with Disabilities Act, firms may not require prospective employees to pass a medical exam before a job offer is made. However, they can conduct medical exams after making a contingent offer — to determine whether an applicant is physically or mentally able to do the job. Employers also sometimes use medical exams to find out whether and how they can accommodate employees with disabilities. For jobs requiring exposure to heavy physical or psychological demands, such as air traffic controllers or firefighters, medical exams are obviously an important indicator of ability to perform.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

98) Describe the four general skill categories addressed by most employee training activities.

Answer: Four general skill categories typically addressed by organizations are basic literacy, technical, interpersonal, and problem-solving.

a) Basic literacy: Organizations increasingly have to provide basic reading and math skills for their employees.

b) Technical skills: Technical training has become increasingly important today for two reasons — new technology and new structural designs.

c) Interpersonal skills: To some degree, their work performance depends on their ability to effectively interact with their co-workers and their bosses. Almost all employees belong to a work unit.

d) Problem-solving skills: Managers, as well as many employees who perform nonroutine tasks, have to solve problems on their job. When people require these skills but are deficient in them, they can participate in problem-solving training.

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LO: 4

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

99) Provide a workplace example of informal training for technical skills and another for problem-solving skills.

Answer: Informal training is unstructured, unplanned training that takes place at the workplace. Most informal training is nothing other than employees helping each other out. They share information and solve work-related problems together. Informal training is easily adapted to situations and individuals and is good for teaching skills and keeping employees current.

An example of informal training for the improvement of technical skills could be as simple as a factory line worker helping another line worker solve a problem with one of the machines and explaining how the machine works and how to solve the problem the next time it occurs. With this informal training, the new line worker is made independent and, by understanding the machine, can troubleshoot with different problems as well.

An example of informal training of problem-solving skills could be an impromptu gathering in a cubicle to discuss a problem that a programmer is having to crack a certain code. Together, various programmers could solve a problem and train each other.

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LO: 4, 5

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Synthesis

Learning Outcome: Describe the components of human resource practices

100) Compare and contrast between on-the-job training and off-the-job training.

Answer: On-the-job training methods include job rotation, apprenticeships, understudy assignments, and formal mentoring programs. But because they often disrupt the workplace, organizations also invest in off-the-job training. The most popular off-the-job training method is live classroom lectures. But it also encompasses public seminars, self-study programs, Internet courses, Webinars, podcasts, and group activities that use role-plays and case studies.

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LO: 6

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Synthesis

Learning Outcome: Describe the components of human resource practices

101) Discuss e-learning and its advantages and disadvantages.

Answer: The fastest-growing training medium is probably computer-based training, or e-training. E-learning systems emphasize learner control over the pace and content of instruction, allow e-learners to interact through online communities, and incorporate other techniques such as simulations and group discussions. Computer-based training that lets learners actively participate in exercises and quizzes is more effective than traditional classroom instruction. Recent research has also highlighted the ways in which computer-based training can be improved by providing learners with regular prompts to set goals for learning, use effective study strategies, and measure progress toward their learning goals.

On the positive side, e-training increases flexibility because organizations can deliver materials anywhere, any time. It also seems fast and efficient. On the other hand, it's expensive to design self-paced online materials, employees miss the social interaction of a classroom, online learners are more susceptible to distractions, and "clicking through" training without engaging in practice activities provides no assurance that employees have actually learned anything.

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LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

102) Imagine that you are a manager of a multifaceted manufacturing operation with a new crew of twenty arriving for training. The crew is comprised of different types of learners. Describe a training program comprised of three different sessions that would cater to four different individual learning styles. State whether each of the training sessions would be on-the-job or off-the-job training, and whether it is formal or informal.

Answer: In the first session, a good manager could introduce the skills needed for success in the manufacturing line through a short, formal, and direct lecture provided by management. During the lecture a visual aid and reading material with the information could be distributed. Using this method would encompass the learning styles of the listener, the reader, and to a lesser degree the observer (with the visual aid). Although lecture styles have a poor reputation, evidence shows that they are surprisingly effective and would be a good introduction and ice-breaker. Because this training is planned in advance and has a structured format it would be a formal, on-the-job training.

In the second session the manager could assign small groups of trainees to follow a mentor for a day and observe the job while it is being performed. This formal, on-the-job training would best cater to the observer's learning style. At the end of the day, the mentor could allow each participant to perform part of the work, therefore catering to the participant's style.

In the third session the manager could assign the training class an off-the-job, e-learning course about safety. This would cater to the observer and listener. It would be formal, and yet flexible and non-disrupting.

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LO: 5, 6

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the components of human resource practices

103) What are the three major types of behavior that constitute performance at work?

Answer: The three major types of behavior that constitute performance at work are:

1. Task performance: Performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks. This includes most of the tasks in a conventional job description.
2. Citizenship: Actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace.
3. Counterproductivity: Actions that actively damage the organization. These behaviors include stealing, damaging company property, behaving aggressively toward co-workers, and taking avoidable absences.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

104) What purposes do performance evaluations serve in organizations?

Answer: Performance evaluations serve a number of purposes. One is to help management make general human resource decisions about promotions, transfers, and terminations. Evaluations also identify training and development needs. They pinpoint employee skills and competencies for which remedial programs can be developed. Finally, they provide feedback to employees on how the organization views their performance and are often the basis for reward allocations, including merit pay increases.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

105) What are the three most popular sets of criteria for evaluating employee performance?

Answer: The three most popular sets of criteria for evaluating employee performance are individual task outcomes, behaviors, and traits.

a) Task outcomes: If ends count, rather than means, then management should evaluate an employee's task outcomes. In many cases, it's difficult to identify specific outcomes that can be directly attributable to an employee's actions.

b) Behaviors: It is difficult to attribute specific outcomes to the actions of employees in advisory or support positions or employees whose work assignments are part of a group effort. We may readily evaluate the group's performance, but if it is hard to identify the contribution of each group member, management will often evaluate the employee's behavior.

c) Traits: The weakest set of criteria, yet one that is widely used by organizations is individual traits. They are weaker because they are furthest removed from the actual performance of the job itself.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

106) Describe and discuss the use of written essays as a means of performance evaluation.

Answer: Probably the simplest method is to write a narrative describing an employee's strengths, weaknesses, past performance, potential, and suggestions for improvement. The written essay requires no complex forms or extensive training to complete. But, in this method, a useful appraisal may be determined as much by the evaluator's writing skill as by the employee's actual level of performance. It's also difficult to compare essays for different employees (or for the same employees written by different managers) because there is no standardized scoring key.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

107) Describe and discuss the critical incidents method of performance evaluation.

Answer: Critical incidents focus the evaluator's attention on the difference between executing a job effectively and executing it ineffectively. The appraiser describes what the employee did that was especially effective or ineffective in a situation, citing only specific behaviors. A list of such critical incidents provides a rich set of examples to show the employee desirable behaviors and those that call for improvement.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

108) Describe and discuss the two most popular forced comparison methods of performance evaluation.

Answer: The two most popular comparisons are group order ranking and individual ranking.

a) The group order ranking requires the evaluator to place employees into a particular classification, such as top one-fifth or second one-fifth. This method is often used in recommending students to graduate schools.

b) The individual ranking approach rank-orders employees from best to worst. If the manager is required to appraise 30 employees, this approach assumes that the difference between the first and second employee is the same as that between the twenty-first and twenty-second. Even though some of the employees may be closely grouped, this approach allows for no ties. The result is a clear ordering of employees, from the highest performer down to the lowest.

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LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

109) Provide some suggestions for improving performance evaluations.

Answer: Although there are no protections that will guarantee accurate performance evaluations, the following suggestions can significantly help to make the process more objective and fair.

a) The use of multiple evaluators is recommended. As the number of evaluators increases, the probability of attaining more accurate information increases. By moving employees about within the organization so as to gain a number of evaluations or by using multiple assessors, we increase the probability of achieving more valid and reliable evaluations.

b) Appraisers should evaluate only those areas in which they have some expertise. The more levels that separate them, the less opportunity the evaluator has to observe the individual's behavior and, not surprisingly, the greater the possibility for inaccuracies.

c) In addition, evaluators should be trained. If you can't find good evaluators, the alternative is to make good evaluators. There is substantial evidence that training evaluators can make them more accurate raters.

d) Finally, employees should be provided with due process. The concept of due process can be applied to appraisals to increase the perception that employees are treated fairly. Three features characterize due process systems:

i. Individuals are provided with adequate notice of what is expected of them;

ii. All evidence relevant to a proposed violation is aired in a fair hearing so the individuals affected can respond; and

iii. The final decision is based on the evidence and free of bias.



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LO: 8

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices

110) Sophia is a valued employee in your department. She is positive and dependable but lacks ambition and has stagnated in her position this year. She also is consistently late on deadlines, although the work she turns in is usually flawless. Choose one of the performance evaluation methods discussed in the chapter and use it to evaluate the three most popular sets of criteria for Sophia. Explain why your evaluation method is strong or weak, and how it could be improved.

Answer: The simplest evaluation method is to write a narrative describing an employee's strengths, weaknesses, past performance, potential, and suggestions for improvement.

The three most popular sets of criteria are individual task outcomes, behaviors, and traits.

Task outcomes: Sophia is a valued employee who consistently turns in high quality work. Her work requires little quality assurance and, therefore, I can rely on Sophia when I know that there will not be a lot of time to recheck the work.

Behaviors: Sophia is dependable in completing her work, although she is often late with the product. She has recently become stagnant in her position and shows little ambition.

Traits: Sophia is a positive and upbeat team player, helping to create a good work environment. And, as I said earlier, she is very dependable at completing her work, although with some delay.

This evaluation is a general evaluation of Sophia, but it is only one person's opinion and depends on the person's ability to express Sophia's strengths and weaknesses. It doesn't provide any methods for improvement and is evaluated on a global job performance, rather than job specificity.

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LO: 7, 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the components of human resource practices

111) Discuss the problems underlying the work-life conflict and explain some of the techniques that an organization can use to help employees achieve the work-life balance.

Answer: Time pressures aren't the primary problem underlying work-life conflicts. It's the psychological incursion of work into the family domain — and vice versa — when people are worrying about personal problems at work and thinking about work problems at home. This suggests organizations should spend less effort helping employees with time-management issues and more helping them clearly segment their lives. Keeping workloads reasonable, reducing work-related travel, and offering onsite quality child care are examples of practices that can help in this endeavor. People differ in their preference for scheduling options and benefits. Some prefer organizational initiatives that better segment work from their personal lives, as flextime, job sharing, and part-time hours do by allowing employees to schedule work hours less likely to conflict with personal responsibilities. Others prefer ways to integrate work and personal life, such as onsite child care, gym facilities, and company-sponsored family picnics. On average, though, most people do prefer an organization that provides more support for work-life balance.

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LO: 9

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the components of human resource practices