HRM2605 TEST BANK 2014

ESSAY QUESTIONS

1.   Describe how strategic human resource planning (SHRP) is integrated with strategic planning.

Answer: Through strategic planning, organisations set major objectives and develop plans to achieve those objectives. SHRP provides a set of inputs that determine what is, or is likely to be possible, given the number of available people, training needs, and other people-related issues. HR strategies and action plans are developed according to the overall strategic goals that evolve from the strategy formulation process. During the strategy implementation phase, SHRP must make resource allocation decisions, and implement policy, practices, and training that support the decisions and outcomes of the strategic planning process.

2.   Is turnover good or bad for the organisation? What problems may result from excessive turnover?

Answer: A certain amount of turnover is beneficial to the organisation (functional turnover). For instance, the involuntary turnover of a discharge of an employee due to his or her poor performance should have the overall impact of improving that organisation's effectiveness. In addition, turnover at the upper levels of the organisation may allow the injection of fresh blood into the firm - bringing new ideas, methods and more effective ways of doing things.

Excessive turnover is very costly to the firm. Some of the costs of a high turnover rate include the dysfunctional outcomes of: (1) increased recruitment, selection, placement, and separation activities; (2) increased T&D, orientation, and OJT; (3) lower productivity and increased quality problems as new employees learn their jobs; and (4) disruption in on-going projects and programmes (including "brain-drain" - the loss of top thinkers and creators within an organisation).

3.   What is the most effective way to measure job dissatisfaction? In what different ways may job attitudinal data be analysed?

Answer: The most popular, and perhaps the most effective way, is to use well-constructed job satisfaction surveys. Surveys can be used to gather attitudinal data from large numbers of employees at relatively low costs. Measuring shifts in outcomes related to dissatisfaction - attendance, turnover, and sometimes quality - can offer only indirect measures. Exit interviews and other interviews may also be rich sources of such information.

In researching job satisfaction, it is useful to analyse the data by various job satisfaction dimensions. The JDI example identifies the following dimensions; pay, promotions, the supervisor, the work itself, and coworkers. Such a survey should be analysed by all groups of employees which might yield insight. Many employers would, therefore, analyse by shift, department and division, supervisor, work group, job group or level, years of service or age, etc.

4.   **Why may an employee feel that s/he is being treated unfairly? What HR programmes may be implemented to reduce employees' feelings of unfairness?**

Answer: Perceptions of unfairness result when employees feel that have been treated differently than other employees of groups of employees, or when they feel that they have not been treated fairly for what they have done themselves (e.g., not paid what they were promised for working extra hours). Another way to attempt to understand fairness is to consider the justice theories. For instance, one theory suggests that the process used to make a decision (procedural justice) is separate from the decision itself (distributive justice).

Reduction of perceptions of unfairness would include the following - some of which are focused upon procedural and other upon enhancing distributive justice: (1) reclassification of jobs which appear inequitably paid when compared to others at the same workplace; (2) changing the method in which jobs and tasks are assigned; (3) base promotions on more objective measures of performance when possible: (4) train supervisors to distribute the work load fairly (and so it looks fair); (5) conduct wage surveys to determine if pay levels are competitive (to increase external equity - so accountants at your company feel like they are paid competitively with other accountants in the region); (6) allow employees more autonomy in planning and controlling their own work; and (7) administer and enforce policies, procedures, rules, and regulations fairly and in an uniform manner.

5.   **Whose responsibility is it to control employee absenteeism - the line manager's or the HR manager's? Explain how responsibility for control of this problem might be divided.**

Answer: Both line and HR staff share this problem. Ultimately the control of absenteeism is line management's job, but HR management assumes an important staff function in providing assistance in combating and analysing the problem. Some specific responsibilities that HR may assume include: (1) formulate reasonable goals; (2) create policies; (3) create information systems to track attendance; (4) conduct research to uncover possible causes of absenteeism. Line management's responsibilities include: (1) collecting and reporting absence data, including categorising of reasons for the absences; (2) counselling and discipline of workers; (3) creating a satisfying work environment to minimise dissatisfaction as a cause of absenteeism.

1.   **Employers are always looking for workers who will be motivated. How important is "being motivated" if the job is (a) sales clerk, (b) assembly-line worker, (c) programmer, (d) telecommuter?**

Answer: It may be assumed that motivation is important in all work, however, the need to be *motivated*, ostensibly by a supervisor or manager, will vary. Workers, such as telecommuters and programmers often work alone and may be inclined to be self-motivated.

2. The numbers of telecommuters are increasing quickly. What are the critical issues in deciding whether a (a) particular job can be done away from the regular work environment via telecommuting, and (b) the human qualities needed to handle telecommuting responsibilities?

Answer: Employers should determine if the work done at home is of benefit to the organization. The money saved on office space not needed by an employee who works at home may pale in comparison to the costs associated with low productivity if the wrong person is selected for the job. Telecommuters must be flexible, able to work in isolation, and should consider the effect that working at home will have on their family life.

3. If you were an HR specialist in a company that was introducing job analysis, how would you reassure employees who felt threatened?

1. If you were an underemployed MBA, what steps would you take to find a more satisfactory position?

Answer: Depending upon the field in which one is working, one who feels that he or she is underemployed should first try to contact professionals in similar positions in other organisations. The person may contact reliable placement firms which are capable of regional or national placement if the person is willing to relocate. The person may also seek to be transferred or promoted within the organisation as better positions or more challenging positions come open. Of course, trade journals and local newspapers as well as newspapers from other cities should be periodically checked for possible openings; however, the underemployed MBA should not rely upon these sources but rather should get out and network with peers in similar jobs.

2. From an inexperienced job applicant=s point of view, which recruitment method is more attractive? From the point of view of an applicant with twenty years= experience?

Answer: The inexperienced job applicant often is attracted by the newspaper advertisement. They see this as a direct approach by the organisation. They basically know what the job entails, and it is a familiar recruitment technique. From the point of view of the applicant with 20 years= experience, being pirated away by a competing organisation or discovering a position located in a warmer climate, perhaps, through peers in other organisations, trade journals or private agencies may be preferable.

3. How should applicants prepare for job interviews? What questions should they expect to answer?

Answer: Applicants must summarise the type of job and type of organisation they wish to work for and strenuously go after those openings. More importantly, the applicants must know themselves. They must have evaluated what they have to offer the organisation and what their experience and skills they have and be able to

quickly list these assets in an interview. The interviewer can easily tell if the applicant has prepared by whether of not the applicant is on time, properly dressed, and can answer questions, not hurriedly, but thoroughly and concisely. Also, the interviewer can determine if the applicant is truly familiar with the organisation and the position, and thus interested in a career or just a pay cheque.

4.   How should the HR director compare alternative recruitment sources?

Answer: First, all sources of additional personnel should be considered: hiring new employees, the use of overtime of current employees, temporary employees, and the leasing of employees. If the decision is to recruit new permanent employees then the decision must be made whether to recruit internally or externally. Most internal recruitment is through a job-posting procedure. External sources are usually compared on the basis of cost, past effectiveness, and the degree of difficulty in recruiting qualified applicants B and generally determine which source is chosen. Entry-level jobs are most often filled through employee referrals, direct applications, campus recruiting, and private agencies. Direct mail, advertising, and specialised agencies may be used more often for professional, technical and managerial positions.

5.   If you inherited a shoe factory that had a history of high turnover and low wages would you attempt to attract only the best workers by raising salaries, or continue a minimum wage policy and disregard employees= dissatisfaction? What factors would influence your decision?

Answer: First, one will take the proper steps to find the direct causes of high turnover and perform a wage survey to ensure that, in fact, low wages are being paid to the employees compared to other organisations in the area. The organisation=s overall profitability as well as other factors such as current costs of high turnover compared to increasing wage substantially should be considered.

6.   While interviewing two well-qualified applicants for an accounting manager=s position, you notice that one applicant has had one job for seven years and the other has had five jobs in ten years, each change involving a salary increase. Would this information affect your decision?

Answer: The HR specialist would investigate closely both individuals= work history in this respect. Why the first individual was not offered promotion over seven years or turned them down should be carefully investigated. Perhaps the organisation the individual worked for had very few openings during that time. The second individual who has changed jobs five times in ten years should also be closely examined to ensure that job hopping or perhaps the practice of supervisors transferring trouble-making employees was not occurring. Since each had involved a salary increase, it should be carefully determined whether these in fact were promotions, or transfers. If both individuals are now applying for the same position, one must question why the second applicant who has had five increases in ten years has not advanced further up the ladder.

Answer: First, employees can be reassured by being made part of the process; that is, by having membership on the committee or by being kept informed by committee members. Second, employees can be informed as to the outcomes of the process and assured in writing that no one will lose their job or suffer a reduction in pay. Also, by thoroughly explaining to employees why their input into employment questionnaires, etc. is critical to gaining accurate information, employees will feel a part of the system and will therefore be more anxious to have it be successful.

4. **When faced with the problem of updating job analysis information, would you favour an annual review or reclassification? Explain why.**

Answer: The answer to question 4 would depend upon the type of organisation and the managers involved. An annual review is more than adequate and is very time efficient if the manager will, in fact, have few changes in the job each year, and therefore, an annual review would be sufficient. The reclassification method is fair in terms of employees who have their jobs substantially changed during the year having gained an immediate reclassifying jobs when needed, then employees may be taken advantage of, and the program may not be updated on a regular basis. A combination of the two systems may also be prescribed in order that employees get an immediate response for major job changes. At the same time, make sure that any minor changes are reviewed or managers who have not made changes during the year take time to review current information.

5. **Describe the methods you would use to gather job information in a bank, a small manufacturing firm, or a newspaper**

Answer: The job analysis committee would establish the end products to be developed and how a systematic analysis would be obtained. The different internal and external methods would be reviewed and one or more chosen that was best set to meet the needs of the organisation. Students may point to the fact that the manufacturer or newspaper publisher that would be in business is more likely to be blue collar unionised and therefore have more standardised job classifications and titles. In those cases, external salary and wage comparisons would be easier and more direct comparable information would be available. One should also emphasise, for example, that the bank would necessitate more questions regarding the decision making and financial responsibility of the jobs to be detailed. The small manufacturer may wish to emphasise more of the end products of the job.

6. **Discuss how job analysis could or could not resolve the following problems: (a) an employee who produces less than others doing the same job; (b) an employee who complains about a dirty work environment; (c) an employee who feels passed over when promotions are announced.**

Answer: The employee who produces less than other employees doing the same job is not a matter of the job analysis but rather proper performance appraisal and corrective action on the part of the supervisor. The employee may simply need motivating for perhaps more specialised training. The employee who complains about a dirty work environment should be communicated with. Possible

environmental problems should be pursued. If the employee is simply a chronic complainer, it should be pointed out that the working conditions are part of the job for which the employee is compensated. The employee who feels passed over when the promotions occur should be counselled by the HR office or supervisor and possible deficiencies or problems in an employee's performance be delineated with corrective action with improved future performance being the goal. Only if the job in fact is a dead end position and therefore has no direct line or promotion, does job analysis come into play when an employee is passed over for a job. If the analysis shows that there is no direct line of promotion and that training is necessary to enable the employees to be promoted, then that might be pursued.

1. Draw up a comprehensive two-day induction programme for a new employee. The two-day programme should be realistically scheduled and the timing of the components must be clearly indicated, together with the title/rank/status of the member of staff responsible:

**Answer** A typical two-day induction programme can consist of the following:

Tuesday

08h00-08h10	General welcome	(CEO of company)
08h10-10h00	Completion of paperwork for new employee	(HR staff member)
10h00-10h30	Medical Aid/pension fund presentation	(HR staff member)
10h30-11h00	Induction slide show	(Training & Development officer)
11h00-12h30	Lunch in cafeteria	(With company PRO)
12h30-14h00	Overview of company organisation and structure	(Chief Director Planning)
14h00-15h00	Collection of company vehicle	(Transport Officer)
15h00-15h30	Welcome by immediate/division head	(Senior Officer)
15h30-16h30	Personal time	

Wednesday

08h00-10h30	Plant tour of factory	(Senior Plant Officer)
10h30-12h30	Introduction to Project Team	(Head of Projects)
12h30-13h00	Lunch	(With project team)
13h00-14h00	Tour of logistics facility	(Head of logistics)
14h00-16h30	Discussion with immediate supervisor and colleagues	(Supervisor and colleagues)

2. Illustrate and describe Maslow=s Hierarchy of needs
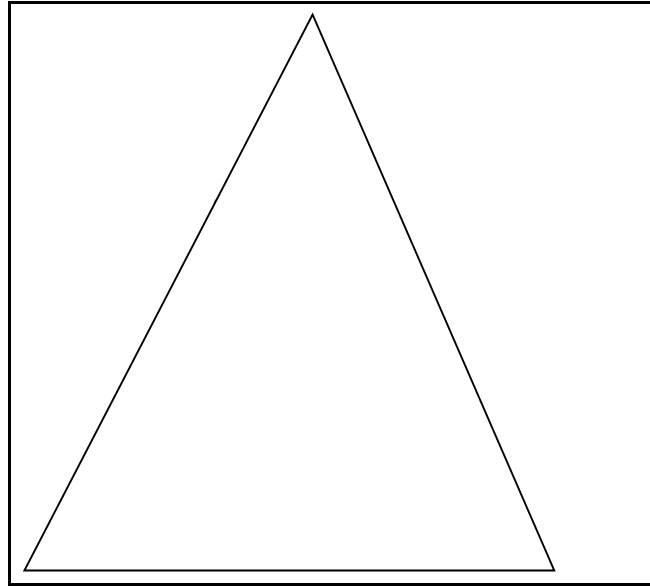
Maslow"s general argument was that, other things being equal, people tend to satisfy their lowest level of felt need before moving on to higher-level needs. The major difficulty associated with Maslow=s model lies in its apparent rigidty. Whilst few people would deny that there are lower-level and higher level needs, many would dispute that people do tend to satisfy their needs in a relatively systematic way from the bottom to the top, as it were.

3. Describe Herzberg=s two-factor theory
Frederick Herzberg developed his two factor theory which included his hygiene factor and his motivator factor during his investigation of accountants and engineers in the USA.

According to Herzberg the five motivating factors (satisfiers) are:
- ❖ ! Achievement
- ❖ ! Recognition
- ❖ ! The work itself
- ❖ ! Advancement
- ❖ ! Responsibility

Herzberg=s motivators are concerned with the work that the employees undertake and their performance within each task and appears to produce motivated behaviours.

The hygiene factors (dissatisfiers) include:
- ❖ ! wage or salary paid
- ❖ ! bonuses, commissions paid
- ❖ ! working conditions
- ❖ ! quality of supervision
- ❖ ! the working environment
- ❖ ! job security

The hygiene factors do not motivate employees, and they can never reach a stage of either complete satisfaction or of complete dissatisfaction, but remain in a neutral zone.

4. Describe the variety of human needs that could be satisfied through work

Answer: This question is designed to link abstract human needs to actual job conditions and management practices. Employees who work in unpleasant conditions, perhaps out in the hot sun or in a dirty hot work area, would greatly appreciate occasional opportunities to escape to cooler and more comfortable work environments. For people who have strong security needs, efforts to make the work environment more predictable and less risky would work. If the organisation has a history of promoting insecurity in their employees, then minimising negative comments and threats would help. Social needs are very important to many people, thus efforts that encourage interactions between employees and groups whether on or off the job (company softball league) tend to pay big dividends in building company morale. The self-esteem of employees can be enhanced through goal-setting mechanisms, frequent decision-making opportunities, recognition for accomplishments, status symbols, and mentors. For people who want greater power, they need frequent opportunities to enhance their influence in their work. Perhaps put them on task force committees, quality circle work groups, specialised training, or temporary leadership assignments. One other important needs is growth or self-actualisation. Providing employees with room to learn new skills and knowledge, giving them increased responsibilities, more challenges, and plenty of constructive feedback are excellent strategies for real long term motivation.

5. Traditionally, loyalty and long service with one employer were the norm. How has this changed? Why?

Answer: The psychological contact refers to the unwritten expectations employees and employers have about their work relationships. It is a reciprocal relationship. This idea of reciprocity is very much an issue in the decline of loyalty and length of service by employees. Workers have seen massive lay-offs, mergers and acquisitions and outsourcing jobs as indications of a loss of job security. They have responded with reductions in loyalty to their employers, and an unwillingness to commit to long-term employment at one organisation.

1. Supervisors may ask employees to furnish a self-rating at the appraisal interview for discussion. What are the benefits and drawbacks of this procedure?

Answer: Self-rating can be very developmental. In a MBO-style approach, the employee must think about strengths, weaknesses, and successes and failures with regard to the objectives set. Often the ratee will identify more weaknesses in any PA than the rater will - IF the ratee is asked. Again, the developmental quality of this is very effective. Obviously there are problems when the employee is either dishonest or refuses to take part.

2.   **What method or methods would you use to appraise the performance of the following kinds of employees: keypunch operator, first-line supervisor in a manufacturing plant, professor of management, airline pilot, office clerk in a large government office, and police officer?**

Answer: A variety of answers to this question is possible. It is possible to use the same PA method for all, or to come up with a different method for each. Issues to concentrate on is:

  ❖! whether the method is an absolute standard or a comparative method;
  ❖! who will do the rating, and whether multiple raters could be used
  ❖! whether monitoring could be used to provide objective performance data;
  ❖! how much time and money would be needed to use these methods.

3.   **When the process of evaluating employees is viewed as purely perfunctory, supervisors show little or no interest in completing the forms and conducting the interview. In some cases, the appraisal interview is not conducted. Why do these problems exist? What can be done to reduce them?**

Answer: When the PA system becomes too routine, or ceases to be of any importance as far as the appraisers can see, interest wanes. If promotions in a firm are based upon unofficial criteria like social factors, family, and friendships; based upon political factors; or based on any other non-performance criteria, then the role of the PA is minor. Supervisors are very busy, and the less important duties simply get put on the back burner.

Add to the lack of importance placed upon PAs within many organisations the fact that most supervisors dislike "playing God" and evaluating an employee's past performance - sometimes in terms which seem negative, provocative, and damaging. Violence towards supervision in the workplace has magnified this problem.

The direct link between the objective PA ratings and the organisational rewards such as pay, promotions, and job assignment must be strengthened. When promotions or terminations are decided, the PA must appear to be an important basis for the decision. T & D on PAs can also help establish this link.

4.   **As an HR administrator who is developing a PA system for department stores sales personnel, you have decided to implement the BARS methods. Write three behavioural statements that illustrate good performance and three that describe poor or mediocre performance.**

Answer: Some issues to watch out for are: 1) the statements must be behavioural - describe the positive or negative behaviour so that any observer could categorise the performance into one of the behaviours. Figure 9.6 showing one dimension of performance with the behavioural descriptions is a good reference.

5. If a manufacturing employer decided to use multiple raters for PA instead of having only the supervisor perform all of the appraisal, what other raters might be most helpful? What if the employer as a retail store or a government department?

Answer: Some manufacturers use the following raters as part of the PA system: the end-users or customers; fellow employees (particularly if there is a work group); and other supervisors who regularly have contact with the ratee. Multiple raters are currently being used more than ever, especially in retail and other service industries.

1. Explain the role of the supervisor in creating a safe work environment.

Answer: Broadly, the supervisor has two safety functions. First, the supervisor is probably the most important disseminator of safety information within an organisation. It is the supervisor=s job to make sure that his or her subordinates are familiar with all safety procedures inherent in their jobs. Second, the supervisor is also responsible for ensuring that subordinates actually comply with the safety rules and regulations. Even the best safety training programmes will fail if there is a lack of adequate control at the employee level. In short, the supervisor serves both as an educator and as a guardian of the safety programme.

2. You have just been asked by your department manager to write a violence prevention policy for your department. What areas should be covered in the policy. Include a statement of how a threat to another employee should be handled.

Answer: To develop a policy on violence prevention, it would be wise to draw on the expertise of other companies in this regard. The guidelines should include holding managers responsible for preventing acts of violence, analysing the workplace to uncover areas of potential violence, preventing violence by designing safe workplaces and work practices, and providing violence prevention training. In addition an organisation can make a concerted effort to screen job applicants for histories showing a propensity to violence and managers can be trained to recognise violence indicators.

3. Compare and contrast the two general types of stress. Include an example of each.

Answer: Distress is a negative type of stress characterised by feelings of inadequacy, overwork, desperation, lack of control, fear, depression, etc. If left unchecked, distress may eventually result in fatigue, exhaustion, or burnout. Example: John Jones has been working overtime on a major project for his boss. He learns that the due date for his project has been changed from next Friday to tomorrow. Because John has strong doubts that he will be able to complete his assignment on time, he feels his annual raise may be in jeopardy. John is likely experiencing distress at this time.

Eustress is a situation where an individual feels challenged and energised by the environment around himself or herself. Eustress is characterised by feelings of achievement, accomplishment, and/or exhilaration. Without a minimal level of

eustress, life would likely be considered boring. Too much eustress, however, may develop into the more destructive distress. Example: Sue Smith just received a major promotion. While the new job will require a much longer workweek as well as a higher level of professional risk, sue feels Acharged up@ to assume her new responsibilities.

4. **Yolanda is a recently-hired employee in the HR department at a construction company. She believes the company would benefit if it could reduce the rates and severity of accidents and stress-related illnesses among its employees. List the arguments she can use to convince her supervisor to launch a company-wide safety campaign to try to improve the quality of work life for employees.**

Answer: A reduction in the rates and severity of accidents and stress-related illness will result in at six benefits. (1) It can lead to more productivity owning to fewer lost workdays. (2) It can result in increased efficiency and quality from a more committed workforce. (3) It will reduce medical and insurance costs. (4) It will lower workers= compensation rates and direct payments because of fewer claims being filed. (5) It can lead to in greater flexibility and adaptability in the workplace as a result of increased participation and an increased sense of ownership. (6) It can result in better employee selection ratios because of the enhanced image of the organisation.

5. **What happens to an organisation=s employees when those employees believe the company is providing them with a low quality of working life, is threatening their job security, and is asking them to work in potentially dangerous environments?**

Answer: These employees would experience low quality of work life and two of "the four Ss": (lack of) security and (lack of) safety. People experiencing low quality of work life do not feel empowerment, job involvement, meaningfulness, sense of responsibility, self-control, recognition and other positive psychological states. People feeling organizational stresses, such as lack of security and lack of safety can experience fear for their job and for their lives and/or health. They live in a state of uncertainty. These factors can affect productivity as well as employee mental health.

MULTIPLE CHOICE

1. _____ is the process of analysing and identifying the need for and availability of human resources so that the organisation can meet its objectives.
   A. **Human resource planning**
   B. Environmental scanning
   C. Labour market analysis
   D. Strategic planning

2. Which of the following best describes the responsibility for HR planning?
   A. HR planning is the responsibility of the top HR executive
   B. Typical HR planning is the responsibility of operating managers
   C. **The top HR executive and subordinate staff specialists have most of the responsibility**
   D. HR planning is the responsibility of the organisation's top management

3. The HR unit's responsibilities during the planning process typically include
   A. review of employee-succession plans in line with HR plans

B. **implementation of HR plans as approved by top management**
C. integration of HR plans with departmental plans
D. monitoring the HR plan to identify changes needed

4. _____ are the means used to aid the organisation in anticipating and managing the supply and demand for human resources
   A. **HR strategies**
   B. Economic forecasting
   C. Strategic forecasting
   D. Labour market analysis

5. Scanning the external environment especially affects HR planning because
   A. the corporate culture is the responsibility of the HR unit
   B. of the demographic patterns of the internal workforce
   C. **the organisation must draw from the same labour market that supplies all other employers**
   D. the organisation must meet certain affirmative action quotas

6. External environmental factors that affect the labour supply include

   A. life-style choices of employees
   B. corporate philosophy and mission
   C. environmental scanning
   D. **government influences**

7. A comprehensive analysis of all current jobs provides a basis for
   A. **forecasting what jobs will need to be done in the future**
   B. an internal analysis of jobs and people
   C. human asset accounting
   D. auditing jobs

8. Much of the data needed for a comprehensive audit of all current jobs is to be found in the
   A. employee evaluations
   B. supervisory files
   C. **existing staffing and organisational databases**
   D. personnel update forms completed by employees

9. A HR planner should examine which of the following questions when auditing jobs?
   A. What is the demographic profile of the current job holders?
   B. **How essential is each job?**
   C. What type of training will be needed to fill each job?
   D. Who is responsible for staffing the organisation?

10. What is the basic source of data on current employees and their capabilities?

A.   employee evaluations
B.   supervisory files
C.   personnel update forms completed by employees
D.   HR records in the organisation

11.   Which of the following is a purely judgmental method of forecasting?
        A.   simulation models
        B.   staffing ratios
        C.   the Delphi technique
        D.   a transition matrix

12.   In the _____ experts meet face to face, generate ideas independently at first, discuss these ideas as a group, then compile a report
        A.   Delphi techniques
        B.   nominal groups
        C.   rules of thumb approach
        D.   simulation models

13.   _____ are a forecasting method that uses representations of situations in abstract form
        A.   Delphi techniques
        B.   Nominal groups
        C.   Statistical regression analyses
        D.   Simulation models

14.   an intermediate planning range usually projects _____ into the future
        A.   one to five years
        B.   three to five years
        C.   beyond five years
        D.   six months to one year

15.   Government labour force population estimates and trends in industry are used to
        A.   estimate the internal supply of labour
        B.   implement a human resource information system (HRIS)
        C.   forecast the external supply of human resources
        D.   predict terminations, retirements and deaths of employees

16.   The internal supply of human resources is influence by
        A.   actions of competing employers
        B.   training and development programmes
        C.   government regulations and pressures
        D.   changing workforce composition and patterns

17.   Reducing the size of an organisational work force is called
        A.   re-engineering

B.   downshifting
C.   downsizing
D.   reorganising

18.   _____ occurs when individuals who quit, die or retire are not replaced
A.   Downsizing
B.   Attrition
C.   A buyout
D.   A hiring freeze

19.   _____ is the collection and investigation of facts related to HR problems in order to eliminate or reduce such problems
A.   HR research
B.   A personnel department
C.   Basic research
D.   The Institute of People Management (IPM)

20.   Which type of research, often called pure research, is performed simply to advance knowledge in a particular field. This type of research may not have an immediate use for an employer
A.   applied research
B   basic research
C.   scientific research
D.   personnel research

21.   HR research is conducted by which of the following groups?
A.   private research organisations
B.   academic institutions
C.   agencies of the government
D.   all of the above

22.   Which of the following would not be an example of research responsibilities commonly performed by a HR staff of a large company?
A.   evaluating training programmes
B.   evaluating purchasing efficiency
C.   conducting periodic wage and salary surveys
D.   validating new selection and other testing techniques used

23. If you were hired into the HR department of a large organisation and asked to look up recent articles on training needs assessment techniques, which of the following journals would likely provide the most helpful practitioner material?
A. Administrative Science Quarterly
B. Personnel Psychology
C. Training and Development
D. Monthly Labor Review

24. If you were hired into the HR department of a large organisation and asked to look up academic research articles on the validity statistics comparing assessment centres to cognitive ability tests and interviews, which of the following journals would likely provide the most help on this academic research question?
A. Training
B. Monthly Labor Review
C. Harvard Business Review
D. Personnel Psychology

25. The most commonly used research technique among HR professionals is
A. the survey
B. the controlled experiment
C. a cost-benefit analysis
D. a test validation study

26. The HR research technique least likely to be used by HR professionals is
A. the survey
B. the controlled experiment
C. a cost-benefit analysis
D. a historical study

27. When conducting a controlled experiment, which of the following is the suggested first step?
A. conduct the experiment
B. select the experimental and the control groups
C. analyse the data and draw conclusions
D. define the problem

28. Which of the following statements best represents what we know about the best way to predict the attendance of employees? Attendance can
A. best be predicted by simply knowing their motivation to attend
B. best be predicted by knowing their motivation and ability to attend
C. best be predicted by simply knowing their ability to attend
D. not be predicted

29. Which of the following would generally harm an employer's absentee control programme?

A. a written policy statement reinforcing the programme
B. using progressive discipline based upon the absentee record
C. consistent application of the programme
D. not distinguishing between absenteeism and other forms of misconduct as a reason for discipline

30. What rate does the following formula compute?

$$\frac{\text{Total Separations - Unavoidable Separations}}{\text{Average Number of Employees}} \times 100$$

A. total separation rate
B. avoidable turnover rate
C. resignation rate
D. unavoidable turnover rate

31. According to the four profiles proposed to describe employees, which dislikes the job but stays because of the pay, benefits or some other extrinsic job reward?
A. turnover
B. turn-ons
C. turn-offs
D. turn-ons plus

32. While there is some controversy concerning what the effects of dissatisfaction are at the workplace, researchers generally agree that high levels of dissatisfaction are associated with
A. low performance and quality
B. low absenteeism, turnover, and grievance rates
C. high grievance rates and low performance
D. high absenteeism, turnover, and grievance rates

33. According to one fascinating longitudinal study, what piece of information best predicted of employees responses on a job satisfaction survey 30 years into their work history?
A. their responses to similar questions from when they were in high school
B. their educational level and job status
C. how hard or stressful their work was
D. how well their supervisors treated them

34. _____ examines issues related to the fairness of the process. For instance "are the steps of the process followed exactly?" and "can I appeal the decision?"
A. distributive justice
B. procedural justice

C.   work place justice
D.   equity theory

35.   Which of the following should not be expected to reduce turnover?
A.   proper and realistic orientation procedures
B.   selection procedures which lead to a good fit between employee and employer
C.   focus upon selling the good points of the organisation to applicants and glossing over problems
D.   job enrichment approaches to add more depth and autonomy to the jobs

36.   Which of the following was suggested as way to reduce perceptions of unfairness at the workplace
A.   reclassify jobs that appear to be inequitably paid
B.   allow employees to be more involved in planning and controlling their work
C.   base promotions upon more objective measures of performance
D.   all of the above

37.   In the situation where there is a strong union, and employees rarely volunteer comments to management except through their shop stewards, what do your authors suggest as the best way to announce that a job satisfaction survey will be administered for the first time?
A.   with little notice, just before it is administered
B.   it would simply not be a good idea to administer such a survey
C.   notify the union leaders at least two weeks in advance
D.   notify the employees several weeks in advance

38.   Human resource planning is:
A.   a technique that identifies the critical aspects of a job
B.   the process of anticipating and making provision for movement of people, into, within, and out of an organisation
C.   the process of setting major organisational objectives and developing comprehensive plans to achieve these objectives
D.   the process of determining the primary direction of the firm

39.   The consequences of inadequate SHR planning may include all of the following except:
A.   vacancies that remain unstaffed
B.   overhiring followed by unnecessary layoffs
C.   the departure of key employees who are seeking better career opportunities
D.   a reduction in the lead time required to hire replacements

40. HR managers must be concerned with meshing HR planning and the
     A.   organisation's strategic plan
     B.   organisation's marketing position
     C.   organisation's return on its human assets
     D.   competitive environment

41. Strategic human resources planning (SHRP) involves all of the following except:
     A.   Anticipation of labour shortages and surpluses
     B.   Providing more employment opportunities for women, minorities and the disabled
     C.   Calculating the estimated cost of human capital for the fiscal year
     D.   Mapping out employee training programmes

42. One way human resource planning links to strategic planning is by providing a set of inputs into the:
     A.   strategy formulation process
     B.   strategy implementation process
     C.   strategic analysis process
     D.   source of competitive advantage

43. SHRP and strategic planning have a reciprocal relationship, which means:
     A.   SHRP is the implementation of strategic planning
     B.   SHRP is a product of strategic planning
     C.   strategic planning decisions affect and are affected by HR concerns
     D.   there is no distinction between strategic and SHR planning

44. Environmental factors that are frequently attended to by organisations include all of the following **except**:
     A.   economic factors
     B.   demographic trends
     C.   technological changes
     D.   employee turnover and absenteeism rates

45. Elements in an effective SHR planning process must include all of the following **except**:
     A.   making forecasts of labour demand
     B.   benchmarking best practices
     C.   performing supply analyses
     D.   balancing supply and demand considerations

46. Forecasts of human resources needs:
    A. are scientific and relatively error-free
    B. are difficult and should only be done on rare occasions
    C. should rely strictly on quantitative approaches, which utilise sophisticated analytical models
    D. estimate in advance the number and type of people that are needed to meet organisational objectives

47. The type of strategic change that can be planned carefully and implemented gradually is _____
    A. Radical anticipatory
    B. Incremental anticipatory
    C. Radical reactive
    D. Incremental reactive

48. Which of the following statements about the process of planned organisational change is true?
    A. There are a total of seven steps in the process
    B. The sequence of steps listed in the text is the only sequence of events that will produce a chaotic-free change in an organisation
    C. Human resource issues do not become a part of any planned organisational change until the change is completely implemented
    D. The first step in the planned organisational change process is an assessment of the external environment

49. Which of the following statements about forecasting is **false**?
    A. When the environment is more stable, forecasting is less complex than in unstable times
    B. Quantitative statistical methods are by far preferable to non-quantitative methods for forecasting
    C. Forecasting involves approximations, not certainties
    D. The longer the time horison, the more accurate the information used for forecasting

50. To ensure that those affected by planned organisational change do support the change, an organisation should:
    A. let the change happen gradually without any fanfare
    B. implement the change quickly and make it understood that those affected have the final say in what happens
    C. involve everyone affected by the change early in the change process
    D. keep communications at a minimum

1. _____ refers to the manipulation of the content, functions and relationships of jobs in a way that both accomplishes organisational purposes and satisfies the personal needs of individual job-holders.

A. Work ethic
B. Organisational development
C. Job design
D. Job analysis

2. Which one of the following statements regarding job rotation is false?
   A. Job rotation does not solve the problem of employee boredom
   B. Job rotation helps managers cope with frequent absenteeism and high turnover
   C. Job rotation is a type of job enrichment
   D. Job rotation is often effectively used as a training technique for new inexperienced employees

3. When you broaden the scope of a job by increasing the number of tasks to be performed, _____ has occurred.
   A. job enrichment
   B. job rotation
   C. job redesign
   D. job enlargement

4. Productivity is a measure of the relationship between _____
   A. goods and services
   B. time and output
   C. the quality of inputs and outputs
   D. inputs and the quality and quantity of outputs

5. Telecommuting is becoming very popular, but it does not work for everybody. One problem is:
   A. people cannot be trusted to work without supervision
   B. technology isn't sophisticated enough
   C. losing visibility at work can derail a career
   D. employee benefits, including medical insurance, do not cover working at home

6. When workers are expected to be present during core hours of certain days of the work, the company is using:
   A. job simplification
   B. job enrichment
   C. flexitime
   D. compressed work-weeks

7. Work is defined as
   A. what a person does for eight hours a day
   B. effort directed toward producing or accomplishing results
   C. a collection of tasks and duties performed by one person
   D. obligations to perform certain tasks and duties

8. A _____ is a grouping of tasks, duties and responsibilities that constitutes the total work assignment for employees.
    A. job family
    B. position category
    C. KSA
    D. job

9. _____ analysis studies the way work moves through the organisation.
    A. Workflow
    B. Job
    C. Performance
    D. Throughput

10. Job design addresses the content of jobs and
    A. the interrelationships among all jobs in the organisation
    B. the job's requirements
    C. the qualifications needed for someone to effectively perform the jobs' functions
    D. the effect of jobs on employees

11. Job enlargement involves
    A. broadening the scope of a job by expanding the number of different tasks to be performed
    B. increasing the depth of a job to provide more autonomy
    C. increasing the amount of impact the job has on other people
    D. shifting a person from job to job to increase variety

12. When you increase the depth of a job by adding responsibility for planning, organising, controlling and evaluating the job, _____ has occurred.
    A. job enlargement
    B. task significance
    C. job enrichment
    D. task character improvement

13. Which of the following is **not** an example of actions that enrich a job?
    A. Increasing a person's accountability for work by reducing external control.
    B. Rotating a person among different jobs to break the monotony.
    C. Giving feedback reports directly to employees.
    D. Giving a person an entire job rather than just a piece of the work.

14. Job _____ is the process of shifting a person from job to job.
    A. enlargement
    B. scope
    C. responsibility
    D. rotation

15. The extent to which the work requires several different activities for successful completion indicates its
    A. skill variety
    B. enlargement
    C. task identity
    D. enrichment

16. The _____ is composed of individuals who are assigned a cluster of tasks, duties and responsibilities to be accomplished.
    A. special-purpose team
    B. quality circle
    C. self-directed work teams
    D. autonomous work group

17. In which of the following scheduling arrangements do employees work a set number of hours per day but vary starting and ending times?
    A. virtual office
    B. compressed workday
    C. work sharing
    D. flexitime

18. In the _____ arrangement, a full week's work is accomplished in fewer than five days.
    A. compressed workweek
    B. virtual office
    C. telecommuting
    D. flexitime

19. _____ employees go to work via electronic computing and telecommunications equipment.
    A. Hotelling
    B. Contingent
    C. Telecommuting
    D. Virtual

20. In which of the following work arrangements do workers check in with an office concierge, carry their own nameplates with them and are assigned to work in cubicles or small offices?
    A. virtual office
    B. hoteling
    C. telecommuting
    D. contingent workplace

21. In the _____ arrangement, work is done anywhere, anytime, and people are judged more on results than on "putting in time".
    A. telecommuting
    B. hoteling

C.   flexiplace
D.   virtual office

22. Job analysis is a systematic way to
    A.   gather and analyse information about the content, context and human requirements of jobs.
    B.   analyse the distinct, identifiable work activities involved in a specific job classification
    C.   evaluate the quality of job performance of employees
    D.   evaluate the strategic determination of the relative worth of jobs

23. A distinctive, identifiable work activity composed of motions is a
    A.   duty
    B.   job
    C.   task
    D.   position

24. A _____ is a larger work segment composed of several tasks that are performed by an individual
    A.   responsibility
    B.   duty
    C.   position
    D.   job

25. In its most basic form, job analysis is necessary for
    A.   developing job description and specifications
    B.   planning the design and redesign of jobs
    C.   ensuring pay equity
    D.   developing a performance management system

26. Why is relying on supervisors for job analysis information not always advisable?
    A.   They might tend to inflate the importance of the job
    B.   They might feel threatened providing top management with this type of information
    C.   They might not know what their employees actually do on the job
    D.   They have a unique perspective of the job

27. Job analysis data can be gathered by the following methods:
    A.   interviews, historical data, questionnaires
    B.   questionnaires, experimentation, observations
    C.   observations, market data, experimentation
    D.   observations, interviews, questionnaires

28. With respect to observations as a job analysis technique
    A.   the method is limited because many jobs do not have a complete and easily observed job cycle

B. the manager or job analyst should make only one observation to avoid contamination of results
C. avoid repetitive jobs. Concentrate on "knowledge work"
D. observation must be continuous, not based on sampling.

29. What is a major advantage of the questionnaire method of gathering data on jobs?
A. A checklist is uncomplicated and easy for the employees to complete
B. Anonymity of questionnaires permit employees to give valid information
C. You obtain such a large body of data that follow-up observations and discussion are unnecessary
D. Information on a large number of jobs can be collected inexpensively in a relatively short period of time

30. The Position Analysis Questionnaire (PAQ) focuses on the _____ elements that describe behaviours necessary to do the job.
A. worker-oriented
B. organisation-oriented
C. market-oriented
D. job-oriented

31. The Functional Job Analysis (FJA) method examines the three components of
A. clerical, professional, and technical job elements
B. data, people, and things
C. activities, knowledge and skills
D. interpersonal, executive and information job elements

32. Job analysis can be a threatening experience for both managers and employees
A. if it highlights discrepancies between a manager's expectations and those of the employee
B. if it identifies the difference between what currently is being performed and what should be done
C. if it indicates that the job is no longer necessary for the organisation to achieve its goals
D. if it illustrates a poor record of performing the essential job functions

33. Which of the following is a problem that occurs when conducting a job analysis?
A. using the job description only as a broad outline of a job's duties
B. modesty when describing a job's importance
C. an overemphasis on the current employee
D. an emphasis on the employees' job satisfaction and involvement

34. _____ are the fundamental duties of a job.
A. Essential job functions
B. Minimum job elements
C. Primary requirements
D. Essential KSAs

35. A job _____ identifies what is done, why it is done, where it is done, and briefly, how it is done
    A. analysis
    B. performance standard
    C. specification
    D. description

36. Performance standards should flow directly from
    A. a job description
    B. job specifications
    C. KSAs
    D. the essential elements of the job

37. Job specifications list
    A. what the job accomplishes and how performance is measured in key areas of the job description
    B. the knowledge, skills, and abilities an individual needs to perform the job satisfactorily
    C. the tasks, duties and responsibilities of a job
    D. the education, experience and work skill requirements of a job

38. An example of a _____ for a secretary would be 'types 50 words per minute with no more than two errors".
    A. job description
    B. KSA
    C. performance standard
    D. job specification

39. The _____ section of the job description gives the job title, reporting relationships, department, location and date of analysis.
    A. identification
    B. general summary
    C. essential functions and duties
    D. specification requirements

40. Clear, precise statements on the major tasks, duties, and responsibilities performed are contained in the _____ section of the job description.
    A. identification
    B. general summary
    C. essential functions and duties
    D. specification requirements

41. An accurate _____ gives the qualifications needed to perform the job satisfactorily
    A. job description

B. job specification
C. job standard
D. performance standard

42. A job is:
    A. a group of related activities and duties
    B. the different duties and responsibilities performed by one employee
    C. a statement of the knowledge, skills, and abilities required to perform work
    D. a statement of the tasks, duties and responsibilities associated with work

43. A statement of the knowledge, skills and abilities required to perform a job is a:
    A. job requirement
    B. job specification
    C. job position
    D. job objective

44. Different jobs having similar duties and responsibilities can be grouped into:
    A. a position
    B. a job requirement
    C. a job family
    D. a skilled craft position

45. Job analysis is called the cornerstone of HRM because:
    A. the information obtained is proactive
    B. it is the first job given to new HRM employees
    C. the information it collects serves so many HRM functions
    D. it is required by law

46. Objectives accomplished through job analysis include all of the following **except**:
    A. establishing the job-relatedness of selection requirements
    B. establishing appropriate training material
    C. eliminating discrepancies between internal wage rates and market rates
    D. providing criteria for evaluating the performance of an employee

47. The job analysis technique that is worker oriented and covers 194 different tasks is:
    A. task inventory development
    B. the critical incident method
    C. the position analysis questionnaire
    D. functional job analysis

48. Most job descriptions contain all the following **except** a
    A. job title
    B. job identification section
    C. job duties section

D. job evaluation section

49. Which of the following is **not** a component of job design?
  A. industrial engineering considerations
  B. ergonomic considerations
  C. organisational objectives
  D. employee skills

50. Managers can enrich the jobs of employees by all of the following **except**:
  A. increasing the level of responsibility of the job
  B. eliminating autonomy so that employees can focus on job duties
  C. adding new tasks to the job that require training
  D. assigning specific tasks that allow them to become experts

1. The generation of a pool of qualified candidates to fill positions in the organisation constitutes the _____ phase.
  A. socialisation
  B. selection
  C. recruitment
  D. interviewing

2. The following are non-traditional recruitment strategies used by employers in South Africa due to the shortage of skilled labour, except for _____ .
  A. disadvantaged training programmes
  B. internships and mentoring programmes
  C. telecruiting
  D. job posting

3. The use of external recruiting has numerous advantages. Which of the following is not one of them?
  A. Applicant pool is greater
  B. New ideas and perspectives can be brought into the organisation
  C. Reduces internal in-fighting
  D. It is a cheaper process

4. The main external recruiting methods include all of the following except _____ .
  A. employee referrals
  B. direct applications
  C. campus recruiting
  D. job posting

5. The following are advantages in using newspapers for recruiting job candidates except for:
  A. ad size flexibility
  B. shorter deadlines
  C. concentrated circulation

D.   good printing quality

6.   The advantages of leasing employees include all the following except
A.   the client saves money by not providing benefits that are provided by the leasing company
B.   the leasing company is responsible for all the HR functions thus relieving the company of this burden
C.   management can spend more time on running the business and less time on HR functions
D.   there is a great loyalty towards the client than in the traditional employee/employer relationship

7.   _____ are the external supply pool from which organisations attract employees

A.   Employment offices
B.   Recruitment sites
C.   Labour markets
D.   Applicant pools

8.   The _____ includes all individuals available for selection, if all possible recruitment strategies are used
A.   manpower pool
B.   labour force population
C.   applicant pool
D.   applicant population

9.   The _____ pool consists of all persons who are actually evaluated for selection.
A.   selection
B.   applicant
C.   manpower
D.   recruitment

10.   The use of temporary workers may make sense in which of the following situations?
A.   The industry has a history of high turnover
B.   Government regulations make it too expensive to hire permanent employees
C.   The work is subject to seasonal or other fluctions
D.   The organisation wants to reduce its benefits costs

11.   Which of the following is **not** listed as a disadvantage of internal recruiting?
A.   longer adjustment or orientation time
B.   inbreeding
C.   possible morale problems for those not promoted

D.   need for strong management-development programme

12.   Which of the following is given as an advantage of external recruiting?
        A.   better assessment of abilities
        B.   shorter adjustment or orientation time
        C.   may bring new insights
        D.   having to hire only at entry level

13.   Which of the following approaches may add motivation for employees to stay and grow in the organisation rather than pursuing career opportunities elsewhere?
        A.   filling opening internally
        B.   listing open positions on the organisation=s web page
        C.   developing an organisational database
        D.   increased commitment to employee development

14.   In terms of recruiting, an advantage of organisational databases is that
        A.   they permit employers to comply more easily with the numerous Employment Equity rules
        B.   the Employment Equity legislation recommends non-biased, automated systems
        C.   databases maintain background information on existing employees
        D.   job candidates have more confidence in systems that minimise the possibility of personal bias

15.   Which of the following statements regarding job posting is **false**.
        A.   It gives each employee an opportunity to move to a better job within the organisation
        B.   It makes it difficult for supervisors to develop employees long term
        C.   Jobs are posted before any external recruiting is done
        D.   It reduces the paper work

16.   What is the principle advantage for hiring former employees?
        A.   most managers are eager to take back a former employee
        B.   their performance and capabilities are known
        C.   they usually cost less in terms of salary and benefits
        D.   their friends usually like to have an old colleague back

17.   Which of the following is **not** listed as an advantage of internet recruiting?
        A.   Saves costs compared to other sources such as newspaper advertising
        B.   Allows for more serious individuals to apply for jobs
        C.   Saves considerable time as applicants can respond quickly by sending e-mails rather than using Asnail mail@

D.   A large number of candidates may see a given job listing from around the world

18.   Which of the following is **not true** regarding the use of recruitment agencies?
A.   Employment agencies can save the company valuable time by screening out unqualified applicants and locating qualified ones
B.   Effective agencies may actually save the organisation money by reducing recruitment and selection costs
C.   Only two or three competent agencies should be used by one organisation
D.   The use of employment agencies in South Africa is very popular

19.   Which of the following statements about recruitment activities is true?
A.   Recruiting has little effect on employee retention
B.   Recruiting involves sorting and ranking job applicants
C.   Effective recruiting attracts individuals to the organisation
D.   Recruiting and hiring are interchangeable terms

20.   Effective recruitment activities:
A.   are consistent with the organisation=s strategy
B.   rely heavily on job analyses
C.   cause the job applicants to perceive the organisation as an employer of choice
D.   are accurately described by all of the above

21.   In designing recruitment activities, the two central issues addressed are:
A.   cost and applicant fit within organisational culture
B.   methods to use to find applicants and sources to target
C.   cost and places to look for applicants
D.   methods to use to find applicants and cost

22.   As a general rule, except for _____ jobs, companies needing to fill vacancies should look first at their internal labour market.
A.   entry level
B.   supervisory level
C.   executive level
D.   mid-manager level

23.   Grandular Fertilizer Company would like to hire a warehouse supervisor. The company has placed a notice on its employee bulletin board announcing that it was taking applications for this new position. This bulletin board notice is an example of a(n):
A.   job posting
B.   transfer opportunity
C.   employment offer
D.   work notice

24. Recruiting form within may
    A. increase recruiting costs
    B. reduce employee motivation
    C. inhibit creativity
    D. increase an organisation=s technology

25. The advantages of using temporary workers include all of the following **except:**
    A. lower employment costs
    B. increased flexibility in maintaining proper staffing levels
    C. increased employee loyalty
    D. usefulness in staffing for peak work periods

26. the process of choosing from a group of applicants the individual best suited for a particular position is known as:
    A. recruitment
    B. placement
    C. induction
    D. selection

27. Which of the following indicates the proper order of the basic elements in the selection process?
    A. selection instruments, job specification, job success criterion, job design, organisational goals
    B. job design, organisational goals, job success criterion, job specification, selection instruments
    C. job success criterion, job specification, job design, organisational goals, selection instruments
    D. organisational goals, job design, job success criterion, job specification, selection instruments

28. The information obtained from a completed application blank
    A. cannot be objectively scored
    B. is a poor predictor of job performance
    C. can be weighted according to each question=s validity
    D. is usually distorted by the applicant

29. the process of giving applicants a more accurate picture of the job and the organisation during the interview is called a
    A. valid orientation assessment
    B. realistic job preview
    C. accurate structured interview
    D. practical overview indication

30. The reliability of a selection instrument such as a test
    A. is said to be low if the same person=s scores do not vary greatly when the test is taken several times

B. is said to be high if a person=s scores vary greatly when the test is taken several times

C. is said to be high if the same person=s scores do not vary greatly when the test is taken several times

D. is said to be high when the test is not long

31. This type of interview involves a serious of harsh, rapid-fire questions intended to upset the applicant:
A. unstructured
B. structured
C. behavioural
D. stress interview

32. Assessment centres are useful in evaluating a candidate=s abilities in the following areas:
A. quantitative and communication skills
B. organising, planning, decision-making and leadership
C. interpersonal, writing and problem-solving skills
D. ability to work on a team

33. A straight forward and inexpensive way of verifying factual information about the applicant can take place by means of a
A. interest inventory
B. stress interview
C. background check
D. personality test

34. In a multiple-hurdles approach to making selection decisions, the organisation will:
A. interview the candidates many times
B. call in several judges to screen the applicants
C. reject an applicant who cannot pass any essential criterion for hiring
D. trade off weakness in one area for strengths

35. In the typical division of HR responsibilities for selection, the HR department will
A. make the final selection decision
B. interview final candidates
C. requisition employees with specific qualifications
D. obtain background and reference information

36. _____ is the extent to which a predictor repeatedly produces the same results over time.
A. Reliability
B. Test validity
C. Accuracy
D. Predictability

37. In the _____ approach, a minimum cutoff is set on each predictor, and each minimum level must be passed.
    A. single predictor
    B. test validity
    C. multiple hurdles
    D. combined

38. How does the compensatory approach combine predictors?
    A. a minimum cutoff is set on each predictor
    B. a higher score on one predictor offsets a lower score on another
    C. an average of predictor scores for all test takers is used to establish cutoffs
    D. multiple hurdles are set to compensate for the different predictors

39. Some employers use _____ to help prevent unrealistic expectations being formed during the selection process
    A. organisational job previews
    B. honest career assessment previews
    C. internship overviews
    D. realistic job previews

40. What is the purpose of re-employment screening?
    A. to provide a realistic job preview
    B. to encourage potential job candidates to complete application forms
    C. to determine if applicants meet the minimum qualifications for open jobs
    D. to obtain information for an Employment Equity report

41. Which of the following is a basic purpose of the application form?
    A. an initial record for the organisation=s Employment Equity plans
    B. to provide a defense in an employment discrimination case
    C. a record of the employer=s desire to hire someone for an open position
    D. a basic employee record for applicants who are hired

42. Tests that assess an individual=s personality or temperament are
    A. Medical tests
    B. Aptitude tests
    C. Psychological tests
    D. Knowledge tests

43. Which of the following measures attitudes about theft and related subjects
    A. polygraph tests
    B. genetic screening tests
    C. honesty tests
    D. personality-oriented honesty tests

44. The purpose of a(n) _____ is to obtain additional information on a candidate and to clarify information gathered throughout the selection process.
    A. polygraph test
    B. application form
    C. selection interview
    D. reference check

45. In a structured interview,
    A. all candidates meet in the same room with the same interviewer
    B. a set of standardised questions are asked of all job applicants
    C. each candidate appears before a panel of interviewers
    D. computers are used to devise a set of questions

46. In what type of interview might an applicant be asked the following: AHow did your handle a situation where there were no rules or guidelines for employee discipline?@
    A. behavioural
    B. negative
    C. nondirective
    D. stress

47. The _____ interview uses general questions from which other questions are developed
    A. situational
    B. nondirective
    C. stress
    D. flow

48. Several interviewers interview a candidate at the same time in a
    A. panel interview
    B. situational interview
    C. team interview
    D. structured interview

49. Which of the following is of little value to a potential employer and should not be used?
    A. academic transcripts
    B. law enforcement reports
    C. credit history
    D. personal references

50. Which of the following is true about genetic testing?
    A. Genetic testing minimises a company=s liability for workplace illnesses
    B. The public approves of the use of genetic testing for risk screening

C. **Genetic testing permits employers to exclude individuals from certain jobs if they have genetic conditions that increase their health risks**
D.   Genetic testing is a substitute for medical exams

1.   The generation of a pool of qualified candidates to fill positions in the organisation constitutes the _____ phase.
A.   socialisation
B.   selection
C.   recruitment
D.   interviewing

2.   The following are non-traditional recruitment strategies used by employers in South Africa due to the shortage of skilled labour, except for _____ .
A.   disadvantaged training programmes
B.   internships and mentoring programmes
C.   telecruiting
D.   job posting

3.   The use of external recruiting has numerous advantages. Which of the following is not one of them?
A.   Applicant pool is greater
B.   New ideas and perspectives can be brought into the organisation
C.   Reduces internal in-fighting
D.   It is a cheaper process

4.   The main external recruiting methods include all of the following except _____ .
A.   employee referrals
B.   direct applications
C.   campus recruiting
D.   job posting

5.   The following are advantages in using newspapers for recruiting job candidates except for:
A.   ad size flexibility
B.   shorter deadlines
C.   concentrated circulation
D.   good printing quality

6.   The advantages of leasing employees include all the following except
A.   the client saves money by not providing benefits that are provided by the leasing company
B.   the leasing company is responsible for all the HR functions thus relieving the company of this burden

C. management can spend more time on running the business and less time on HR functions
D. there is a great loyalty towards the client than in the traditional employee/employer relationship

7. _____ are the external supply pool from which organisations attract employees

    A. Employment offices
    B. Recruitment sites
    C. Labour markets
    D. Applicant pools

8. The _____ includes all individuals available for selection, if all possible recruitment strategies are used
    A. manpower pool
    B. labour force population
    C. applicant pool
    D. applicant population

9. The _____ pool consists of all persons who are actually evaluated for selection.
    A. selection
    B. applicant
    C. manpower
    D. recruitment

10. The use of temporary workers may make sense in which of the following situations?
    A. The industry has a history of high turnover
    B. Government regulations make it too expensive to hire permanent employees
    C. The work is subject to seasonal or other fluctions
    D. The organisation wants to reduce its benefits costs

11. Which of the following is **not** listed as a disadvantage of internal recruiting?
    A. longer adjustment or orientation time
    B. inbreeding
    C. possible morale problems for those not promoted
    D. need for strong management-development programme

12. Which of the following is given as an advantage of external recruiting?
    A. better assessment of abilities
    B. shorter adjustment or orientation time
    C. may bring new insights
    D. having to hire only at entry level

13. Which of the following approaches may add motivation for employees to stay and grow in the organisation rather than pursuing career opportunities elsewhere?
    A. **filling opening internally**
    B. listing open positions on the organisation=s web page
    C. developing an organisational database
    D. increased commitment to employee development

14. In terms of recruiting, an advantage of organisational databases is that
    A. they permit employers to comply more easily with the numerous Employment Equity rules
    B. the Employment Equity legislation recommends non-biased, automated systems
    C. **databases maintain background information on existing employees**
    D. job candidates have more confidence in systems that minimise the possibility of personal bias

15. Which of the following statements regarding job posting is **false**.
    A. It gives each employee an opportunity to move to a better job within the organisation
    B. **It makes it difficult for supervisors to develop employees long term**
    C. Jobs are posted before any external recruiting is done
    D. It reduces the paper work

16. What is the principle advantage for hiring former employees?
    A. most managers are eager to take back a former employee
    B. **their performance and capabilities are known**
    C. they usually cost less in terms of salary and benefits
    D. their friends usually like to have an old colleague back

17. Which of the following is **not** listed as an advantage of internet recruiting?
    A. Saves costs compared to other sources such as newspaper advertising
    B. **Allows for more serious individuals to apply for jobs**
    C. Saves considerable time as applicants can respond quickly by sending e-mails rather than using Asnail mail@
    D. A large number of candidates may see a given job listing from around the world

18. Which of the following is **not true** regarding the use of recruitment agencies?
    A. Employment agencies can save the company valuable time by screening out unqualified applicants and locating qualified ones
    B. Effective agencies may actually save the organisation money by reducing recruitment and selection costs

C.   Only two or three competent agencies should be used by one organisation

D.   The use of employment agencies in South Africa is very popular

19.   Which of the following statements about recruitment activities is true?
A.   Recruiting has little effect on employee retention
B.   Recruiting involves sorting and ranking job applicants
C.   Effective recruiting attracts individuals to the organisation
D.   Recruiting and hiring are interchangeable terms

20.   Effective recruitment activities:
A.   are consistent with the organisation=s strategy
B.   rely heavily on job analyses
C.   cause the job applicants to perceive the organisation as an employer of choice
D.   are accurately described by all of the above

21.   In designing recruitment activities, the two central issues addressed are:
A.   cost and applicant fit within organisational culture
B.   methods to use to find applicants and sources to target
C.   cost and places to look for applicants
D.   methods to use to find applicants and cost

22.   As a general rule, except for _____ jobs, companies needing to fill vacancies should look first at their internal labour market.
A.   entry level
B.   supervisory level
C.   executive level
D.   mid-manager level

23.   Grandular Fertilizer Company would like to hire a warehouse supervisor. The company has placed a notice on its employee bulletin board announcing that it was taking applications for this new position. This bulletin board notice is an example of a(n):
A.   job posting
B.   transfer opportunity
C.   employment offer
D.   work notice

24.   Recruiting form within may
A.   increase recruiting costs
B.   reduce employee motivation
C.   inhibit creativity
D.   increase an organisation=s technology

25.   The advantages of using temporary workers include all of the following **except:**

A.   lower employment costs
B.   increased flexibility in maintaining proper staffing levels
C.   increased employee loyalty
D.   usefulness in staffing for peak work periods

26.   the process of choosing from a group of applicants the individual best suited for a particular position is known as:
A.   recruitment
B.   placement
C.   induction
D.   selection

27.   Which of the following indicates the proper order of the basic elements in the selection process?
A.   selection instruments, job specification, job success criterion, job design, organisational goals
B.   job design, organisational goals, job success criterion, job specification, selection instruments
C.   job success criterion, job specification, job design, organisational goals, selection instruments
D.   organisational goals, job design, job success criterion, job specification, selection instruments

28.   The information obtained from a completed application blank
A.   cannot be objectively scored
B.   is a poor predictor of job performance
C.   can be weighted according to each question=s validity
D.   is usually distorted by the applicant

29.   the process of giving applicants a more accurate picture of the job and the organisation during the interview is called a
A.   valid orientation assessment
B.   realistic job preview
C.   accurate structured interview
D.   practical overview indication

30.   The reliability of a selection instrument such as a test
A.   is said to be low if the same person=s scores do not vary greatly when the test is taken several times
B.   is said to be high if a person=s scores vary greatly when the test is taken several times
C.   is said to be high if the same person=s scores do not vary greatly when the test is taken several times
D.   is said to be high when the test is not long

31.   This type of interview involves a serious of harsh, rapid-fire questions intended to upset the applicant:

A. unstructured
B. structured
C. behavioural
D. stress interview

32. Assessment centres are useful in evaluating a candidate=s abilities in the following areas:
    A. quantitative and communication skills
    B. organising, planning, decision-making and leadership
    C. interpersonal, writing and problem-solving skills
    D. ability to work on a team

33. A straight forward and inexpensive way of verifying factual information about the applicant can take place by means of a
    A. interest inventory
    B. stress interview
    C. background check
    D. personality test

34. In a multiple-hurdles approach to making selection decisions, the organisation will:
    A. interview the candidates many times
    B. call in several judges to screen the applicants
    C. reject an applicant who cannot pass any essential criterion for hiring
    D. trade off weakness in one area for strengths

35. In the typical division of HR responsibilities for selection, the HR department will
    A. make the final selection decision
    B. interview final candidates
    C. requisition employees with specific qualifications
    D. obtain background and reference information

36. _____ is the extent to which a predictor repeatedly produces the same results over time.
    A. Reliability
    B. Test validity
    C. Accuracy
    D. Predictability

37. In the _____ approach, a minimum cutoff is set on each predictor, and each minimum level must be passed.
    A. single predictor
    B. test validity
    C. multiple hurdles
    D. combined

38. How does the compensatory approach combine predictors?
    A. a minimum cutoff is set on each predictor
    B. a higher score on one predictor offsets a lower score on another
    C. an average of predictor scores for all test takers is used to establish cutoffs
    D. multiple hurdles are set to compensate for the different predictors

39. Some employers use _____ to help prevent unrealistic expectations being formed during the selection process
    A. organisational job previews
    B. honest career assessment previews
    C. internship overviews
    D. realistic job previews

40. What is the purpose of re-employment screening?
    A. to provide a realistic job preview
    B. to encourage potential job candidates to complete application forms
    C. to determine if applicants meet the minimum qualifications for open jobs
    D. to obtain information for an Employment Equity report

41. Which of the following is a basic purpose of the application form?
    A. an initial record for the organisation=s Employment Equity plans
    B. to provide a defense in an employment discrimination case
    C. a record of the employer=s desire to hire someone for an open position
    D. a basic employee record for applicants who are hired

42. Tests that assess an individual=s personality or temperament are
    A. Medical tests
    B. Aptitude tests
    C. Psychological tests
    D. Knowledge tests

43. Which of the following measures attitudes about theft and related subjects
    A. polygraph tests
    B. genetic screening tests
    C. honesty tests
    D. personality-oriented honesty tests

44. The purpose of a(n) _____ is to obtain additional information on a candidate and to clarify information gathered throughout the selection process.
    A. polygraph test
    B. application form
    C. selection interview
    D. reference check

45. In a structured interview,
   A. all candidates meet in the same room with the same interviewer
   B. a set of standardised questions are asked of all job applicants
   C. each candidate appears before a panel of interviewers
   D. computers are used to devise a set of questions

46. In what type of interview might an applicant be asked the following: AHow did your handle a situation where there were no rules or guidelines for employee discipline?@
   A. behavioural
   B. negative
   C. nondirective
   D. stress

47. The _____ interview uses general questions from which other questions are developed
   A. situational
   B. nondirective
   C. stress
   D. flow

48. Several interviewers interview a candidate at the same time in a
   A. panel interview
   B. situational interview
   C. team interview
   D. structured interview

49. Which of the following is of little value to a potential employer and should not be used?
   A. academic transcripts
   B. law enforcement reports
   C. credit history
   D. personal references

50. Which of the following is true about genetic testing?
   A. Genetic testing minimises a company=s liability for workplace illnesses
   E. The public approves of the use of genetic testing for risk screening
   F. Genetic testing permits employers to exclude individuals from certain jobs if they have genetic conditions that increase their health risks
   G. Genetic testing is a substitute for medical exams

1. The process of introducing new employees to the goals of the organisation, its policies and procedures, its values, the co-workers, as well as the activities and tasks to be performed, is known as
   A. recruitment

B. placement
C. induction
D. training

2. If a buddy/mentor system is used by the organisation, the person chosen as the new employee's buddy/mentor should be
    A. younger than the new employee
    B. from another department within the company
    C. the same age and grade as the new employee
    D. about to be promoted

3. As a department head, you should know which of the following is not true as far as induction within your department is concerned
    A. current employees do not need induction
    B. new employees should be introduced to co-workers
    C. overtime arrangements should be discussed
    D. a tour of the facilities might be a good idea

4. The welcome pack which is sent to new employees includes
    A. a letter of welcome from the managing director of the organisation
    B. organisational charts
    C. details of rules and conditions
    D. all of the above

5. The induction process is similar to what sociologists call
    A. initiation
    B. introduction
    C. indoctrination
    D. socialisation

6. Which of the following is not a benefit of induction?
    A. higher job satisfaction
    B. lower labour turnover
    C. better customer service through heightened productivity
    D. increase in absenteeism

7. The induction process has several important objectives some of which include
    A. establishing relationships with co-workers including subordinates and supervisors
    B. acquainting new employees with the goals of the organisation
    C. indicating the required behaviour patterns for effective performance
    D. all of the above

8. The absence of effective induction in organisations can be attributed to
    A. the lack of key components in induction programmes
    B. the lack of time or ability on the part of supervisors responsible for the task

C.   the fact that organisations do not regard anxiety and stress as a primary cause of labour turnover

D.   all of the above

9.   All of the following can be part of an induction programme except for
A.   a tour of the company
B.   hours of work
C.   the assessment centre

D.   the probationary period and expected on-the-job conduct

10. A typical induction programme in a large organisation is developed and monitored by
A.   the new employee's co-workers
B.   the chief executive officer (CEO)
C.   the new employee's supervisor
D.   the human resource department

11. According to Maslow's Hierarchy of Needs Model, which of the following factors would satisfy an individual's self-actualisation needs?
A.   increase in salary
B.   space or office size
C.   peer groups acceptance
D.   participation in the decision-making process

12. Maslow's Hierarchy of Needs describes an appealing concept that peoples' needs can be arranged in order of their importance, specifically:
A.   social, security, physical, self-fulfillment
B.   security, social, physical, self-fulfillment and self-esteem
C.   security, social, self esteem and self-fulfillment
D.   none of the above

13. Goal setting works best when:
A.   individuals are told to do their best
B.   individuals are free to decide for themselves
C.   superiors make it clear that failure will be penalised
D.   timely feedback is provided

14. Herzberg identified a number of factors that would motivate workers. Which of the following factors did Herzberg cite as motivators?
A.   working conditions
B.   work rules
C.   responsibility
D.   salary

15. The three factors, individual ability, effort level expended, and organisational support, affect
   A. organisational efficiency
   B. individual performance
   C. organisational effectiveness
   D. individual motivation

16. Performance is a function of
   A. aptitude and motivation
   B. goals and the rewards associated with their achievement
   C. goals, motivation and rewards
   D. ability, effort and support

17. _____ is the desire within a person causing that person to act
   A. motivation
   B. loyalty
   C. precept
   D. attitude

18. Which one of the following is the correct order of Maslow's hierarchy of needs?
   A. basic, security, self-esteem, social, achievement
   B. psychological, security, recognition, love, self-actualisation

   C. physiological, safety, belonging, esteem, self-actualisation
   D. existence, relatedness, growth

19. People using Maslow's hierarchy assume that workers in modern, technologically advanced societies
   A. will rarely reach the top of the hierarchy
   B. have basically satisfied their physiological, safety and belonging needs
   C. are concerned primarily with a lack of belonging and love
   D. are primarily motivated by money

20. To motivate workers in today's technologically advance society, employers should focus on satisfying the following needs
   A. physiological and safety
   B. belonging and social
   C. financial
   D. esteem and self-actualisation

21. Based on Herzberg's theory, what happens if all the hygiene factors are satisfactory?
   A. people may not be motivated to work harder
   B. workers are motivated
   C. absenteeism and turnover are likely to increase
   D. productivity increase

22. Herzberg's theory suggests that managers should
    A. understand that a satisfied worker is more productive than a dissatisfied worker
    B. ignore hygiene factors since they do not motivate workers
    C. use motivators as tools to enhance employee performance
    D. initially concentrate on higher order needs

23. Which of the following is a motivator in Herzberg's theory?
    A. salary
    B. recognition
    C. supervision
    D. interpersonal relations

24. In Frederick Herzberg's theory, interpersonal relationships, company policy, and supervision are identified as
    A. motivators
    B. satisfiers
    C. interpersonal factors
    D. hygiene factors

25. Deciding how to motivate employees requires managerial diagnoses of
    A. employees' efforts, abilities and expectations
    B. the competitive nature of the organisation's rewards
    C. the needs, desires and goals of each employee
    D. the strategic plans of the organisation

26. A(n) _____ is the unwritten expectations employees and employers have about the nature of their work relationship
    A. employment contract
    B. applicant assessment
    C. psychological contract
    D. biographical sketch

27. What is a psychological contract?
    A. The written employment contract between a job applicant and or prospective employer.
    B. The unwritten expectations employees and employers have about the nature of their work relationships.
    C. the sum of a new employee's experiences during the first days of the job.
    D. the trade-off between wages and benefits in the overall compensation package.

28. _____ are encompassed by psychological contracts.
    A. Only intangible items such as loyalty, fair treatment and job security
    B. Only wages, benefits, employee productivity and attendance
    C. All aspects of the working experience

D. Both tangible and intangible items

29. Research has confirmed that individuals whose psychological contract "obligations" are not being satisfied are
    A. generally underpaid
    B. more likely to leave
    C. psychologically depressed
    D. more likely to commit acts of workplace violence

30. _____ is a positive emotional state resulting from evaluating one's job experiences.
    A. Organisational commitment
    B. Job survival intentions
    C. Employee loyalty
    D. Job satisfaction

31. The degree to which employees believe in and accept organisational goals and desire to remain with the organisation is a definition of
    A. organisational commitment
    B. employee involvement
    C. job satisfaction
    D. loyalty

32. Research has found a close linkage between job satisfaction and
    A. productivity
    B. absenteeism
    C. motivation
    D. expectations

33. _____- is a process when employees leave the organisation and have to be replaced.

    A. Turnover
    B. Vacancy
    C. Attrition
    D. Changeover

34. An organisation's _____ shapes its members responses and defines what an organisation can or is willing to do
    A. mission
    B. ethics
    C. culture
    D. climate

35. _____ refers to teaching the corporate culture and management philosophies about how things are done
    A. Socialisation

B. Training
C. Organisational instruction
D. Bridging

36. Which of the following is <u>not</u> an appropriate topic for a company induction programme?
A. Key policies and procedures
B. Compensation
C. Job specifications
D. Safety and accident prevention

37. According to Maslow, involvement in strategy development would likely fulfill the _____ -level of needs.
A. security
B. social
C. esteem
D. physiological

38. Based on Herzberg's two-factor approach to work motivation, an example of a "hygiene" factor would be
A. salary
B. recognition
C. job satisfaction
D. quality arcles

39. Induction is the HR activity which introduces new employees to
A. the organisation
B. their tasks
C. their supervisors and work groups
D. all of the above

40. Which of the following is <u>not</u> part of Maslow's hierarchy of needs?
A. Hygiene needs
B. Safety needs
C. Esteem needs
D. Physiological needs

41. Which of the following are the two factors in Herzberg's theory of motivation?
A. Self-Actualisation and Safety
B. Motivators and De-Motivators
C. Motivators and Hygienes
D. Valence and Instrumentality

42. Job applicants <u>do not</u> generally receive induction.
A. before appointment
B. from other employees
C. from the employer

D. as part of skill training

43. The responsibility for formal induction is usually shared by the HR departments and the new employee's.
    A. immediate superior
    B. peers
    C. subordinates
    D. former boss

44. You are responsible for scheduling induction sessions for your new employees. You should keep in mind that:
    A. one long (all-day) session is best
    B. few organisations do an ineffective job of induction
    C. several brief (two-hour) sessions spread out over several days are best
    D. even an ineffective induction programme will not result in a negative attitude on the employee's part.

45. A successful induction programme should
    A. focus on employee needs
    B. focus on company needs
    C. strike a balance between company and employee needs
    D. be modelled on employment equity guidelines

46. One way that is <u>not</u> recommended to obtain feedback from new employees on the effectiveness of induction programmes is
    A. questionnaires completed by all new employees
    B. in-depth interviews of randomly-selected new employees
    C. group discussions with new employees
    D. interview the supervisors of new employees regularly

47. Which of the following statements is not true about induction programmes?
    A. Tell the new employee to drop by if there are any problems – mature, responsible employees do not need hand holding.
    B. The manager should check on the new employee's progress during the first few weeks.
    C. The HR department should schedule a follow-up after the employee has been on the job for a number of weeks.
    D. An evaluation of the whole programme should be done periodically by the HR department.

48. Induction of disadvantaged employees should
    A. be in oral form, followed by written instructions
    B. be given in written form only
    C. be in written form followed by oral instructions
    D. be totally in oral form

49. The principal purposes of induction do not include
    A. evoking mild anxiety to help new recruits produce better
    B. saving time for supervisors
    C. reducing turnover
    D. developing realistic, positive attitudes

50. An induction programme for a group of new employees would not include which of the following:
    A. an overview of the company's organisation structure
    B. a statement of HR policies
    C. detailed instructions on the job each employee is to perform
    D. an explanation of the company's compensation benefits

1. **An appraisal system that focuses on the personal characteristics of an employee rather than any other factor, is**
    A. an outcomes-based system
    B. a trait-based system
    C. a behavioural system
    D. an objective system

2. **The two basic objectives of performance appraisals are:**
    A. positive and negative reinforcement
    B. evaluative and judgmental
    C. evaluative and developmental
    D. judgmental and directive

3. **The first step in developing a formal performance appraisal system is to**
    A. discuss the methods with employees
    B. train supervisors
    C. determine performance requirements
    D. choose an appropriate appraisal method

4. **Experts suggest several guidelines that, if strictly followed, will help protect a company from problems related to its performance appraisals. These include:**
    A. written appraisals should be conducted regularly for all employees
    B. supervisors and other appraisers should be trained thoroughly in proper appraisal procedures
    C. appraisers should apply consistent, explicit and objective job-related standards when preparing performance appraisals
    D. all of the above

5. **When a rater lets one particular aspect of an employee's performance influence the evaluation of other aspects of performance, he/she is committing which error?**
    A. supervisory bias
    B. central tendency

C.   leniency

D.   halo

6.   **In this approach to performance appraisal several supervisors and employees compile a list of actual job experiences involving extraordinarily good or bad employee performance:**
A.   essay evaluation
B.   critical incidents method
C.   management by objectives
D.   ranking

7.   **In the majority of performance appraisal cases, the employee is rated by**
A.   the supervisor
B.   a committee of supervisors
C.   the employee's peers
D.   someone outside the work situation

8.   **Listing all employees from highest to lowest in performance is known as**
A.   forced distribution
B.   ranking
C.   paired comparison
D.   management by objectives

9.   **Comment cards found in hotels, restaurants and service stations are all examples of which type of evaluation?**
A.   peer
B.   reverse appraisals
C.   self-rating
D.   customer/client

10.   **What is a possible gain from using the tell and listen interviewing technique?**
A.   assured improvement in some areas
B.   a more favourable view of the supervisor
C.   increased worker freedom
D.   change is facilitated

11.   **A _____ system consists of the processes used to identify, encourage, measure, evaluate, improve and reward employee performance.**
A.   performance appraisal
B.   performance management
C.   organisational analysis
D.   organisational feedback

12.   **Performance management links organisational strategy to organisational**
A.   culture
B.   goal setting

C. rewards
D. results

13. **Performance is essentially**
    A. what an employee does or does not do.
    B. limited to what can be effectively measured.
    C. what a supervisor says it is.
    D. the quantity and quality of output.

14. _____ **information identifies a subjective character trait of the employee such as loyalty, dependability or creativity**
    A. Results-oriented
    B. Behaviourally-anchored
    C. Personality-factor
    D. Trait-based

15. **Which of the following is true about using behaviour-based information for evaluating job performance?**
    A. The aim is to identify the one behaviour which will lead to job success.
    B. Behaviour-based information clearly specifies the behaviours management want to see.
    C. Behaviour-based information is the easiest to develop.
    D. Behaviour-based information looks at what the employee has done or accomplished.

16. **Results or outcome-based information, used for evaluating performance**
    A. focuses on specific behaviours that lead to job success.
    B. identifies character traits that result from job success.
    C. determines how well the employees do their jobs.
    D. considers employee accomplishments.

17. **Performance _____ define the expected levels of performance**
    A. measures
    B. standards
    C. appraisals
    D. objectives

18. _____ **is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees.**
    A. Performance appraisal
    B. Job evaluation
    C. Appraisal interview
    D. Supervisor rating

19. **Which of the following would be a development function of performance appraisal?**

A. linking performance appraisal with promotional opportunities.
B. permitting the employee to comment on the supervisor's performance.
C. identifying areas in which the employee might wish to grow.
D. communication performance expectations to the employee

20. **In the appraisal process, managers are typically responsible for**
A. making sure the reports are in on time
B. training the raters
C. designing the formal appraisal system
D. reviewing appraisals with employees

21. **Traditional ratings of employees by supervisors is based on the assumption that**
A. employees are more receptive to criticism from their immediate supervisors.
B. they have regular day-to-day opportunities for informal appraisals.
C. the immediate supervisor is the person most qualified to evaluate the employee's performance realistically, objectively and fairly.
D. supervisors are more aware of their subordinates desires and goals.

22. **Total quality management (TQM) emphasises**
A. team performance rather than individual performance.
B. a balance between quality and quantity of outcomes.
C. individual accountability for the quality of work outcomes.
D. quality of outputs over total quantity.

23. **Multirater, or _____ recognises that the manager is no longer the sole source of performance appraisal information**
A. team appraisal
B. outside raters
C. peer evaluation
D. 360□ rating

24. **In which appraisal method is feedback obtained from various colleagues and constituencies and given to the manager?**
A. 360□ appraisal
B. supervisors rating their employees
C. team members rating each other
D. comprehensive appraisal

25. **Which performance appraisal method consists of listing all employees from highest to lowest in performance?**
A. checklist
B. graphic rating scale
C. ranking
D. forced distribution

26. **In the _____ method, the manager keeps a written record of both highly favourable and unfavourable actions in an employee's performance during the entire rating period.**
    A.   checklist
    B.   paired comparisons
    C.   essay
    D.   critical incident

27. **What is the first step in constructing behavioural scales?**
    A.   determining a "standard of excellence" for each job dimension.
    B.   identifying the most important factors in an employee's job description.
    C.   assessing the performance of the current job holder(s).
    D.   specifying the performance goals that each employee hopes to attain within an appropriate period of time.

28. **_____ specifies the performance goals that an individual and his or her manager agree to try to attain within an appropriate length of time.**
    A.   Behavioural rating scales
    B.   Strategic performance management
    C.   The critical incident technique
    D.   Management by objectives (MBO)

29. **Which of the following is a key assumption underlying Management by objectives?**
    A.   An employee who is involved in planning and setting objectives and determining the performance measures tend to show a higher level of commitment and performance.
    B.   If supervisors set clearly defined objectives, employees are motivated to increased levels of effort.
    C.   Employees perform better when they do not deviate from clear and precise objectives.
    D.   There should be an emphasis on penalties associated with not meeting objectives.

30. **The _____ occurs when a rater gives greater weight to recent events when appraising an individual's performance.**
    A.   contrast error
    B.   halo error
    C.   recency effect
    D.   primacy effect

31. **A _____ is committed when an appraiser rates all employees with a narrow range (usually the middle or average).**
    A.   contrast error
    B.   central tendency error

C. generalisation error
D. leniency error

32. **Developmental purposes of performance appraisal include all of the following except:**
    A. recognising individual performance
    B. **validating selection procedures**
    C. improving communication
    D. identifying strengths and weaknesses

33. **One advantage of peer appraisals is that:**
    A. peers are less politically motivated than supervisors.
    B. **peers may furnish more accurate and valid information than supervisors**.
    C. peers may work harder to help other employees improve performance
    D. peers are often partially responsible for the performance of other co-workers.

34. **A performance-rating error in which the appraiser consistently gives low ratings even though some employees may have achieved an average or above-average performance level is referred to as a:**
    A. recency error.
    B. error of central tendency.
    C. **strictness error.**
    D. halo error

35. **Performance criterion can be classified as either _____ , _____ , or _____ .**
    A. trait, behavioural, judgemental.
    B. **trait, behavioural, results.**
    C. behavioural, judgmental, results.
    D. behavioural, judgmental, attitudinal.

36. **Which of the following appraisal methods helps guard against recency error?**
    A. **critical incident**
    B. forced-choice method
    C. graphic rating scales
    D. mixed-standard scale

37. **Three different approaches to performance appraisal interviews analysed by Norman RF Maier are:**
    A. tell-and-sell, tell-and-train, and developmental.
    B. **tell-and-sell, tell-and-listen, and problem-solving**.
    C. tell-and-train, problem-solving and developmental.
    D. tell-and-listen, tell-and-train and problem-solving.

38. **The appraisal interview that requires interviewers to possess the ability to persuade an employee to improve in a prescribed manner is:**
   A. tell-and-develop.
   B. tell-and-listen.
   C. tell-and-sell.
   D. problem-solving.

39. **The type of appraisal interview that seeks to stimulate growth and development in the employee by discussing the problems, needs, innovations, satisfactions and dissatisfactions the employee has encountered on the job is the _____ method.**
   A. problem-solving.
   B. tell-and-develop.
   C. tell-and-sell.
   D. tell-and-listen.

40. **In which type of appraisal interview does the interviewer communicate the strong and weak points of and employee's performance during the first part of the interview, and then explore the employee's feelings about the appraisal in the second part?**
   A. problem-solving
   B. tell-and-develop
   C. tell-and-sell
   D. tell-and-listen

41. **External factors that may be sources of ineffective performance include all of the following except:**
   A. industry decline
   B. union-management conflict
   C. boredom with the job
   D. legal constraints

42. **Good goals are:**
   A. easy to achieve
   B. challenging
   C. subjective
   D. flexible

43. **Which of the following statements about management by objectives (MBO) is true?**
   A. MBO will not succeed without the total commitment of management to the process.
   B. MBO requires subordinates to set their own goals as part of their growth and development.
   C. MBO begins with the establishment of employee objectives for the upcoming performance period.

D. All of the above statements about management by objectives (MBO) are true.

44. **The primary advantage of the graphics rating scale is:**
    A. the logical way in which it uses direct output measures
    B. the way in which the appraisal format removes all subjectivity from the evaluation process
    C. the ease with which it can be used to define employee performance dimensions
    D. its simplicity

45. **The 360☐ appraisal:**
    A. look to see what the employee contributed to the corporate objective(s) each day.
    B. is a multiple-source evaluation.
    C. is a complete reversal of the typical evaluation in that it allows subordinates to evaluate their supervisors.
    D. produces less valid results than the focal point review.

46. **Sources of performance data for a retail clerk may include:**
    A. the employee's supervisor.
    B. the employee herself/himself.
    C. the employee's customers.
    D. all fo the above.

47. **Which of the following is not a personal trait?**
    A. productivity
    B. dependability
    C. intelligence
    D. adaptability

is not a basis for evaluating performance?
    A. opinions of peers
    B. customer satisfaction
    C. error rates
    D. skill level

49. **Which type of rating scale contains detailed descriptions of each point on the scale rather than simply numbers?**
    A. detailed rating scales
    B. work standards
    C. graphic rating scales
    D. nongraphic rating scales

50. **When employees attempt to bias the performance appraisal in their favour by using demotion-preventative or promotion-enhancing strategies, they are engaged in:**

A. **impression management**
B. halo effect
C. management by objectives (MBO)
D. techno-stress

1. _____ has historically referred to the acquisition of technically oriented skills by line employees and often has focused on a short run perspective
   A. management development
   B. training
   C. general training
   D. career ladder

2. The ability to view the organisation as a whole and coordinate and integrate a wide array of functions, activities and goals is referred to as
   A. technical skill
   B. people skill
   C. conceptual skill
   D. human-relations skill

3. Tom Palumbo has a vast knowledge of the equipment, work methods, and work technologies used by the employees in his department. Tom has strong:
   A. human-relations skills
   B. conceptual skills
   C. people skills
   D. technical skills

4. According to the discussion of traditional management skills, which skill becomes increasingly important as someone moves up the ladder from lower- to middle-and upper-levels of management?
   A. conceptual skills
   B. human-relations skills
   C. technical skills
   D. people skills

5. Which of the following is not one of the standard levels at which needs assessment may be conducted?
   A. organisational analysis
   B. operations analysis
   C. individual analysis
   D. skills analysis

6. Results from an assessment centre, input from group discussions, T&D questionnaires, and information from performance appraisals, are all excellent ways to collect needs assessment information as part of which level of analysis?
   A. individual analysis

B.   skills analysis
C.   operations analysis
D.   organisational analysis

7.   The Backstreet Recording Company has a figure drawn in it's HR planning documents that shows the current management hierarchy and indicates a suggested replacement for each of the key people just in case they leave the organisation. This figure is called:
A.   an organisational chart
B.   a management succession chart
C.   an exit interview figure
D.   an employee needs assessment figure

8.   Job rotation, lateral promotions, enriched and enlarged job responsibilities, mentoring and committee assignments are all examples of _____ training techniques.
A.   traditional nonmanagerial
B.   university

C.   away-from-the job
D.   on-the-job (OJT)

9.   Mentoring involves an experienced employee who provides guidance to a junior employee, also referred to as a:
A.   protégé
B.   mentor
C.   monitor
D.   junior

10.   According to recent research, which of the following statements best describes the likelihood that a top-performing woman will be mentored?
A.   The likelihood is much lower than that of a top-performing man
B.   The likelihood is about the same as a top-performing man, if they both have the same amount of education
C.   The likelihood is much better than that of a top-performing man
D.   Few data are available about mentoring differences between the genders

11.   Which of the following T&D techniques are generally considered as away-from-the job?
A.   committee assignments and enlarged or expanded job duties
B.   mentoring
C.   programmes conducted in the organisation's training area by either external or internal trainers
D.   job instruction training (JIT)

12. Among the away-from-the-job techniques discussed, which controversial method has the advantage of delivering uniform information to a large group of people and is the second most popular, with 85% of organisations using the method?
    A. assessment centre
    B. vestibule

    C. technology-based T&D systems
    D. lecture

13. Which of the following away-from-the-job techniques creates an area in the training facility that looks like the workplace so that the trainee can learn to use machinery or technology in the safe but realistic environment?
    A. vestibule
    B. in-basket exercise
    C. lecture
    D. conference/discussion

14. Which of the following away-from-the-job techniques requires managers to participate in activities for two or three days, like in-basket and leaderless group exercises to identify their managerial strengths and weaknesses?
    A. role-playing
    B. assessment centre
    C. job instruction training (JIT)
    D. technology-based T&D systems

15. Which of the following T&D techniques is a generic term to management or executive development programmes that take place in outdoor settings and include strenuous and somewhat dangerous activities?
    A. sensitivity training (T-group)
    B. behaviour modeling
    C. wilderness training
    D. outdoor management training (OMT)

16. HRD specialists have suggested guidelines to prevent the backlash that many earlier diversity training programmes received. Which of the following was not one of those suggested guidelines?
    A. Seek trainers who have an obvious political agenda or support a particular group
    B. Integrate any diversity T&D programme into the organisation's overall approach to diversity
    C. Do not pressure only one group to change
    D. All viewpoints should be allowed expression even concepts like "reverse discrimination"

17. The learning environment of the workplace must be considered in T&D planning. An effective _____ is one in which the environment -

including leadership, rewards, and punishments - assists rather than hinders the training efforts.

A.   communication climate
B.   transfer climate
C.   environment
D.   human resource development (HRD) programme

18.   Which of the following is not a main advantage of using away-from-the-job techniques instead of using on-the-job training (OJT)?
A.   cost-efficiency since groups rather than individuals are usually trained
B.   more competent trainers since they are training specialists
C.   excellent transfer of learning, especially when the T&D is off site
D.   normal pressures and interruptions of the workplace are minimised

19.   Wexley and Latham's 3x3 matrix suggests what type of training is indicated based upon three goals and three strategies. Which of the following is the list of their three "strategies" for training?
A.   self-awareness, job skills, and motivation
B.   on-the-job training (OJT), away-from-the-job training, and repetition
C.   reinforcement, expectancy, and equity
D.   cognitive, behavioural, and environmental

20.   Tom James is an employee at the Green Leaf Medical supply Company. He has developed a training programme that has two excellent design features. First, the segments of the training programme are logically connected - segment 1 information is needed to perform segment 2. Second, many examples of how the training relates to Green Leaf's day-to-day operations are given. Which two principles of learning are addressed by these two features?
A.   neurolinguistic programming (NLP) and whole-brain theories
B.   organisation and application
C.   repetition and feedback
D.   participation and motivation

21.   Responsibility for effective T&D programmes is:
A.   given exclusively to the training or HR professionals
B.   given exclusively to the line supervision and management
C.   shared by the line managers and training staff professionals
D.   delegated to external T&D consultants

22.   The National Qualifications Framework (NQF) is a totally new approach to education and training in South Africa. Moving from the past to the future will require a new mind-set among education and training providers. The following are examples of the new or future mind-set to be adopted except:
A.   Registered national standards must be formulated
B.   The focus must be on outputs
C.   Education and training must be institution centred

D. Developing and maintaining a national record of learning database

23. Which of the following are principles required to underpin qualifications, and to derive the full benefit form the NQF:
   A. Education and training should be and remain relevant to national development needs
   B. Education and training should have international credibility
   C. As long as proof is provided, education and training should give credit for prior learning obtained through formal, non-formal, as well as informal learning
   D. All of the above

24. The following are the main functions of the National Standards Bodies (NSBs):
   A. Establish moderation requirements to be applied by ETQAs
   B. Recommend the registration of Unit Standard Qualifications to SAQA
   C. Ensure that SAQA requirements are met by SGBs for the generation of Unit Standard and Qualifications by SAQA
   D. All of the above

25. This document forms the legal base line for further development of the integrated approach to education and training:
   A. Skills Development Act
   B. Manpower Training Act
   C. Public Finance Management Act
   D. SA Qualifications Authority Act

26. The functions of the SA Qualifications Authority (SAQA) include amongst others:
   A. To formulate a publish policies and criteria for the registration of bodies responsible for establishing education and training standards or qualifications
   B. To oversee the implementation of the NQF
   C. To formulate and publish policies and criteria for the accreditation of bodies responsible for monitoring and auditing achievements
   D. All of the above

27. The Director of Human Resources asks you what mechanism is used to register the type of training and development provided by Green House (Pty) Ltd. Your answer is:
   A. The South African Qualifications Authority (SAQA)
   B. The Standards Generating Body (SGB)
   C. The National Qualifications Framework (NQF)
   D. Higher Education Board

28. Which of the following are objectives of the Skills Development Strategy for the country as a whole?
    A. To assist new entrants into the labour market to find employment
    B. To foster skills development in the formal economy for productivity and employment growth
    C. To develop a culture of life long learning
    D. all of the above

29. Viewed narrowly, _____ provides employees with specific, identifiable knowledge and skills for use in their present jobs
    A. orientation
    B. learning
    C. employee development
    D. training

30. Development is distinguished from training, in that
    A. development is broader in scope, focusing on individuals gaining new capabilities useful for both present and future jobs
    B. Employment equity regulations apply primarily to training not development
    C. training is used mostly for management positions
    D. development provides people with specific, identifiable knowledge and skills for use on their present jobs

31. A growing number of companies have recognised that training and HR development are
    A. expensive substitutes for public education
    B. primarily associated with orienting new employees to the organisation and their jobs
    C. integral to competitive business success
    D. an expense that can be cut when times get tough

32. With respect to training the HR unit
    A. has a more shorter-term view of employee careers than operating managers
    B. should conduct on-the-job training
    C. serves as a source of expert training assistance and coordination
    D. is the best source of technical info used in skill training

33. In a typical division of training responsibilities, the HR unit
    A. monitors training needs
    B. prepares skill-training materials
    C. conducts on-the-job training
    D. participates in organisational change efforts

34. In a typical division of training responsibilities, which of the following would be a primary responsibility of operating managers?

A. prepare skill-training materials
B. provide input and expertise for organisational development
C. conduct or arrange for off-the-job training
D. monitor training needs

35. How does training add value to an organisation?
A. by linking training strategy to organisational objectives, goals, and business strategies
B. by ensuring that the benefits flowing from training exceeds the training and development costs
C. by creating a Chief Learning Officer (CLO) position to coordinate training
D. by producing direct "bottom line" results

36. What are the three phases of the training process?
A. planning/unfreezing, training, refreezing
B. strategise/plan, organise, justify
C. analysis, development and implementation, control
D. assessment, design and delivery, evaluation

37. Departments or areas with high turnover, high absenteeism, low performance, or other deficiencies can be pinpointed through which level of the training needs assessment?
A. job/task analysis
B. organisational analysis
C. individual analysis
D. group analysis

38. The most common type of training at all levels in an organisation is
A. simulation exercises
B. role playing
C. on-the-job training
D. classroom instruction

39. _____ is defined as the use of the Internet to conduct training on-line
A. Computer-assisted learning
B. E-learning
C. Cooperative learning
D. Simulation learning

40. Training can be examined on the basis of costs and benefits associated with the training through a
A. return on investment (ROI) analysis
B. return on expectations (ROE) comparison
C. cost-benefit analysis
D. results-oriented evaluation

41. Line managers can contribute most significantly to employee training and development when
    A. **acting as coaches and mentors**
    B. designing training techniques
    C. exploring new training technology
    D. administering the training process

42. Off-the-job training:
    A. is inappropriate when the employees are expected to master complex competencies
    B. **is very expensive**
    C. creates learning that is easily transferred back to the job
    D. is inappropriate when the employer wants affective outcomes

43. The vestibule method is commonly used in which type of training programme?
    A. assessment centre
    B. mentoring and coaching
    C. role playing
    D. **simulation**

44. From the broadest perspective, the goal of training is to contribute to:
    A. social improvement
    B. personal growth
    C. **organisational goals**
    D. departmental challenges

45. Many organisations never make the connection between their _____ and their training programmes
    A. technology
    B. competition
    C. **strategic objectives**
    D. functional requirements

46. A manager who provides a continuing flow of instructions, comments, and suggestions to the subordinate is engaging in what type of on-the-job training?
    A. case study
    B. **coaching**
    C. individual development
    D. role modeling

47. This training method consists of having the trainee assume the attitudes and behaviour of others
    A. job rotation
    B. case study
    C. simulation study
    D. **role playing**

48. The method of providing a variety of work experiences to broaden the knowledge and understanding required to manage more effectively is known as:
    A.   job rotation
    B.   lateral transfer
    C.   individual development
    D.   role modeling

49. The principle of learning that is being emphasised by performing the same task over an over is:
    A.   whole learning
    B.   meaningfulness of presentation
    C.   practice and repetition
    D.   transfer of training

50. Possible benefits of mentoring to both the employer and protégé include
    A.   The mentor may advance the career of the protégé by nomination for promotion
    B.   The mentor may provide the protégé with visibility in the organisation or profession through joint efforts
    C.   The mentor may protect the protégé from controversial situations and provide coaching by suggesting work strategies
    D.   All of the above

1. The systematic determination of the relative value of jobs within an organisation which results in an organisation=s pay system is called a:
    A.   wage survey system
    B.   job evaluation system
    C.   performance appraisal system
    D.   quality of work life system

2. In order to safeguard the relationship between performance and motivation, which of the following activities must an organisation avoid:
    A.   performance awards
    B.   accurate evaluations
    C.   green circle jobs
    D.   supervisor feedback

3. For a compensation system to be effective at motivating improved performance, it must
    A.   be based an accurate measures of performance
    B.   be clear what the compensation rewards are
    C.   depend on supervisors providing honest, accurate and timely feedback
    D.   all of the above

4. People who work as part of a team and who produce at less than their maximum capability yet receive the full benefits of group membership are called:
   A.   free-riders
   B.   social loafers
   C.   team leaders
   D.   bottom-feeders

5. Deciding how many steps should be included in a pay grade is a difficult task. What are the basic problems of a pay grade with too many steps?
   A.   Employees have to wait too long to achieve the benefits of the upper-level steps
   B.   Employees will move through the pay grade too quickly, thus reducing their motivation to produce after achieving the benefits of the upper-level steps
   C.   Employee motivation will decrease because they cannot visualise how to move outside the pay grade without taking a pay cut.
   D.   Employee motivation is affected because the rewards within each step are so small that employees may not be willing to perform for such small increases

6. Entry level positions are usually given a number of steps within a pay grade. Why do management groups prefer to use this philosophy in building their compensation systems?
   A.   Entry level positions have a task structure that takes a period of time to learn. Having a number of steps create motivation along the way
   B.   Allowances must be made for individual differences in hiring candidates with different levels of experience and skills
   C.   Since many entry level jobs are undefined in the beginning, having a number of pay steps helps to alleviate excessive payroll costs
   D.   Both a and c are uses for having several steps in entry level job pay grades

7. Organisations must address the issue of overlapping pay grades in developing their compensation systems. What are the drawbacks to creating a compensation system that incorporates overlapping pay grades?
   A.   Organisations are forced to give pay raises to employees who move from one grade to another
   B.   Overlapping pay grades reduce the range of steps in a pay grade and thus takes away the motivational opportunities that pay steps are created to produce
   C.   Supervisors may manage employees who are actually paid more than the supervisor
   D.   There are no drawbacks

8. Merit pay systems are created using a number of assumptions about employees and the organisational systems that measure employee performance. Which of the following assumptions is not utilised in creating merit pay systems?
    A. The present organisational systems are able to measure employee differences in performance
    B. Employees can actually perceive that there is a difference between high performance and low performance in the pay system
    C. Employees will actually increase their future performance based on past merit pay increases
    D. The construction of a merit pay system will alleviate employment equity problems associated with nonquantitative evaluation systems

9. Team-based incentive systems differ from traditional individual incentives by all of the following except:
    A. goals and results that are established with the team in mind not the individual
    B. being established on a solid communication system between management and the team
    C. awards that do not differ significantly across members within the same team
    D. less dependence on 360 degree feedback

10. Tom Peters outlined a number of ideas that should be considered in developing incentive programmes for compensation systems. Which of the following guidelines does not alleviate problems with incentive programmes?
    A. distribute deferred income
    B. emphasise team performance
    C. quick feedback
    D. above average base

11. Profit sharing plans have increased in popularity for a number of reasons. Why do management groups prefer profit sharing plans?
    A. profit sharing payments are not tied to inflation
    B. worker=s pay is tied to their productivity
    C. worker=s feel more a part of the company and may work harder to eliminate waste and increase efficiency
    D. all of the above

12. Compensation is important. Why must employers provide several types of compensation?
    A. to meet employee needs
    B. to attract, retain and reward employees
    C. to reward employees for outstanding performance
    D. to allocate scare organisational resources

13. Which of the following would be an example of an intrinsic reward?
    A. stock options
    B. additional medical insurance coverage
    C. country club membership
    D. praise from a supervisor for completing a special project

14. Medical insurance paid by the employer, is classified as a _____ reward.
    A. variable
    B. intrinsic
    C. extrinsic
    D. direct

15. Which of the following is identified as the basic compensation an employee receives?
    A. incentive
    B. benefits
    C. base pay
    D. motivator

16. Which type of compensation is linked directly to individual, team or organisational performance?
    A. incentive pay
    B. motivators
    C. wages
    D. salary

17. In a division of compensation responsibilities, _____ typically conduct (s) job evaluations and wage surveys.
    A. operating managers
    B. HR specialists
    C. senior management
    D. outside consultants

18. _____ is the perceived fairness of the relation between what a person does and what the person receives.
    A. distributive justice
    B. procedural justice
    C. equity
    D. compensation satisfaction

19. What is a likely outcome when an organisation=s compensation is viewed as lacking external equity?
    A. lower than average turnover
    B. employees discussing their pay with other employees
    C. pressures for secrecy regarding pay and benefits

D.   difficulty recruiting qualified and high-demand employees

20.   When using the point method of job evaluation, a _____ factor is used to identify a job value that is commonly present throughout a group of jobs
       A.   compensable
       B.   consideration
       C.   value-related
       D.   KSA

21.   Which of the following is a major drawback to the point method of job evaluation?

       A.   does not consider all components of a job
       B.   the complexity of the process
       C.   the time needed to develop a system
       D.   can only be used by HR specialists

22.   When an employer collects data on compensation rates for workers performing similar jobs at other organisations, a(n) _____ is being conducted.
       A.   equity study
       B.   pay survey
       C.   compensation study
       D.   competitive evaluation

23.   Why do organisations use pay grades?
       A.   to group individual jobs having approximately the same job worth
       B.   to insure against pay differentials based on sex or race
       C.   to compare similar jobs across a variety of organisations
       D.   to develop a pay structure that is based on market rates

24.   _____ is the practice of using fewer pay grades with much broader ranges than in traditional compensation systems.

       A.   Pay scaling
       B.   Variable scheduling
       C.   Broadbanding
       D.   Pay openness

25.   Which of the following is a benefit of reducing the number of pay grades and broadening pay ranges?
       A.   it recognises the uni-dimensional nature of many of the newly created jobs
       B.   it is more consistent with the flattening of organisational levels
       C.   it enhances the distinctions between various jobs
       D.   it increases the opportunities for upward mobility

26. Which of the following approaches is recommended for bringing a red-circled employee=s pay into line.
    A. Transfer the employee to a lower paying job, while cutting the employee=s pay to match the rate for the new job
    B. Keep pay rates secret
    C. Cut the employee=s pay so it falls within the range
    D. Freeze the employee=s pay until the pay range can be adjusted upward to get the employee=s pay rate back into the grade

27. When an entire workgroup or team is rewarded for its performance,
    A. employees may withhold information from others and focus only on what is rewarded
    B. individual and team competition is reduced and all employees working together can generate financial again
    C. the performance of the entire organisation improves
    D. cooperation among the members usually increases

28. _____ is a type of organisation-wide incentive plan.
    A. bonuses
    B. quality improvement
    C. profit sharing
    D. sales commissions

29. An individual incentive system will be counter productive when
    A. the organisation emphasises teamwork and cooperation
    B. there is a dynamic technological environment
    C. it results in competition among the employees
    D. the organizational culture stresses individualism

30. Under the _____ system, wages are determined by multiplying the number of units produced by the piece rate for one unit.
    A. differential piece-rate
    B. straight piece-rate
    C. production commission
    D. bonus

31. When an employee receives no compensation until a sale is totally completed the compensation system is called
    A. lump sum
    B. sales pay off
    C. deferred salary
    D. straight commission

32. The most frequently used form of sale compensation is the
    A. draw
    B. straight commission

C. **salary plus commission**

D.   differential commission

33.   A(n) _____ distributes a portion of the organisational profits to employees.
A. **profit sharing plan**
B.   team-based incentive plan
C.   gainsharing plan
D.   employee stock ownership plan (ESOP)

34.   What is one of the disadvantages of a profit-sharing plan?
A.   Most workers prefer a guaranteed pay increase
B.   Leads to conflict among employees
C.   Unions oppose profit sharing plans
D. **Limited motivational impact**

35.   A(n) _____ is a plan whereby employees gain stock ownership in the organisation for which they work.
A. **employee stock ownership plan**
B.   shareholder bonus plan
C.   government bonus bonds
D.   gainsharing plan

36.   Golden parachutes provide executives with
A. **protection and security in the event that they lose their jobs**
B.   special retirement packages, available only if the executives do not leave the firm before a specified date
C.   a package of additional perks that is considered very generous
D.   larger than usual bonus percentages against company profits

37.   Which statement best describes why employers provide employee benefits to their workers?
A.   benefits motivate employee performance
B. **benefits are provided for being part of the organisation**
C.   benefits are mandated by government
D.   benefits are a substitute for low monetary compensation

38.   Employee benefits are implemented in response to **all but one** of the following:
A.   employee needs
B. **employer needs to reduce total labour costs**
C.   employer desires to be socially responsible
D.   employer needs to recruit talented employees

39.   Which of the following benefits do employees consider the most important?
A.   stock options
B. **medical insurance**

    C.   pension plans
    D.   life insurance

40.   Incentive-based pay reflects:
    A.   the content of the job
    B.   the market for a particular job
    C.   the performance of the employee
    D.   the skill level of the employee

41.   Pay levels are limited in part by:
    A.   the organisation=s profits and the productivity of employees
    B.   collective bargaining limitations
    C.   strategic compensation planning
    D.   the mobility of employee skills

42.   Job evaluation helps to establish
    A.   job classifications
    B.   the organisation=s ability to pay
    C.   internal equity
    D.   labour market conditions that affect pay

43.   A quantitative job evaluation procedure that determines a job=s relative value on the basis of quantitative assessments of specific job elements is known as
    A.   the point system
    B.   job ranking
    C.   the factor comparison method
    D.   the job grade system

44.   The most effective compensation mix for an organisation is
    A.   increasing base wage with seniority
    B.   there is no single mix which is best for all organisations
    C.   maintaining or decreasing base wage as benefits increase
    D.   roughly equal distribution between financial and non-financial compensation

45.   A pay structure in which employees are paid based on what they have shown that they know rather than what particular job they are doing is known as
    A.   skill based structure
    B.   task-based structure
    C.   behaviour-based structure
    D.   work-based structure

46.   Individual incentive systems are most appropriate when

    A.   individual contributions are easily measured
    B.   work stoppages are regular and uncontrollable

C. organisations are losing market share

D. management information and cost accounting systems are relatively primitive

47. Which of the following statements is **not** true?
A. The job classification and ranking methods, called nonquatitative techniques, compare whole jobs
B. The point system and job classification system evaluate jobs against a predetermined scale or class
C. The factor comparison and job ranking methods evaluate jobs only in comparison to the other positions in the organisation
D. The point system and the job ranking method ultimately assign a number of Rand value to each job being evaluated

48. What is the simplest method of job evaluation?
A. ranking
B. classification
C. factor comparison
D. point

49. The evaluation of jobs is typically accomplished by:
A. the HR manager
B. a evaluation committee
C. the board of directors
D. outside consultant

50. Benefits are **not** typically related to the employees.
A. productivity
B. service with the company
C. membership in the organisation
D. rank in the organisation

1. Employee assistance programmes (EAP) are considered more effective than many other programmes offered to the general public. Which of the following reasons would account for the success rate of company employee assistance programmes?
A. The use of positive and negative employer reinforcements motivate EAP patients
B. Employee assistance programmes identify problems in the late stages of development
C. Companies have more competent personnel to handle EAP problems
D. HR managers are able to pinpoint and triage problems so that the EAP can move quickly

2. There are a number of components to a successful employee assistance programme. Which of the following is not generally recognised as a component of a successful EAP?

A. Impatient and outpatient treatment must be covered in the company=s insurance policy

B. Normal disciplinary procedures should be guarded in order to create equity within the organisation

C. In order for the programme to work, employers must require employees to participate in the programme

D. The specifics of the treatment that employees receive must be kept confidential among the counsellors. Supervisors should not receive confidential information

3. Workers report that the major factors that cause high stress levels include all of the following except:
A. too much work
B. lack of time
C. little control
D. too much exercise

4. Controlling stress for some people can be a very difficult task. Which of the following methods can be used to eliminate stress?
A. Taking a sabbatical
B. Practising meditation
C. Doing exercise
D. All of the above can be used to reduce stress

5. Organisations can benefit from safety programmes provided they are properly implemented. Which of the following is not a result of a successful safety programme?
A. Insurance premiums are reduced
B. There is an increase in training new employees
C. Reduced legal expenses
D. Greater productivity

6. The organisation that plays an important role in South Africa regarding the promotion of health and safety in the workplace is called:

A. Steiger Institute for Safety
B. National Institute of Occupational Safety and Health
C. National Safety and Health Council
D. NOSA International

7. _____ management practices in organisations strive to maintain the overall well-being of individuals

A. Safety
B. Health
C. Ergonomics
D. Security

8. Safety is defined as
   A. the protection of employees while on work premises or work assignments
   B. the protection of employer facilities from unauthorised access
   C. a general state of physical, mental and emotional well-being
   D. a condition in which the physical well-being of people is protected

9. The main purpose of effective _____ programmes in organisations is to prevent work-related injuries and accidents.
   A. Safety
   B. Health
   C. Ergonomics
   D. Security

10. According to the Occupational Health and Safety Act every employer with _____ employees must appoint health and safety representatives
    A. more than 15 employees
    B. more than 20 employees
    C. more than 200 employees
    D. one or more

11. The Occupational Health and Safety Act states that employers have a general duty
    A. to provide safe systems of work, plant and machinery
    B. to eliminate hazards
    C. to ensure that work is supervised by persons trained to understand hazards associated with the work
    D. all of the above

12. _____ is the study and design of the work environment to address the physiological and physical demands on individuals
    A. Occupational health and safety
    B. Environmental design
    C. Ergonomics
    D. Industrial physiology

13. An ergonomic study examines such factors as
    A. the social and cultural environment of the job
    B. fatigue, lighting, tools, equipment layout, and placement of controls
    C. the environmental quality of the workplace
    D. job safety and security

14. _____ occur when workers repetitively use the same muscles to perform tasks, resulting in muscle and skeletal injuries
    A. Arthritic disorders

B.   Joint failures
C.   Multiple sclerosis
D.   Cumulative trauma disorders

15.   Cumulative trauma disorders are common in industries such as
        A.   meat-packing
        B.   assembly-line work
        C.   capturing of computer data
        D.   all of the above

16.   The employer or user of a plant or machinery must submit a report to a health and safety inspector
        A.   when a person dies
        B.   when a person becomes unconscious
        C.   when a person losses a limb of part thereof
        D.   all of the above

17.   OHSA representatives who conduct inspections are called
        A.   compliance officers
        B.   security officers
        C.   inspectors
        D.   government safety controllers

18.   At the heart of safety management is/are
        A.   an organisational commitment to a comprehensive safety effort
        B.   routine inspections by OHSA inspectors
        C.   safety policies and discipline
        D.   a safety committee consisting of employees from all departments

19.   Which of the following is not listed as part of the safety engineers task
        A.   provide adequate lighting
        B.   provide the right tools for the job
        C.   provide adequate ventilation
        D.   the discipline of employees for not wearing safety goggles

20.   One company in the USA estimates, on the basis of employee records, that the typical drug user
        A.   functions at about 67% of potential capacity
        B.   is 360% more likely to be involved in an accident
        C.   requires three times the average use of sick leave and benefits
        D.   all of the above

21.   The _____ is a situation in which occupants experience acute health problems and discomfort that appear to be linked to the time spent in a building
        A.   worker sensitivity effects
        B.   environmental chronic disease

C.   employee/work site interactions
D.   sick building syndrome

22.   Which of the following statements regarding workplace smoking is **false**?

A.   Negative effects of smoking have been well documented
B.   Evidence regarding the damage to nonsmokers has recently gained enormous publicity
C.   According to the Tobacco Products Control Amendment Act No 12 of 1999 workplaces are declared public places
D.   It is not necessary for employers to have a written policy on smoking in the workplace

23.   _____ are designed to maintain or improve employee health before problems arise
A.   Preventative programmes
B.   Wellness programmes
C.   Education/awareness programmes
D.   Health maintenance programmes

24.   _____ provide(s) counselling and other help to employees having emotional, physical or other personal problems
A.   A wellness programme
B.   HR specialists
C.   An ombudsman
D.   Employee assistance programmes

25.   Which of the following is not listed as a typical area addressed by EAPs?
A.   educational assistance
B.   depression
C.   financial counselling
D.   counselling for marital and family problems

26.   Which of the following occupations experiences high level of workplace stress?
A.   High-school teacher
B.   Police officer
C.   Air-traffic controller
D.   all of the above

27.   Which of the following occupations experiences the highest rate of workplace violence?
A.   jewelry store owners
B.   public school employees
C.   tax drivers
D.   postal officers

28. Which of the following is a recommended approach to the management of workplace violence?
    A.   Do not hire job candidates with mental or emotional disabilities
    B.   Check the financial records of job applicants
    C.   Only appoint people that are happily married
    D.   Establish a violence response team

29. Violence response teams are responsible for
    A.   doing risk assessment surveys
    B.   developing action plans to respond to violent situations
    C.   perform crises intervention during violent or potentially violent encounters
    D.   all of the above

30. Under the Occupational Health and Safety Act, No 85 of 1993, the Department of Labour may do any of the following **except**:
    A.   conduct workplace inspections
    B.   impose fines of up to R100 000
    C.   establish health and safety committees within companies
    D.   examine the causes of incidents at the workplace

31. The following are duties of the employee under the OHSA **except**:
    A.   give information to an inspector from the Department of Labour if he/she should require it
    B.   take care of his/her own health and safety at the cost of his/her colleagues own safety
    C.   wear the prescribed safety clothing or use the prescribed safety equipment where it is required
    D.   report unsafe or unhealthy conditions to the employer or health and safety representative as soon as possible

32. According to the OHSA, employers must create a group of representatives within the organisation to work on safety-related issues. These groups are commonly referred to as
    A.   Health and safety committees
    B.   OHSA monitors
    C.   Labour-management committees
    D.   human resources assistants

33. According to your text, the most important role of a safety programme is to:
    A.   keep injury and illness costs to a minimum
    B.   make all personnel aware of safety considerations
    C.   show employees that safety is a serious business and those unable to perform their job in a safe manner will be terminated
    D.   keep injury levels at a reasonable level while establishing high production levels

34. If an organisation were to choose one means of communicating its safety rules, the most effective would likely be:
    A. the new employee orientation programme
    B. employee handbooks
    C. bulletin board notices
    D. supervisors and top management

35. Providing safety incentives achieves all of the following **except**:
    A. reduction in insurance premiums
    B. increased workers= compensation claims
    C. greater productivity
    D. less overtime and training of new workers to replace injured employees

36. The following are methods of preventing health hazards in the workplace **except:**
    A. use safety guards on equipment
    B. post warning signs near dangerous chemicals or machinery
    C. hiring an outside vendor to do the work
    D. train workers

37. Of all the hazards facing office workers, which is considered to be the most severe?
    A. air pollution
    B. noise pollution
    C. trips and falls
    D. electric shocks

38. Photocopying machines, computer terminals, fax machines and laser printers may contribute to employee complaints such as headaches, dizziness and fatigue associated with _____
    A. carpal tunnel syndrome
    B. sick building syndrome
    C. hazardous waste
    D. second-hand smoke

39. Jobs least likely to cause cumulative trauma disorder would be:
    A. outside salespersons
    B. meat packing
    C. assembly-line work
    D. computer data entry

40. High risk work circumstances that are associated with workplace violence include all of the following **except**:
    A. delivery of passengers
    B. dealing with the exchange of money
    C. working in healthcare
    D. working with information technology

41. Workplace violence warning signs include all of the following except:
    A. veiled threatening statements

B.   fascination with stories of violence
C.   preoccupation with guns, knives or other weapons
D.   chronic fatigue

42.   Better employee health through company programmes and services pays dividends to the organisation in all of the following ways **except**:
A.   reduced absenteeism
B.   increased efficiency
C.   exemption from OHSA inspection
D.   higher alertness

43.   Company-sponsored nutrition, weight control, and smoking cessation programmes, are often organised under larger plans known as
A.   fitness programmes
B.   health service programmes
C.   medical programmers
D.   wellness programmes

44.   Which of the following is not an outcome associated with alcohol abuse
A.   marital problems
B.   family abuse
C.   loss of close friends and acquaintances
D.   low absenteeism

45.   Stress basically comes from two areas. These areas are:
A.   physical and emotional activity
B.   mental impairment and outside influences
C.   your family and your spouse or significant other
D.   emotional distress and work overload

46.   When individuals suffer from distress for long periods of time they often experience
A.   dysfunctional adaptation
B.   fatigue and exhaustion
C.   cumulative trauma disorder
D.   enhanced energy levels

47.   The most severe stage of distress is
A.   burnout
B.   shock
C.   back pain
D.   job loss

48.   All of the following are common causes of workplace stress except:
A.   excessive job pressures
B.   high workloads
C.   disagreements with managers
D.   empowerment

49.   Lack of personal fulfilment in a job may be a symptom of:

A. **burnout**
B. a fight-or-flight response
C. a workplace disability
D. eustress

50. Employer-sponsored stress-management programmes are least likely to include a segmentation:
A. preventive management
B. maintaining a productive culture
C. management by objectives
D. **using alcohol to combatstress**

Question 1
Sam is the HR manager of Mando's, a popular chicken company. He and his team of HR officers are systematically investigating the tasks, duties and responsibilities associated with all the jobs within the company. They are looking at the level of decision-making by employees, the skills employees need to do a job adequately, the autonomy of each job, and the mental effort required to perform each job.
    1) job design
    2) job analysis **The correct answer is alternative 2**.
    3) job enrichment
    4) task analysis

Question 2
Job posting is a method of internal recruitment. The following are all job-posting methods, **except** _____.
    1) traditional bulletin boards
    2) internet advertising
    3) e-mail-based systems **The correct answer is alternative 3.**
    4) voicemail-based systems

Question 3
Over-specialisation in a job is frequently cited reason for workers feeling alienated from work and from their bosses. Over-specialisation hampers what people can do, except _____.
    1) repetition
    2) little social interaction
    3) no input
    4) lack of leadership **The correct answer is alternative 4.**

Question 4
An intermediate planning range usually projects _____ into the future.
    1) two to four years **The correct answer is alternative 1.**
    2) three to five years
    3) beyond five years
    4) six months to one year

Question 5
Which statement regarding forecasts of human resource needs is correct?
    1) They are scientific and relatively error-free

2) They are difficult and should only be done on rare occasions
3) They should rely strictly on quantitative approaches, which utilise sophisticated analytical models.
4) They estimate in advance the number and type of people that are needed to meet organisational objectives. **The correct answer is alternative 4.**

Question 6

_____ is a job analysis method which contains three different questionnaires relating to three different groups, namely: (1) managerial and professional, (2) service and administrative, and (3) manual and technical.
   1) Common Metric Questionnaire (CMQ)
   2) Work Profiling System (WPS) **The correct answer is alternative 2.**
   3) Functional Job Analysis (FJA)
   4) Position Analysis Questionnaire (PAQ)

Question 7

During recent selection interviews for a receptionist the one panel member wanted to establish how the candidate will deal with a difficult customer on the telephone. He approached you before the panel interview and asked your advice seeing that this will be the first time ever that he will be part of a selection panel. He wanted to impress his superiors and also ensure that he does not disregard the current labour legislation. He compiled four questions and asked you which one would be the most appropriate question to ask to ensure that he gathers the correct information. Choose the most appropriate question from the list below.
   1) Have you ever dealt with a difficult customer?
   2) How would you handle difficult customers?
   3) If a customer approaches the reception desk extremely upset, what would be the first step that you take?
   4) Can you provide us with an example of an incident where you had to deal with difficult customer telephonically and indicate how you handled the situation? **The correct answer is alternative 4.**

Question 8

Scanning the external environment especially affects HR planning because _____.
   1) the corporate culture is the responsibility of the HR unit.
   2) of the demographic patterns of the internal workforce.
   3) the organisation must draw from the same labour market that supplies all other employers. **The correct answer is alternative 3.**
   4) the organisation must meet certain affirmative action quotas.

Question 9

A pool of qualified candidates are generated to fill positions in the organisation. This is the definition of _____.
   1) socialisation
   2) selection
   3) recruitment **The correct answer is alternative 3.**
   4) Orientation

Question 10

_____ is the collection and investigation of facts related to HR problems in order to eliminate or reduce such problems.
1) HR research **The correct answer is** alternative 1.
2) An inquest
3) Basic research
4) Advanced research

Question 11

The managing director of Quantum Manufacturing is very upset. He has discovered that the employees are often absent and is concerned about the costs of this to the company. He has asked you to calculate the total time lost in terms of a percentage of the total scheduled work time that is lost due to absenteeism. Choose the correct answer from the list below:
- manufacturing days lost = 70
- total manufacturing days in the period = 225
- average number of employees = 15

1) 2,1 % **The correct answer is alternative 1.**
2) 6,0 %
3) 4,6 %
4) 31,0 %

Calculation

The cost-benefit analysis is calculated similar to the return on investment, which means that you will need to work out the rate of days lost due to absenteeism: total amount of days. The total time lost is therefore calculated as follows:

$$= \frac{70}{15 \; x \; 225} \; x \; 100 = 2,1\%$$

Question 12

Job design is _____.
1) the manipulation of content, functions and relationships of jobs in a way that both accomplishes organisational goals and satisfies the personal needs of the individual job holders. **The correct answer is alternative 1.**
2) used to compare different jobs and make pay decisions.
3) the process by which management systematically investigates the tasks, duties and responsibilities of the jobs within an organisation.
4) the process where an employee is periodically assigned to alternating jobs or functions.

Question 13

The advantage of this type of employment interview is that it allows the interviewer to adapt to the situation.
1) behavioural interview
2) stress interview
3) unstructured interview **The correct answer is alternative 3.**
4) structured interview

Question 14
The technique trap in Strategic Human Resource Planning (SHRP) is a pitfall when_____.
    1) the process is not coordinated with other management and HR functions
    2) there is a tendency to adopt and use new techniques merely because everybody else is **The correct answer is alternative 2.**
    3) HR planners work in an environment characterised by ambiguous regulations, company politics and diverse management styles
    4) the strategic human resource planning programme fail in the beginning due to a complex start

Question 15
When the weighted application blank is used, an attempt is made to differentiate between:
    1) educated and uneducated applicants
    2) experienced and inexperienced applicants
    3) successful and less successful applicants **The correct answer is alternative 3.**
    4) intelligent and less intelligent applicants

Question 16
Which of the following indicates the correct order of the basic elements in the selection process?
    1) Selection instruments; job specification; job success criterion; job design; organisational goals.
    2) Job design; organisational goals; job success criterion; job specification; selection instruments.
    3) Job success criterion; job specification; job design; organisational goals; selection instruments.
    4) Organisational goals; job design; job success criterion; job specification; selection instruments. **The correct answer is alternative 4.**

Question 17
The following are all advantages of external recruitment, except for:
    1) The applicant pool that is created is bigger.
    2) It is usually faster and less expensive than internal recruitment. **The correct answer is alternative 2.**
    3) It reduces internal infighting.
    4) It minimises the Peter Principle.

Question 18
When workers use terminals to establish dial-up connections or to maintain continuous communications that enable them to complete some or all of their duties at home, this is called _____.
    1) robotics.
    2) a compressed work week.
    3) telecommuting. **The correct answer is alternative 3.**
    4) flexible work hours.

Question 19

In _____ interview the interviewer asks a series of predetermined, job-related questions.

1) a structured **The correct answer is alternative 1.**
2) an unstructured
3) a panel
4) a behavioural

Question 20

The original operating hours of Nabila's Hair Salon were from 8:00 – 16:00, Mondays to Fridays. Due to the rise in petrol price and the minimal time the staff had with their families, Nabila agreed to change the operating hours to 8:00 – 18:00, Mondays to Thursdays. Which work schedule does this refer to?

1) Flexitime
2) Compressed work weeks **The correct answer is alternative 2.**
3) Telecommuting
4) Job enrichment

Question 1

Many factors contribute to job satisfaction, and there are also a number of factors that detract from job satisfaction. All these factors are listed in the table below. Choose the correct option from options 1 to 4 below to complete the missing words in the table.

Column 1	Column 2
Factors contributing to job satisfaction (aspects employees like best about their jobs)	**Factors detracting from job satisfaction (the most frequently reported factors)**
(a) The job itself	(a) Poor supervision
(b) _____	(b) Interpersonal conflict
(c) Good supervision	(c) Poor work environment
(d) Opportunity to grow	(d) _____

1) Column 1 (b) Pleasant work environment, Column 2 (d) The job itself
2) Column 1 (b) Good communication, Column 2 (d) No support from managers
3) Column 1 (b) Frequent performance appraisals, Column 2 (d) Poor communication
4) Column 1 (b) Co-worker relations, Column 2 (d) Poor pay **The correct answer is alternative 4.**

Question 2

Assigning workers additional same-level activities so as to increase the number of activities they have to perform is known as _____.

1) job enrichment.
2) job rotation.
3) job evaluation.
4) job enlargement. **The correct answer is alternative 4.**

Question 3
In a multiple-hurdles approach to making selection decisions, the organisation
_____.
1) interviews the candidates many times
2) calls in several judges to screen the applicants
3) rejects an applicant who does not conform to every essential criterion for hiring **The correct answer is alternative 3.**
4) trades off weaknesses in one area for strengths in another

Question 4
Choose the correct option. Job analysis is called the cornerstone of HR management because _____.
1) it provides information that allows HR managers to act proactively
2) it is the first job given to new appointees in the HR management department
3) it provides information for most of the HR management activities **The correct answer is alternative 3.**
4) it is one of the primary tasks of each line manager to ensure effective management of employees

Question 5
One way human resource planning links to strategic planning is by providing a set of inputs into the _____.
1) strategy formulation process **The correct answer is alternative 1.**
2) strategy implementation process
3) strategic analysis process
4) source of competitive advantage

Question 6
_____ is a violation of the psychological contract that takes place when the parties have different understandings about their obligations in the contract.
1) Red circling
2) Reneging
3) Incongruence **The correct answer is alternative 3.**
4) Congruence

Question 7
The end products of job analysis are _____.
1. a performance appraisal and a job evaluation.
2. a job description and a job specification. **The correct answer is alternative 2.**
3. a task summary and a job context summary.
4. a job identification and a job summary.

Question 8
In designing recruitment activities, two central issues are addressed, namely:
1. cost and applicant fit within organisational culture
2. methods to use to find applicants and sources to target **The correct answer is alternative 2.**
3. cost and places to look for applicants
4. methods to use to find applicants, and cost

Question 9
You are considering three candidates for a manager's job. The credentials, experience and education of each is quite similar. You want to know just how each candidate will perform, given certain tasks or certain situations. Your best selection tool for determining this is:
   1) personality testing
   2) an assessment centre **The correct answer is alternative 2**.
   3) psychological testing
   4) an unstructured interview

Question 10
Which of the following are responsibilities of the HR unit with regard to strategic human resource planning?
a) Participates in strategic planning process for entire organisation
b) Integrate HR plan with departmental plans
c) Implements HR plan as approved by top management
d) Compiles and analyses data from managers on staffing needs

1. a, c and d
2. b, c and d **The correct answer is alternative 1**.
3. b and c
4. a and c

Question 11
In its most basic form, job analysis is necessary for
   1) ensuring pay equity
   2) developing job descriptions and job specifications **The correct answer is alternative 2.**
   3) planning the design and redesign of jobs
   4) developing a performance management system

Question 12
Which of the following is an internal recruitment method?
   1) direct applications
   2) employee referrals
   3) job posting **The correct answer is alternative 3.**
   4) campus recruiting

Question 13
Refer to the table below and choose the correct description of the interview format in column B to match the interview format in column A. Each description in column B may only be chosen once.

Column A: Interview format	Column B: Description
(a) Unstructured	(a) A realistic approach that yields comparable answers and in-depth insights
(b) Structured	(b) Useful to understand applicants' reasoning and analytic abilities under moderate stress
(c) Mixed	(c) Useful when helping interviewees solve personal problems or gain understanding
(d) Behavioural	(d) Useful for stressful jobs such as those in which employees need to handle customers
(e) Stress	(e) Useful for valid results, especially when dealing with large numbers of applicants

1

Column A	Column B
(a) =	(b)
(b) =	(a)
(c) =	(e)
(d) =	(c)
(e) =	(d)

2

Column A	Column B
(a) =	(d)
(b) =	(e)
(c) =	(b)
(d) =	(a)
(e) =	(c)

3 **The correct answer is alternative 3.**

Column A	Column B
(a) =	(c)
(b) =	(e)
(c) =	(a)
(d) =	(b)
(e) =	(d)

4

Column A	Column B
(a) =	(b)
(b) =	(c)
(c) =	(d)
(d) =	(e)
(e) =	(a)

Question 14

Refer to the table below and choose the correct explanation of the specific job analysis method in column B to match the method in column A. Each application in column B may only be chosen once. Then choose the option below that reflects the correct match between column A and column B.

Column A: Interview format	Column B: Description
(a) Position Analysis Questionnaire (PAQ)	(a) Includes 208 items that describe a manager's job
(b) Management Position Description Questionnaire (MDPQ)	(b) Consists of 194 elements that are grouped within six major divisions and 27 sections
(c) Functional Job Analysis (FJA)	(c) Lists 50 physical and non-physical abilities that may be necessary for performing the tasks entailed in jobs
(d) Ability Requirement Scales	(d) Establishes selection standards and validates selection tests for jobs
(e) Job element method	(e) Produces information about what a worker does and how the task is performed

1 **The correct answer is alternative 1.**

Column A	Column B
(a) =	(b)
(b) =	(a)
(c) =	(e)
(d) =	(c)
(e) =	(d)

2

Column A	Column B
(a) =	(d)
(b) =	(e)
(c) =	(b)
(d) =	(a)
(e) =	(c)

3

Column A	Column B
(a) =	(c)
(b) =	(e)
(c) =	(a)
(d) =	(b)
(e) =	(d)

4

Column A	Column B
(a) =	(b)
(b) =	(c)
(c) =	(d)
(d) =	(e)
(e) =	(a)

Question 15

_____ are schedules with fewer than the traditional five workdays a week.
1) Telecommuting
2) Compressed work weeks **The correct answer is alternative 2**.
3) Flexitime
4) Robotics

Question 16

According to Maslow's hierarchy of needs the third level is _____.
1) physical needs – need for food, shelter and clothing
2) social needs – employees desire social relationships inside and outside the organisation **The correct answer is alternative 2.**
3) self-esteem needs – job title, status and level of responsibility
4) safety and security needs – job security, increases in salary and benefits

question 17

You are responsible for the orientation/induction of new staff members of a motor manufacturing company. A new group of assembly line workers will be joining the company next week Monday. The HR director has approached you, the HR officer, to find out what you have planned for the first day. Which option from the list below would be applicable?
1) Provide a welcome pack, introduce the persons to senior management, finalise documentation with HR department, discussion with head of the department regarding mutual expectations, immediate supervisor should introduce the newcomers to fellow workers and conduct a brief tour of the workplace, immediate supervisor discusses job description and standard of performance as well as how performance will be measured, the supervisor also informs the new employees of additional induction training and when it will take place. **The correct answer is alternative 1.**
2) Receive the new persons on their first day, introduce them to their director and colleagues, take an extensive tour of the facilities, discuss their job

description, explain the important due dates, discuss the company history, and attend a basic computer training course.

3) Provide a welcome pack, introduce the persons to senior management, finalise documentation with HR department, discussion with head of the department regarding mutual expectations, immediate supervisor should introduce the newcomers to fellow workers and conduct a detailed tour of the workplace, immediate supervisor discusses job description and standard of performance as well as how performance will be measured, and attend a basic computer training course.

4) Receive the new persons on their first day, introduce them to their director and colleagues, finalise documentation with HR department, discussion with head of the department regarding mutual expectations, take a brief tour of the facilities, discuss their job description, explain the important due dates, discuss the company history. The supervisor also informs the new employee of additional induction training and when it will take place

Question 18
The following are non-traditional recruitment strategies, except for
_____.
1. telerecruiting.
2. job posting. **The correct answer is alternative 2.**
3. learnerships.
4. diversity data banks.

Question 19
Information obtained in a completed application blank is compared to
_____ to determine whether a potential match exists.
1. job specification **The correct answer is alternative 1.**
2. test scores
3. reference check data
4. present employees

Question 20
Evaluating the success of recruiting efforts is important because
1) it indicates how the employer measures up against competitors
2) it is the only way to find out whether the time and money spent in recruiting is cost-effective **The correct answer is alternative 2.**
3) it is a measure of the firm's reputation on campuses
4) it provides input to the HR unit's compensation system