

Student name: _____

The digital form of globalization in the modern era is largely confined to advanced economies with large, multinational corporations.

true

false

Today, as a result of the global flow of digital information, even the smallest firms can compete with the largest multinational corporations.

true

false

Today, in the increasingly digital era of globalization, companies can find the best person for a job anywhere in the world.

true

false

Managing change is an ongoing process whose objective is to enhance the ability of an organization to anticipate and respond to developments in only its external environment.

true

false

Changes in any single part of a human resource management system have a reverberating effect on all other parts of the system.

true

false

The functional areas of human resource management, such as staffing and retention, are the sole responsibility of the HR department.

true

false

Recognizing that you have the right people in critical leadership roles is not an HR responsibility but rather a business imperative that must be truly owned by the leaders of a firm.

true

false

According to a survey of chief HR officers, one of the greatest challenges for chief HR officers is creating a true sense of ownership among senior leaders regarding their roles as chief talent officers.

true

false

One study found that a 10 percent increase in a measure of goal-setting activity at firms was associated with a 6 percent increase in industry-adjusted stock returns.

true

false

There is a growing fear among many people that globalization benefits big companies instead of average citizens.

true

false

As a result of globalization, one of the expected trends is a decrease in automated and outsourced roles and an increased focus on technical skills for successful managers.

true

false

Globalization is a fact of organizational life, as countries, companies, and workers are interconnected as never before.

true

false

Cheap labor and plentiful resources, combined with ease of travel and communication, have created global labor markets.

true

false

A meta-analysis of the three dimensions of human resource systems revealed that there is an indirect correlation between employee motivation and an organization's financial outcomes.

true

false

People tend to be more involved and committed to their jobs when they have more control and say in their work.

true

false

Technology combined with creativity and problem-solving skills makes nonstandard work less feasible for organizations and workers.

true

false

Downsizing is the most common form of restructuring.

true

false

The best way for a company to prosper is to downsize.

true

false

One of the new competitive realities faced by organizations in the 21st century is that an employee's pay is tied less to the market value of his or her skills and more to his or her tenure in the organization.

true

false

A feature of employment in the 21st century is that there are a growing number of workers who operate outside the traditional confines of regular, full-time employment.

true

false

A disadvantage of growing digital globalization is that technology-driven job destruction decreases overall employment.

true

false

When generating sustainability strategies, an organization must give primacy to the expectations and requirements of its financial stakeholders.

true

false

Flexibility is currently viewed by most managers and employees as a new and effective way of working to achieve business results rather than as an exception or employee accommodation.

true

false

Widespread use of formal and informal flexibility meets business and individual needs.

true

false

Increased productivity impedes a high quality of work life.

true

false

Company X is increasing production by adding more employees to its workforce and scaling up its existing facilities. Company X is essentially increasing its productivity.

true

false

Quality of work life is defined in terms of an organization's perception of its employees' physical and mental well-being at work.

true

false

Over the past decade, organizations have become more complex, dynamic, and fast-paced.

true

false

How the people are selected, trained, and managed does not determine how successful an organization will be.

true

false

According to the theory of quality of work life (QWL), the productivity of workers decreases when they are given more control over the design of their jobs and workplaces.

true

false

Which of the following permits the workforce to enlarge or shrink faster when demand is volatile?

nonstandard work

restructuring

downsizing

building flexibility

The ability of any individual or company to compete, connect, exchange, or collaborate with other individuals or companies around the world is known as _____.

productivity

human resource management

globalization

virtual workforce forecasting

In the context of globalization, conventional economics in the United States has long held that free trade and globalization are not good for national labor markets and should be discouraged.

free trade and globalization tend to cause low-skill workers to suffer long periods of unemployment.

workers adjust to the rapidly evolving job market very slowly and tend not to have the skills to successfully adapt.

workers adapt to the loss of jobs in their communities by moving into new, enriching areas of the labor market.

The challenge, opportunity, and frustration of creating and managing organizations frequently stem from the _____ problems that arise within them.

people-related

union

legal

upper management

_____ are the most vital assets in work settings.

People

Technologies

Cultures

Finances

All of the following are general categories of human resource management activities except _____.

managing change

development

outplacement

adjustment

Staffing comprises all of the following activities *except*

identifying work requirements within an organization.

involving employees in business strategy.

recruiting, selecting, and promoting qualified candidates.

determining the numbers of people and the skills necessary to do the work.

Retention comprises all of the following activities *except*

rewarding employees for performing their jobs effectively.

ensuring harmonious working relations between employees and managers.

maintaining a safe, healthy work environment.

identifying work requirements within an organization.

The category of human resource management responsibilities aimed at preserving and enhancing employee job competence is _____.

development

staffing

retention

managing change

_____ comprises activities intended to maintain compliance with an organization's human resource policies and business strategies.

Staffing

Retention

Development

Adjustment

A broad objective of human resource management is to _____ of all workers in an organization.

minimize the downtime

optimize the usefulness

scrutinize the personnel file

standardize the benefits

Which of the following is a retention responsibility of line management?

compensation and benefits

performance feedback to subordinates

management and organizational development

face-to-face resolution of conflict

In terms of staffing, the responsibility of line management is

to make final decisions on entry-level hires and promotions.

to perform a job or competency analysis.

to develop legally sound performance management systems.

to investigate employee complaints.

When senior managers take true ownership of their responsibility to have the right people in critical leadership roles, they are embracing their roles as _____.

morale supervisors

technical training specialists

chief talent officers

applied motivational strategists

Ron is a line manager at an avionics research and development organization. Which of the following would be part of Ron's responsibility for managing change?

providing a vision of where his unit is going

providing expertise to facilitate the overall process of managing change

developing legally sound performance management systems

respecting the dignity of each individual in his unit

There is a substantial and growing body of research evidence showing a strong connection between how firms _____ and the economic results they achieve.

select board members

educate their management staff

manage their people

diversify their product line

Which answer option is a skill-enhancing HR practice?

flexible job design

career development

competitive compensation

comprehensive recruitment

Which of these HR practices are more strongly related to human capital?

profit-enhancing practices

opportunity-enhancing practices

motivation-enhancing practices

skill-enhancing practices

In theory, how do less-developed countries win from globalization?

They can sell sophisticated technologies to emerging economies.

They get jobs making low-cost products for rich countries.

They gain the ability to buy expensive imports.

They can sell services to relatively underdeveloped countries.

Which answer option is a motivation-enhancing HR practice?

career development

flexible job design

work teams

extensive training

Coca-Cola earns more than _____ percent of its revenues from outside the United States.

15

25

60

95

The most important intellectual property in the creative economy is _____.

intellectual capital

telemedicine

music

software

Groove Space Solutions is a Web design firm. The employees of the firm do not work at an office. Instead, they work from their homes. They collaborate with each other and report to their managers in real time through an online communications software. In the context of the new competitive realities of the modern age, this scenario illustrates a _____.

virtual workplace

downsized organization

human resources information system

sustainable workplace

In a _____, employees operate remotely from each other and from their managers.

bureaucratic organization

fluid organization

telecommuting center

virtual workplace

A(n) _____ is a modern organizational form in which teams of specialists come together through technology to work on a project and then disband when the project is finished.

virtual organization

offshore organization

modular group

functional group

Which of these jobs is best suited for a virtual workplace?

mechanic

doctor

consulting

lawyer

In the context of the responses of firms to new competitive realities, identify a true statement about downsizing.

It is a popular practice because its direct and indirect costs are often very low.

It is utilized only by firms in advanced economies, as developing nations forbid this practice.

It is only used as the last resort by organizations coping with severe financial constraints.

It is necessary when an organization is overstaffed or if a business no longer fits into a firm's long-term strategy.

Which of the following competencies are part of the interpersonal cluster?

human resource expertise in people, organizations, the workplace, and strategy

communication, relationship management, and global mindset

business acumen, critical evaluation, and consultation

leadership and navigation and ethical practice

How the people are selected, trained, and managed determines to a large extent how _____ an organization will be.

profitable

stable

innovative

successful

In the context of human resource management competencies, the ability to understand and apply information to contribute to an organization's strategic plan is categorized under _____.

human resources expertise

critical evaluation

business acumen

relationship management

Organizations strive to retain talented workers in a hot job market by offering employees _____.

coordination of control

flexible work schedules

total quality management

unity of command

The measure of the output of goods and services relative to the input of labor, capital, and equipment is known as _____.

quality enhancement

profits

productivity

resources

According to the text, quality of work life is defined in terms of

employees' perceptions of their well-being at work.

the level of productivity achieved by employees.

the objective indices of employee well-being at work.

the degree to which an organization adopts Japanese managerial principles.

_____ involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively.

International Organization for Standardization

Reengineering

Six Sigma

Quality of work life

Due to fierce global competition, what has eroded between an employee and their employer?

loyalty

the need for employees

trust

wage scales

Which of these factors is causing employers to say, "Don't leave. We need you."

impending surplus labor supply

baby boomers retiring

global competition

skill-enhancing HR practices

When comparing the adjustment responsibilities of line managers and HR staff, which activity falls under the responsibility of HR?

discipline

transfers

layoffs

investigating employee complaints

The number and the mix of people available to work are changing rapidly. What implication does this have for HRM?

The task of managing a homogenous workforce becomes easier.

It will make finding and keeping employees a top priority.

HRM policies will need to promote women because their presence is receding.

Decreased mobility will streamline the hiring process.

The more nonstandard work is legitimized, the more firms and employees will choose to engage in it. Which of these terms describes this situation?

a virtuous circle

a vital circle

a virtual circle

a vicious circle

When implementing flexibility into the workplace, which of these practices enhance an HRM's workload policy?

shift-swapping

job sharing

self-scheduling

telework

List and describe the five broad activities that every manager must be concerned with to some degree.

List three ways in which sustainability affects an organization's business model, structure, and processes.

Explain at least two new organizational forms.

What is downsizing, and what are some advantages and downsides related to its practice?

Define what is meant by quality of work life, and list some aspects of successful quality of work life programs.

The human resource management (HRM) practices have an impact on three important organizational outcomes. What are the three outcomes?

List the key steps that a company must take to achieve sustainability gains.

List at least two jobs ideally suited for virtual workplaces.

What is productivity?

What does QWL stand for?

Answer Key

Test name: CH1 Managing Human Resources E12

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Short Answer

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