

MNGT 3400 – Human Resource Management
Midterm Examination
June 17, 2014

Due June 24, 2014

MULTIPLE-CHOICE

1. Human Resource Management refers to:
☒ a. practices and policies one needs to carry out the personnel aspects of a management job.
b. practices and policies used in leading and controlling people at work.
c. management techniques of organizing work activities.
d. management techniques for controlling people at work.
2. The ongoing process of instilling in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization and its departments is:
a. values projection.
b. orientation.
☒ c. socialization.
d. diversity training.
3. Adverse impact means there is a significant discrepancy between:
☒ a. rates of rejection of members of the protected groups and others.
b. the criterion and content validity scores.
c. the external and internal reliability results.
d. the validity and reliability study results.
4. A job analysis method especially useful in jobs of physical activity is:
a. questionnaire.
b. participant diary/log.
c. survey.
☒ d. direct observation.
5. The term that means there is a disparity between the proportion of a protected group applying for a position and the proportion getting the job is:
a. illegal treatment.
☒ b. disparate impact.
c. disparate treatment.
d. illegal impact.

6. The Americans with Disabilities Act prohibits employers from discriminating against:
 - ☒ a. qualified individuals requiring the firm to make reasonable accommodations for physical or mental limitations unless doing so imposes an undue hardship on the business.
 - b. qualified individuals requiring the employer to make full accommodations for physical or mental limitations.
 - c. individuals having physical or mental limitations and provides financial assistance for expensive accommodations.
 - d. individuals who are entitled to restitution and punitive damages regardless of their disabilities.
7. A specialist writing a job description for a human resource manager for the first time may refer to the:
 - a. OFCCP Position Analysis Review.
 - ☒ b. Occupational Information Network.
 - c. Department of Labor Guidelines.
 - d. Bureau of Labor Statistics.
8. To comply with the Americans with Disabilities Act, essential job functions are what employees:
 - a. are mandated to perform by their manager.
 - ☒ b. are able to perform.
 - c. think are important.
 - ☒ d. must be able to perform, with or without reasonable accommodation.
9. You should not have a pre-employment information service obtain information about:
 - a. legal right to work in the U.S.
 - b. work experience.
 - c. conviction records.
 - ☒ d. disabilities.
10. Interviewers often make up their minds about candidates:
 - a. during the first few minutes of the interview.
 - b. during the last few minutes of the interview.
 - c. during the middle of the interview.
 - d. just minutes after the interview has been completed.
11. The primary management role of the Human Resources Manager is:
 - a. planning.
 - b. staffing.
 - c. organizing.
 - d. leading.

12. Technological and globalization trends are in turn producing changes in:
 - a. personality and behavioral traits.
 - b. the nature of job and work.
 - c. the domestic policies of a firm.
 - d. grievance procedures.
13. Any attempt that has the development of current or future management employees as its aim is usually referred to as:
 - a. management evaluation.
 - ☒ b. management development.
 - c. management games.
 - d. management case studies.
14. A structured process by which individuals become skilled workers through a combination of classroom instruction and on-the-job training is referred to as:
 - a. job instruction training.
 - ☒ b. apprenticeship training.
 - c. vestibule training.
 - d. computerized training.
15. If an employer is sure that his/her hiring practices do not adversely affect the members of a protected group, he/she may continue asking;
 - a. work experience related questions.
 - b. education related questions.
 - c. age related questions.
 - d. job skill related questions.
16. The requirement that an employee be of a certain religion, sex, or national origin where it is reasonably necessary to the organization's normal operation is:
 - a. business defense strategy.
 - b. bona fide occupational qualification.
 - c. business necessity.
 - d. business defense of disparate treatment.
17. When the same job is performed in different departments, the job analysis:
 - a. can generally assume the tasks are the same in each department.
 - b. can be performed in one department and applied to the others.
 - c. is made easier.
 - d. should not assume the tasks are the same in each department.

18. The Position Analysis Questionnaire (PAQ) method of job analysis rates the job on the following traits *except*:
 - a. performing skilled activities.
 - b. being physically active.
 - c. operating vehicles/equipment.
 - d. time required for the job.
 - e.
19. Employers will be held liable for damages stemming from their:
 - a. use of invalid selection tests.
 - b. negligent use of women and minorities in the selection process.
 - c. negligent hiring of workers who then commit criminal acts on the job.
 - d. use of unreliable selection tests.
20. In employment testing, there are two main ways to demonstrate a test's validity:
 - a. aptitude and intelligence test.
 - b. criterion validity and content validity.
 - c. internal and external reliability.
 - d. personality and behavior traits.
21. Some large U.S. companies appoint managers with no HR experience as their HR executive. The reasons listed include:
 - a. those with HR experience have no managerial experience.
 - b. they have better people skills.
 - c. they may be better able to integrate HR efforts with the business.
 - d. those with HR experience lack technical knowledge.
22. The strategy that identifies the mix of business that the firm will engage in is:
 - a. corporate.
 - b. specialty.
 - c. business.
 - d. functional.
23. The striking change in HR is its growing role in developing and implementing:
 - a. benefits.
 - b. policies.
 - c. strategy.
 - d. procedures.
24. Succession planning refers to the plans a company makes to fill:
 - a. entry-level positions.
 - b. hourly employee positions.
 - c. supervisory positions.
 - d. executive positions.

25. Standards issued by federal agencies charged with ensuring compliance with equal employment federal legislation explaining recommended employer procedures in detail are:
- executive directives.
 - federal agency guidelines.
 - federal handbook.
 - uniform guidelines.
26. Which of the following would not be included in a sexual harassment charge?
- unwelcome sexual advances
 - request for sexual favors
 - verbal and physical conduct of a sexual nature
 - secretly viewing internet pornography
27. The type of interview question that assesses understanding that must be known before entering the job is a:
- situational question.
 - job knowledge question.
 - willingness question.
 - perceptual question.
28. This technique is used when verifying that there is a significant performance deficiency and when determining if that deficiency should be rectified through training or by some other means (such as changing the machinery or transferring the employee).
- performance analysis
 - task analysis
 - motivation analysis
 - training analysis
29. A learning organization is an organization skilled in creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect:
- traditional standards and values.
 - conservative views and news.
 - new knowledge and insights.
 - contemporary attitudes and norms.
30. An organizational development method that involves surveying employees' attitudes and providing feedback to departmental managers so problems can be solved by the managers and employees is:
- questionnaire analysis.
 - diary logs.
 - survey feedback.
 - sensitivity training.

31. Before an effective interview, the recruiter should try to get a clear picture of the traits of an ideal candidate by reviewing the:
- grievance procedure
 - job specification.
 - wage structure.
 - union contract.
32. Which of the following can be a disadvantage of using trade magazines as a means of recruiting job candidates?
- time lag
 - limited occupation categories
 - narrow geographic circulation
 - low-quality printing
33. If an individual cannot perform the job as currently structured because of a disability, the employer:
- is not required to hire that person.
 - is required to make a reasonable accommodation.
 - is not required to modify work schedules, even if reasonable.
 - is required to take an undue hardship.
34. A forecasting technique for determining future staff needs by using ratios between sales volume and the number of employees needed is:
- trend analysis.
 - ratio analysis.
 - scatter plot.
 - time-series analysis.
35. Records listing the employee's education, career and development interests, languages, etc. are known as:
- qualifications inventories.
 - personnel replacement cards.
 - skill inventory posters.
 - position replacement cards.
36. Perhaps the hardest part of leading a change is:
- determining when and what to change.
 - training employees in the new expectations.
 - overcoming the resistance to it.
 - getting started.

37. When a test is statistically analyzed for the degree to which responses to questions on the same factor vary together, it is referred to as:
- a. external reliability.
 - b. content validity.
 - c. internal comparison estimate.
 - d. predictive validity.
38. The section of the job description that lists employee tasks to be performed is:
- a. authority statement.
 - b. relationship statement.
 - c. working conditions.
 - d. responsibilities and duties.
39. The specific personnel courses of action the company plans to pursue to achieve its aims is referred to as a:
- a. functional strategy.
 - b. human resource strategy.
 - c. business strategy.
 - d. strategic plan.
40. The Quid Pro Quo principle says that one way to prove sexual harassment is to prove that:
- a. customers were allowed to make sexually suggestive comments.
 - b. rejecting a supervisor's advances affected tangible benefits.
 - c. the supervisor habitually made sexual comments.
 - d. employees are required to wear sexually provocative clothing.

TRUE/FALSE

41. Employee orientation refers to the discrepancy between what the new employee expected from his/her new job and the realities of it.
 - a. True
 - b. False
42. To improve job rotation, you should tailor it to the needs and capabilities of the individual trainer.
 - a. True
 - b. False
43. Management development is an attempt to improve current or future managerial performance by imparting knowledge, changing attitudes, or increasing skills.
 - a. True
 - b. False
44. Under the American Disabilities Act, a job function is supplementary when the function is the reason the position exists.
 - a. True
 - b. False
45. The recruiter can save top management time by doing the preliminary work of advertising for the position and screening what could turn out to be hundreds of applicants.
 - a. True
 - b. False
46. The human resource manager is always a line manager, and never a staff specialist.
 - a. True
 - b. False
47. All managers, in a sense, are human resource managers because they are all involved in activities such as recruiting, selecting, and training.
 - a. True
 - b. False
48. The two things that characterize HR strategic challenges today are boosting competitiveness and implementing companies' strategies.
 - a. True
 - b. False

49. The metamorphosis of personnel into human resource management reflects the fact that in today's flattened, downsized, and responsive organizations, technology is usually a firm's best competitive key.
- a. True
 - b. False
50. Under the Civil Rights Act of 1991, an employee can only receive punitive damages if it can be shown there was "malice or reckless indifference."
- a. True
 - b. False

DISCUSSION QUESTIONS

Choose one of the following questions for discussion. Be thorough with your answer. For an extra 10 points, you may choose to answer a second question. Answer(s) must be in Times New Roman, 12 font, 1 ½ spacing. Any research resources used in discussing the question(s) must be cited and referenced according to APA format.

1. The book listed a number of management development techniques. Which one do you believe is the most effective? Defend this choice and contrast it with at least three other techniques.

2. Some people feel that the EEOC does not have any “teeth” or power. Others feel that it is too powerful and should be reduced. And, of course, some believe that the balance of power is just right. Choose your position, explain why you believe so, and defend that position.