

MULTIPLE CHOICE

1. In a rapidly changing world, managers are increasingly finding that:
- A. employees are demanding more flexibility in the way they work.
 - B. employees are demanding more involvement in their work.
 - C. employees are demanding that they work in a more socially responsible manner.
 - D. the diversity of employees is increasing.
 - E. All of these responses are correct.

ANS: E PTS: 1 DIF: Easy TOP: The changing world of work: Overview

2. From a commercial profit perspective, why is it important for Australian businesses to be aware of the needs of those in nearby Asian nations?
- A. Because political correctness demands a better understanding by businesses of all the world's cultures
 - B. Because more than 80 per cent of Australia's trade and two-thirds of its inbound tourism and immigration come from nearby Asian countries
 - C. Because many Asian people work in Australia
 - D. To promote peaceful relations in our region
 - E. To contribute to cross-country border control cooperation

ANS: B PTS: 1 DIF: Moderate TOP: Get ready: The megatrends

3. Which of the following is a way that businesses contribute positively to combating climate change?
- A. Through the use of power produced by power plants that release emissions
 - B. Through emission releases as a result of industrial processes
 - C. By transporting products in planes, ships and trucks
 - D. Through deforestation caused by cutting down forests for wood and mining of raw materials
 - E. By producing 'greener' products, such as low-emission hybrid cars, or by using recycled materials in their production processes

ANS: E PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Climate change)

4. There are some positive aspects to climate change for businesses, because some can use it to their advantage by producing and selling environmental goods and services.

ANS: T PTS: 1 DIF: Easy TOP: Get ready: The megatrends (Climate change)

5. Businesses cannot ignore the effects of globalisation because:
- A. they need to purchase raw materials from the cheapest suppliers in order

- to remain competitive.
- B. they need to follow international laws regarding worker's rights.
 - C. their biggest competitor might be located on the other side of the world.
 - D. they must act in the best interests of shareholders; i.e. to make as much profit as possible.
 - E. there are international conventions governing workplace health and safety (WHS) that they must follow.

ANS: C PTS: 1 DIF: Difficult TOP: Get ready: The megatrends (Globalisation)

6. While it may not necessarily be illegal to exploit workers in poorer countries by paying them poor wages and providing poor working conditions, organisations take a risk if they do this because of the possible public backlash resulting in bad publicity and their products or services being boycotted.

ANS: T PTS: 1 DIF: Easy TOP: Get ready: The megatrends (Globalisation)

7. Corporate social responsibility can be described as:
- A. corporations placing profit and the interests of shareholders above all other considerations.
 - B. corporations producing as many goods and services as possible so as to increase the living standards of people around the world.
 - C. corporations paying all workers the same wages, regardless of their job.
 - D. corporations conducting their operations in an ethical manner, especially in poorer countries, so as not to harm local cultures, local enterprises and the environment.
 - E. corporations acting in a not-for-profit manner so that goods and services are provided for those who need them, and without a profit motive.

ANS: D PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Globalisation)

8. Analytics, which allows organisations to analyse large sets of data, can help businesses to:
- A. analyse market trends.
 - B. target their advertising to potential customers.
 - C. predict consumer behaviour.
 - D. provide new efficiencies for customers.
 - E. All of these responses are correct.

ANS: E PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Information technology, communications technology, biotechnology and nanotechnology)

9. Advances in communications technology have affected the ways that managers may need to manage their employees because:
- A. they may manage employees in different locations who they may never actually meet face-to-face.

- B. they must continually train their employees to use new technology.
- C. employees using new technology need to be given greater independence in the way they work.
- D. it is more important than ever for managers to get employees to regularly meet and interact to ensure ongoing team harmony and cooperation.
- E. employees no longer need to be managed face-to-face; this can be done more efficiently using email.

ANS: A PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Information technology, communications technology, biotechnology and nanotechnology)

10. Which of the following industries is growing at the slowest rate in Australia?
- A. Mining
 - B. Finance
 - C. Health
 - D. Insurance
 - E. Agriculture

ANS: E PTS: 1 DIF: Easy TOP: Get ready: The megatrends: The knowledge and service economy)

11. The service economy provides services to the general population and to business. Which of the following is *not* part of the service economy?
- A. Entertainment
 - B. Banking
 - C. Manufacturers
 - D. Health care
 - E. Media

ANS: C PTS: 1 DIF: Easy TOP: Get ready: The megatrends: The knowledge and service economy)

12. One of the main reasons that unskilled manufacturing jobs are declining at a rapid rate is because 3-D digital production techniques are allowing products to be built layer upon layer, rather than through raw materials being bashed, bent or removed to produce the same result.

ANS: T PTS: 1 DIF: Easy TOP: Get ready: The megatrends (The knowledge and service economy)

13. A frequent flyer program that rewards customers who regularly fly with an airline, and that has the effect of increasing customer loyalty, is an example of:
- A. human capital.
 - B. relationship capital.
 - C. structural capital.
 - D. All of these responses are correct.
 - E. None of these responses are correct.

ANS: B PTS: 1 DIF: Moderate TOP: Get ready: The

megatrends (The knowledge and service economy)

14. Developing a new financial software tool that can be sold to other organisations is an example of production in the:

- A. primary sector, or agrarian economy.
- B. tertiary sector, or service economy.
- C. secondary sector, or industrial/manufacturing economy.
- D. quaternary sector, or knowledge economy.
- E. global economy.

ANS: C PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (The knowledge and service economy)

15. Which of the following statements is correct in relation to the growth of exports in different industries in Australia?

- A. Manufacturing overtook minerals, which overtook agriculture.
- B. Agriculture overtook manufacturing, which overtook minerals.
- C. Services overtook minerals, which overtook manufacturing.
- D. Services overtook agriculture, which overtook manufacturing.
- E. Services overtook manufacturing, which overtook minerals.

ANS: C PTS: 1 DIF: Easy TOP: Get ready: The megatrends (The knowledge and service economy)

16. For organisations to remain competitive, they need to think carefully about which raw materials they will use to produce their goods or services, because:

- A. the increasing scarcity of non-renewable resources is making them more expensive, and will force businesses to increase the prices of their products or services.
- B. renewable resources are of a higher quality than non-renewable resources.
- C. there will be greater availability of non-renewable resources than renewable resources in the longer term.
- D. organisations using renewable resources can obtain them at a lower price.
- E. All of these responses are correct.

ANS: A PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Resource scarcity)

17. Which of the following demographic changes is true in relation to Australia?

- A. The Australian population is becoming more homogenised, or similar.
- B. Marriage is becoming more common.
- C. Australians are having more children than they did in the past.
- D. Australians are living longer than they ever have.
- E. Australians are marrying younger than they did in the past.

ANS: D PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Societal changes)

18. Increasing the number of people the government allows into the country through immigration may be important to Australian businesses because:

- A. it may stimulate demand for new products and services.
- B. it may increase the diversity of skills of workers.
- C. it may affect the overall level of consumer spending.
- D. it may force businesses to rethink the way they promote their products and services.
- E. All of these responses are correct.

ANS: E PTS: 1 DIF: Moderate TOP: Get ready: The megatrends (Societal changes)

19. Despite labour market changes over the past two decades, the majority of Australian workers still work in jobs where their core working hours are from 9 a.m. until 5 p.m.

ANS: F PTS: 1 DIF: Easy TOP: New ways of working

20. Managers may need to manage the work performance of workers who perform specific work for an organisation for a limited time period, and who are paid on the basis of an agreement covering that work. Such a worker is an example of a:

- A. temporary employee.
- B. casual employee.
- C. contractor.
- D. full-time employee.
- E. part-time employee.

ANS: C PTS: 1 DIF: Moderate TOP: New ways of working

21. Managers may prefer to use casual or temporary employees because:

- A. they can minimise costs, since they are only paid for the hours they work.
- B. they can roster on workers as required to cover peak periods in activity.
- C. they can save money by investing little or nothing in training and development activities for these workers.
- D. they enable managers to access a range of specialist skills when they are required.
- E. All of these responses are correct.

ANS: E PTS: 1 DIF: Moderate TOP: New ways of working (Casualising jobs)

22. Workers employed on the basis of casual work agreements enjoy not only greater flexibility in the hours they work but also the same entitlements as part-time and full-time employees in relation to annual leave, long-service leave, personal leave and superannuation.

ANS: F PTS: 1 DIF: Easy TOP: New ways of working (Casualising jobs)

23. To avoid causal and temporary employees becoming disengaged from an organisation and its values, and underperforming as a result, a manager may need to:

- A. provide them with training relevant to their work role, thus improving their skills or knowledge.
- B. involve them in team meetings and decision making.
- C. make time to hear their concerns and issues.
- D. develop ways to show them that the work they perform is valued and appreciated.
- E. All of these responses are correct.

ANS: E PTS: 1 DIF: Moderate TOP: New ways of working
(Casualising jobs)

24. Organisations are most likely to outsource:
- A. maintenance and other specialist work.
 - B. non-essential functions.
 - C. secondary functions.
 - D. administrative work (such as human resources).
 - E. All of these responses are correct.

ANS: E PTS: 1 DIF: Easy TOP: New ways of working
(Outsourcing)

25. Which of the following is *not* likely to be a benefit of telecommuting?
- A. Increased productivity
 - B. Lower organisational, employee and environmental costs
 - C. Happier employees
 - D. Organisations being able to pay lower wages to employees
 - E. Greater responsiveness and availability of workers

ANS: D PTS: 1 DIF: Moderate TOP: New ways of working
(Telecommuting)

26. Characteristics of Australia's 'new workforce' include:
- A. a more diverse workforce.
 - B. a smaller, but older workforce.
 - C. a more casualised workforce.
 - D. a workforce in which the emphasis is on mental rather than physical skills.
 - E. All of these responses are correct.

ANS: E PTS: 1 DIF: Easy TOP: A new workforce

27. Select the correct response to fill in the blank. 'The structure of Australia's "new workforce" has had a significant effect on the way that managers must manage their workers, because when _____ becomes the most important resource, people become more valuable, since production and potential profits reside within people.'
- A. machinery
 - B. factories
 - C. land
 - D. knowledge
 - E. capital

ANS: D

PTS: 1

DIF: Easy

TOP: A new workforce

28. The value to an organisation of managers successfully integrating workers into their workforce and assimilating them, so that they feel part of their organisation's culture, is:

- A. better interpersonal relationships among staff members, resulting in greater productivity.
- B. less conflict, resulting in fewer workplace injuries and compensation claims.
- C. a greater chance that the organisation will be able to retain workers with the skills and knowledge they require.
- D. less need to outsource.
- E. None of these responses are correct.

ANS: C

PTS: 1

DIF: Moderate

TOP: A new workforce (A changing employee mix)

29. Unhappy employees working in knowledge and service organisations can potentially be costly to an organisation because:

- A. they may leave the organisation, leading to expensive and time-consuming recruitment processes to replace them.
- B. they may not promote the organisation as a good place to work to other potential employees who may have valuable skills that the organisation requires.
- C. this can result in the loss of word-of-mouth recommendations for the organisation, which can be vital for successful recruitment in tight labour markets.
- D. once they have left, they may entice other skilled employees to leave the organisation and follow them.
- E. All of these responses are correct.

ANS: E

PTS: 1

DIF: Moderate

TOP: A new workforce (A more disgruntled workforce)

30. With a tightening of the labour market making worker retention imperative, the organisations that will be *least* likely to retain their workers are those that offer:

- A. more flexible working arrangements.
- B. job sharing arrangements.
- C. interesting, challenging work.
- D. set hours of work that cannot be changed.
- E. All of these responses are correct.

ANS: D

PTS: 1

DIF: Easy

TOP: A new workforce (A shrinking, greying workforce)

31. In today's organisational environment, employees who are the most valuable to organisations are those who:

- A. closely follow directives from supervisors without question.
- B. perform their work roles exactly as per their job or position descriptions.
- C. take responsibility for the quality of their work.

- D. strictly adhere to established work practices and processes.
- E. base their judgements on past decisions, rather than on innovation and improvement.

ANS: C PTS: 1 DIF: Moderate TOP: A new workforce (A more skilled and educated workforce)

32. Which of the following is true in relation to the triple bottom line?

- A. It measures an organisation's responsibility to its shareholders and employees.
- B. It measures an organisation's responsibility to the government.
- C. It measures an organisation's responsibility to the economy and society.
- D. It measures an organisation's responsibility to its direct customers.
- E. All of these responses are correct.

ANS: C PTS: 1 DIF: Easy TOP: A new workforce (A new way of assessing organisations)

33. Triple bottom line reporting is currently compulsory for all organisations employing more than 100 employees.

ANS: F PTS: 1 DIF: Moderate TOP: A new workforce (A new way of assessing organisations)

34. Although research by the Australian Federal Government reveals that 29 per cent of Australian companies publish a sustainability report, the problem with this statistic is that:

- A. over half of those organisations were found to provide inaccurate or false data.
- B. only six of those organisations had their reports audited.
- C. most of these organisations were small, and had little environmental impact.
- D. the aspects of sustainability that were measured were not in line with international standards.
- E. All of these responses are correct.

ANS: B PTS: 1 DIF: Moderate TOP: A new workforce (A new way of assessing organisations)

35. What types of skills do leader-managers in modern organisational environments require?

- A. Left-brain skills for planning and problem solving
- B. 'Soft' skills, such as the ability to listen and achieve consensus and to set a personal example
- C. Flexibility and the ability to cope with uncertainty and to think strategically
- D. Right-brain skills for understanding themselves and working effectively with others
- E. All of these responses are correct.

ANS: E PTS: 1 DIF: Easy TOP: Wanted: Highly skilled

leader-managers

36. Choose the correct response to fill in the blank. 'The conceptual skills of leadership authenticity, ethics and values help you to manage _____ to ensure that you and your team meet or exceed customer expectations.'

- A. workloads
- B. conflict
- C. relationships
- D. change
- E. All of these responses are correct

ANS: C PTS: 1 DIF: Moderate TOP: Wanted: Highly skilled
leader-managers (Conceptual skills)

37. Listening to an employee's concerns and communicating your understanding of their point of view by paraphrasing back to them what they have told you is an example of the interpersonal skill known as:

- A. motivating.
- B. encouraging.
- C. assertiveness.
- D. empathy.
- E. integrity.

ANS: D PTS: 1 DIF: Moderate TOP: Wanted: Highly skilled
leader-managers (Personal and interpersonal skills)

38. Using email software such as Microsoft Outlook to schedule team meetings, invite discussion topic suggestions and notify staff members about day-to-day matters is an example of:

- A. communication skills.
- B. interpersonal skills.
- C. 'soft' skills.
- D. technical skills.
- E. time management skills.

ANS: D PTS: 1 DIF: Moderate TOP: Wanted: Highly skilled
leader-managers (Technical skills)