

Practice Test

1. Which one of the following is *not* true of psychological contracts?
 - A. Psychological contracts describe what an employee expects to contribute in an employment relationship and what the employer will provide the employee in exchange for those contributions.
 - B. Under the "new" psychological contract, organizations expect their employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotions.
 - C. Unlike a written sales contract, psychological contracts are not formally put into words.
 - D. Psychological contracts have resulted in companies providing more flexible work schedules, comfortable working conditions, and control over work, training and development opportunities, and financial incentives based on how the organization performs.

2. When the technology, organizational structure, people, and processes of an organization all work together to give it an advantage within its competitive environment, the company has a:
 - A. global focus.
 - B. high-performance work system.
 - C. core competency.
 - D. differentiated focus.

3. Which one of the following terms describes the best possible fit between a company's social system (people and how they interact) and its technical system (equipment and processes)?
 - A. Outsourcing
 - B. Self-service system
 - C. High-performance work system
 - D. Total quality management

4. Under federal law, a workplace health and safety committee is required for every workplace that has _____ or more employees.
 - A. 10
 - B. 50
 - C. 100
 - D. 20

5. Differential treatment is legal in the case of _____.
- A.federal employees
 - B.employees with disabilities
 - C.BFOR
 - D.older employees
6. The text suggests that some define a diverse workforce as a _____.
- A.necessity
 - B.competitive advantage
 - C.costly exercise
 - D.discriminatory practice
7. Job sharing involves two part time employees carrying out tasks associated with _____.
- A.improving efficiency.
 - B.decreasing costs.
 - C.a single job.
 - D.several jobs.
8. If, as a manager, you were to give the sales staff in your store the authority to resolve customer problems, including the authority to decide whether to issue refunds or replace the merchandise, you would be using the technique of:
- A.job enlargement.
 - B.job extension.
 - C.job involvement.
 - D.job enrichment.
9. Self-managing teams are more likely to accomplish their goals if:
- A.they involve 6 to 18 employees who share the same technology, location, and hours.
 - B.the group's skills are relatively easy to learn.
 - C.the demand for particular activities shifts from day to day.
 - D.All of the answers are correct.

10. Which one of the following is *not* a way to simplify a job's mental demands?
- A. Provide adequate lighting.
 - B. Provide information necessary to carry out the job..
 - C. Provide Clear instructions.
 - D. Use complex equipment.
11. The text suggests that regardless of company strategy, all companies have to make decisions in all of the following areas of recruiting except:
- A. HR policies.
 - B. Recruiting sources.
 - C. Recruiting history.
 - D. Recruiter characteristics
12. The process of determining if the proportion of current employees who are members of various protected groups is comparable to their proportion in the labour market is called:
- A. adverse treatment analysis.
 - B. workforce utilization review.
 - C. subgroup reconciliation.
 - D. discrimination analyses.
13. Leading indicators may include all the following except:
- A. Sales or inventory levels.
 - B. Financial measures such as return on capital employed.
 - C. Changes in technology.
 - D. Trends in the composition of the workforce.
14. The first step in the human resource planning process is:
- A. forecasting labour demand and supply.
 - B. goal setting.
 - C. program implementation.
 - D. program evaluation.

15. A(n) _____ measures the ability to juggle a variety of demands, as is typical of a managers job.
- A.in basket test.
 - B.perceptual accuracy test.
 - C.work sample test.
 - D.cognitive ability test.
16. You want to establish the validity of a test designed for computer technicians using a predictive criterion-related validation strategy. To do so, you must administer the test to:
- A.at least half your present computer technicians.
 - B.people doing similar jobs in other companies.
 - C.people applying for computer technician jobs in your company.
 - D.only your current computer technicians who are performing at or above acceptable levels.
17. Which of the following are components found in a typical behaviour modeling session?
- A.Videotape of a model, planning session, one-on-one coaching, and practice opportunities
 - B.Presentation of key behaviours, videotape of a model, participation in a case study group, and planning session
 - C.Presentation of the key behaviours, videotape of a model, practice opportunities, and a planning session
 - D.Lecture, videotape of a model, on-the-job coaching, and practice opportunities
18. Which one of the following is *not* an advantage associated with audiovisual training?
- A.Trainees have some control over the presentation.
 - B.Trainees can interact with the trainer on a somewhat regular and frequent basis.
 - C.Trainees can be exposed to equipment, problems, and events that cannot be easily demonstrated in a classroom.
 - D.Trainees are provided with consistent instruction.
19. Readiness for training is a combination of all but one of the following. Name the exception.
- A.Employee characteristics
 - B.Trainer characteristics
 - C.Situational constraints
 - D.Social support

20. Which one of the following is *not* true of task analysis?
- A. It identifies the tasks, knowledge, skills, and behaviours that the training should emphasize.
 - B. It involves the assessment of conditions such as equipment and environment of the job, time constraints, safety considerations, and performance standards.
 - C. It results in an assessment of employees' readiness for training.
 - D. It involves the verification of job tasks via questionnaires and the ranking of tasks in terms of their importance, frequency, and difficulty.
21. An organization's planned effort to help employees learn job-related knowledge, skills, abilities, and behaviours is known as:
- A. employee development.
 - B. orientation.
 - C. training.
 - D. career development.
22. Which rater error is made when one judges individuals in the immediate work group higher than those who are not?
- A. Selective
 - B. Distributional
 - C. Halo/horn
 - D. Similar to me
23. The ABC Company wishes to collect performance data on its outside sales staff, particularly in terms of their interpersonal skills and behaviours. The company would best use all but one of the following sources. Name the exception.
- A. Customers
 - B. Supervisors
 - C. Peers
 - D. Self
24. Managers can improve employee satisfaction with the feedback process by:
- A. keeping the feedback session short and concentrating on only the positive.
 - B. using the tell-and-sell approach during the feedback session.
 - C. holding the feedback session in the employee's office.
 - D. letting the employee voice his or her opinion and discuss performance goals.

25. Advantages of result-based measures include all but one of the following. Name the exception.
- A.They have extremely high validity.
 - B.They are relatively easy to link to the organization's goals.
 - C.They are generally less subjective than other kinds of performance systems.
 - D.They are generally acceptable to employees and managers alike.
26. An effective job rotation system is characterized by all but one of the following. Name the exception.
- A.The system is used to develop skills as well as give employees' the experience needed for managerial positions.
 - B.The system is linked with the company's career management process.
 - C.The system is restricted to a limited number of key positions and employees within the company.
 - D.The system ensures that employees understand the specific skills to be developed.
27. A mentor is generally an:
- A.employee's peer who provides friendship and guidance.
 - B.employee's manager who provides feedback on performance.
 - C.employee's family member who provides emotional and financial support.
 - D.experienced, productive senior employee who provides feedback and coaching.
28. The Myers-Briggs Type Indicator (MBTI) could be helpful to a manager in all but one of the following situations. Name the exception.
- A.Developing teams
 - B.Becoming more effective in interpersonal communications
 - C.Measuring the job performance of employees
 - D.Delegating employee work assignments
29. The final step in the career management process is:
- A.self-assessment.
 - B.reality check.
 - C.goal setting.
 - D.action planning.

30. For most employees, the most important benefit is _____.
- A. Paid leave
 - B. Pension
 - C. Medical insurance
 - D. Wellness programs
31. Employers _____ to offer retirement plans beyond CPP/QPP.
- A. are required
 - B. have no obligation
 - C. try not to
 - D. are encouraged by stockholders
32. Which one of the following statements about flexible spending accounts is *not* true?
- A. They may be used to cover only employee (not dependents') health-care expenses.
 - B. They permit pretax employee contributions.
 - C. Contributions to the accounts may not exceed \$5,000 per year and must be designated in advance.
 - D. Funds must be used by the plan's yearend or they revert to the employer.
33. The benefits to employees under Workers Compensation fall into all but one of the following categories. Name the exception.
- A. Wage loss benefits
 - B. Medical services
 - C. Training in health and safety
 - D. Rehabilitative services
34. Unions typically want to influence the process of _____.
- A. employee recruitment
 - B. health and safety requirements.
 - C. employee pay and promotions.
 - D. social unionism.

35. _____ focuses primarily on establishing a relationship of trust.
- A. Rand formula
 - B. distributive bargaining.
 - C. integrative bargaining.
 - D. Attitudinal structuring.
36. The laws and regulations pertaining to labour relations affect _____.
- A. union bargaining power
 - B. society goals.
 - C. firm profits.
 - D. social unionism formula.
37. The strongest security arrangement for a union is a _____.
- A. Union shop
 - B. Rand plan.
 - C. checkoff provision.
 - D. Closed shop.
38. The most notable disadvantage for virtual expatriates is:
- A. the amount of time they must spend away from friends and family while on assignment.
 - B. the loss in income they will experience as a result of accepting their overseas assignment.
 - C. the difficulty they will experience in building relationships with host-country personnel.
 - D. the isolation that comes with never returning to their home countries.
39. Companies are increasingly using which of the following activities to facilitate repatriation?
- A. Increased pay and validation
 - B. Communication and validation
 - C. Shorter assignments and increased pay
 - D. Validation and promotion

40. The extent to which expatriates receive recognition from peers and bosses following their overseas assignment refers to:
- A.validation.
 - B.repatriation
 - C.adjustment.
 - D.acknowledgment.
41. A firm that is currently shipping domestically produced items to other countries to be sold there is at what level of oversea participation?
- A.Exporting
 - B.International
 - C.Multinational
 - D.Global
42. According to expatriates, the most important qualities for an international assignment are, in order of importance:
- A.family situation, flexibility and adaptability, job knowledge and motivation, relational skills, and openness to other cultures.
 - B.openness to other cultures, flexibility and adaptability, relational skills, job knowledge and motivation, and family situation.
 - C.job knowledge and motivation, flexibility and adaptability, relational skills, openness to other cultures, and family situation.
 - D.self-confidence, a sense of advantage, technical know-how, and family situation.

Practice Test **Key**

1. Which one of the following is *not* true of psychological contracts?

(p. 31)

- a. Psychological contracts describe what an employee expects to contribute in an employment relationship and what the employer will provide the employee in exchange for those contributions.
- B** Under the "new" psychological contract, organizations expect their employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotions.
- c. Unlike a written sales contract, psychological contracts are not formally put into words.
- d. Psychological contracts have resulted in companies providing more flexible work schedules, comfortable working conditions, and control over work, training and development opportunities, and financial incentives based on how the organization performs.

Difficulty: Hard

Learning Objective: 8

Noe - 001 Chapter... #65

2. When the technology, organizational structure, people, and processes of an organization all work together to give it an advantage within its competitive environment, the company has a:

(p. 7)

- a. global focus.
- B** high-performance work system.
- c. core competency.
- d. differentiated focus.

Difficulty: Hard

Learning Objective: 1

Noe - 001 Chapter... #28

3. Which one of the following terms describes the best possible fit between a company's social system (people and how they interact) and its technical system (equipment and processes)?

(p. 25)

- a. Outsourcing
- b. Self-service system
- C** High-performance work system
- d. Total quality management

Difficulty: Easy

Learning Objective: 7

Noe - 001 Chapter... #55

4. Under federal law, a workplace health and safety committee is required for every workplace that has _____ or more employees.

(p. 55)

- a. 10
- b. 50
- c. 100
- D** 20

Difficulty: Medium
Learning Objective: 7
Noe - 002 Chapter... #38

5. Differential treatment is legal in the case of _____.

(p. 50)

- a. federal employees
- b. employees with disabilities
- C** BFOR
- d. older employees

Difficulty: Medium
Learning Objective: 4
Noe - 002 Chapter... #26

6. The text suggests that some define a diverse workforce as a _____.

(p. 54)

- a. necessity
- B** competitive advantage
- c. costly exercise
- d. discriminatory practice

Difficulty: Hard
Learning Objective: 4
Noe - 002 Chapter... #34

7. Job sharing involves two part time employees carrying out tasks associated with _____.

(p. 89)

- a. improving efficiency.
- b. decreasing costs.
- C** a single job.
- d. several jobs.

Difficulty: Easy
Learning Objective: 9
Noe - 003 Chapter... #54

8. If, as a manager, you were to give the sales staff in your store the authority to resolve customer problems, including the authority to decide whether to issue refunds or replace the merchandise, you would be using the technique of:
- (p. 87)
- a. job enlargement.
 - b. job extension.
 - c. job involvement.
 - D** job enrichment.

Difficulty: Medium
Learning Objective: 7
Noe - 003 Chapter... #49

9. Self-managing teams are more likely to accomplish their goals if:
- (p. 88)
- a. they involve 6 to 18 employees who share the same technology, location, and hours.
 - b. the group's skills are relatively easy to learn.
 - c. the demand for particular activities shifts from day to day.
 - D** All of the answers are correct.

Difficulty: Medium
Learning Objective: 7
Noe - 003 Chapter... #51

10. Which one of the following is *not* a way to simplify a job's mental demands?
- (p. 93)
- a. Provide adequate lighting.
 - b. Provide information necessary to carry out the job..
 - c. Provide Clear instructions.
 - D** Use complex equipment.

Difficulty: Medium
Learning Objective: 7
Noe - 003 Chapter... #57

11. The text suggests that regardless of company strategy, all companies have to make decisions in all of the following areas of recruiting except:
- (p. 112)
- a. HR policies.
 - b. Recruiting sources.
 - C** Recruiting history.
 - d. Recruiter characteristics

Difficulty: Medium
Learning Objective: 4
Noe - 004 Chapter... #43

12. The process of determining if the proportion of current employees who are members of various protected groups is comparable to their proportion in the labour market is called:

(p. 111)

- a. adverse treatment analysis.
- B** workforce utilization review.
- c. subgroup reconciliation.
- d. discrimination analyses.

Difficulty: Medium
Learning Objective: 4
Noe - 004 Chapter... #41

13. Leading indicators may include all the following except:

(p. 101)

- a. Sales or inventory levels.
- B** Financial measures such as return on capital employed.
- c. Changes in technology.
- d. Trends in the composition of the workforce.

Difficulty: Hard
Learning Objective: 2
Noe - 004 Chapter... #20

14. The first step in the human resource planning process is:

(p. 100)

- A** forecasting labour demand and supply.
- b. goal setting.
- c. program implementation.
- d. program evaluation.

Difficulty: Easy
Learning Objective: 1
Noe - 004 Chapter... #19

15. A(n) _____ measures the ability to juggle a variety of demands, as is typical of a manager's job.

(p. 143)

- A** in basket test.
- b. perceptual accuracy test.
- c. work sample test.
- d. cognitive ability test.

Difficulty: Hard
Learning Objective: 5
Noe - 005 Chapter... #47

16. You want to establish the validity of a test designed for computer technicians using a predictive criterion-related validation strategy. To do so, you must administer the test to:
- (p. 134)
- a. at least half your present computer technicians.
 - b. people doing similar jobs in other companies.
 - C** people applying for computer technician jobs in your company.
 - d. only your current computer technicians who are performing at or above acceptable levels.

Difficulty: Hard
Learning Objective: 2
Noe - 005 Chapter... #30

17. Which of the following are components found in a typical behaviour modeling session?
- (p. 178)
- a. Videotape of a model, planning session, one-on-one coaching, and practice opportunities
 - b. Presentation of key behaviours, videotape of a model, participation in a case study group, and planning session
 - C** Presentation of the key behaviours, videotape of a model, practice opportunities, and a planning session
 - d. Lecture, videotape of a model, on-the-job coaching, and practice opportunities

Difficulty: Hard
Learning Objective: 5
Noe - 006 Chapter... #49

18. Which one of the following is *not* an advantage associated with audiovisual training?
- (p. 173)
- a. Trainees have some control over the presentation.
 - B** Trainees can interact with the trainer on a somewhat regular and frequent basis.
 - c. Trainees can be exposed to equipment, problems, and events that cannot be easily demonstrated in a classroom.
 - d. Trainees are provided with consistent instruction.

Difficulty: Medium
Learning Objective: 5
Noe - 006 Chapter... #41

19. Readiness for training is a combination of all but one of the following. Name the exception.

(p. 166)

- a. Employee characteristics
- B** Trainer characteristics
- c. Situational constraints
- d. Social support

Difficulty: Medium
Learning Objective: 3
Noe - 006 Chapter... #30

20. Which one of the following is *not* true of task analysis?

(p. 166)

- a. It identifies the tasks, knowledge, skills, and behaviours that the training should emphasize.
- b. It involves the assessment of conditions such as equipment and environment of the job, time constraints, safety considerations, and performance standards.
- C** It results in an assessment of employees' readiness for training.
- d. It involves the verification of job tasks via questionnaires and the ranking of tasks in terms of their importance, frequency, and difficulty.

Difficulty: Hard
Learning Objective: 2
Noe - 006 Chapter... #29

21. An organization's planned effort to help employees learn job-related knowledge, skills, abilities, and behaviours is known as:

(p. 160)

- a. employee development.
- b. orientation.
- C** training.
- d. career development.

Difficulty: Easy
Learning Objective: 1
Noe - 006 Chapter... #21

22. Which rater error is made when one judges individuals in the immediate work group higher than those who are not?
(p. 211)
- a. Selective
 - b. Distributional
 - c. Halo/horn
 - D** Similar to me

Difficulty: Medium
Learning Objective: 6
Noe - 007 Chapter... #51

23. The ABC Company wishes to collect performance data on its outside sales staff, particularly in terms of their interpersonal skills and behaviours. The company would best use all but one of the following sources. Name the exception.
(p. 207)
- a. Customers
 - B** Supervisors
 - c. Peers
 - d. Self

Difficulty: Hard
Learning Objective: 5
Noe - 007 Chapter... #46

24. Managers can improve employee satisfaction with the feedback process by:
(p. 215)
- a. keeping the feedback session short and concentrating on only the positive.
 - b. using the tell-and-sell approach during the feedback session.
 - c. holding the feedback session in the employee's office.
 - D** letting the employee voice his or her opinion and discuss performance goals.

Difficulty: Medium
Learning Objective: 7
Noe - 007 Chapter... #59

25. Advantages of result-based measures include all but one of the following. Name the exception.
(p. 206)
- A** They have extremely high validity.
 - b. They are relatively easy to link to the organization's goals.
 - c. They are generally less subjective than other kinds of performance systems.
 - d. They are generally acceptable to employees and managers alike.

Difficulty: Hard
Learning Objective: 5
Noe - 007 Chapter... #43

26. An effective job rotation system is characterized by all but one of the following. Name the exception.

(p. 238)

- a. The system is used to develop skills as well as give employees' the experience needed for managerial positions.
- b. The system is linked with the company's career management process.
- C** The system is restricted to a limited number of key positions and employees within the company.
- d. The system ensures that employees understand the specific skills to be developed.

Difficulty: Hard
Learning Objective: 4
Noe - 008 Chapter... #48

27. A mentor is generally an:

(p. 240)

- a. employee's peer who provides friendship and guidance.
- b. employee's manager who provides feedback on performance.
- c. employee's family member who provides emotional and financial support.
- D** experienced, productive senior employee who provides feedback and coaching.

Difficulty: Easy
Learning Objective: 5
Noe - 008 Chapter... #52

28. The Myers-Briggs Type Indicator (MBTI) could be helpful to a manager in all but one of the following situations. Name the exception.

(p. 232)

- a. Developing teams
- b. Becoming more effective in interpersonal communications
- C** Measuring the job performance of employees
- d. Delegating employee work assignments

Difficulty: Hard
Learning Objective: 3
Noe - 008 Chapter... #32

29. The final step in the career management process is:

(p. 246)

- a. self-assessment.
- b. reality check.
- c. goal setting.
- D** action planning.

Difficulty: Easy
Learning Objective: 7
Noe - 008 Chapter... #62

30. For most employees, the most important benefit is _____.

(p. 291)

- a. Paid leave
- b. Pension
- C** Medical insurance
- d. Wellness programs

Difficulty: Hard
Learning Objective: 5
Noe - 009 Chapter... #47

31. Employers _____ to offer retirement plans beyond CPP/QPP.

(p. 293)

- a. are required
- B** have no obligation
- c. try not to
- d. are encouraged by stockholders

Difficulty: Medium
Learning Objective: 5
Noe - 009 Chapter... #48

32. Which one of the following statements about flexible spending accounts is *not* true?

(p. 413)

- A** They may be used to cover only employee (not dependents') health-care expenses.
- b. They permit pretax employee contributions.
- c. Contributions to the accounts may not exceed \$5,000 per year and must be designated in advance.
- d. Funds must be used by the plan's yearend or they revert to the employer.

Difficulty: Hard
Learning Objective: 6
Noe - 009 Chapter... #62

33. The benefits to employees under Workers Compensation fall into all but one of the following categories. Name the exception.

(p. 289)

- a. Wage loss benefits
- b. Medical services
- C** Training in health and safety
- d. Rehabilitative services

Difficulty: Hard
Learning Objective: 5
Noe - 009 Chapter... #45

34. Unions typically want to influence the process of _____.

(p. 321)

- a. employee recruitment
- b. health and safety requirements.
- C** employee pay and promotions.
- d. social unionism.

Difficulty: Hard
Learning Objective: 2
Noe - 010 Chapter... #37

35. _____ focuses primarily on establishing a relationship of trust.

(p. 328)

- a. Rand formula
- b. distributive bargaining.
- c. integrative bargaining.
- D** Attitudinal structuring.

Difficulty: Medium
Learning Objective: 5
Noe - 010 Chapter... #53

36. The laws and regulations pertaining to labour relations affect _____.

(p. 322)

- A** union bargaining power
- b. society goals.
- c. firm profits.
- d. social unionism formula.

Difficulty: Medium
Learning Objective: 3
Noe - 010 Chapter... #44

37. The strongest security arrangement for a union is a _____.

(p. 321)

- a. Union shop
- b. Rand plan.
- c. checkoff provision.
- D** Closed shop.

Difficulty: Hard
Learning Objective: 3
Noe - 010 Chapter... #42

38. The most notable disadvantage for virtual expatriates is:

(p. 489)

- a. the amount of time they must spend away from friends and family while on assignment.
- b. the loss in income they will experience as a result of accepting their overseas assignment.
- C** the difficulty they will experience in building relationships with host-country personnel.
- d. the isolation that comes with never returning to their home countries.

Difficulty: Hard
Learning Objective: 4
Noe - 011 Chapter... #46

39. Companies are increasingly using which of the following activities to facilitate repatriation?

(p. 368)

- a. Increased pay and validation
- B** Communication and validation
- c. Shorter assignments and increased pay
- d. Validation and promotion

Difficulty: Medium
Learning Objective: 6
Noe - 011 Chapter... #63

40. The extent to which expatriates receive recognition from peers and bosses following their overseas assignment refers to:

(p. 368)

- A** validation.
- b. repatriation
- c. adjustment.
- d. acknowledgment.

Difficulty: Easy
Learning Objective: 6
Noe - 011 Chapter... #64

41. A firm that is currently shipping domestically produced items to other countries to be sold there is at what level of oversea participation?

(p. 345)

- A** Exporting
- b. International
- c. Multinational
- d. Global

Difficulty: Easy
Learning Objective: 1
Noe - 011 Chapter... #27

42. According to expatriates, the most important qualities for an international assignment are, in order of importance:
(p. 364)

- A family situation, flexibility and adaptability, job knowledge and motivation, relational skills, and openness to other cultures.
- b. openness to other cultures, flexibility and adaptability, relational skills, job knowledge and motivation, and family situation.
- c. job knowledge and motivation, flexibility and adaptability, relational skills, openness to other cultures, and family situation.
- d. self-confidence, a sense of advantage, technical know-how, and family situation.

Difficulty: Hard
Learning Objective: 4
Noe - 011 Chapter... #57

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	8
Difficulty: Hard	19
Difficulty: Medium	15
Learning Objective: 1	4
Learning Objective: 2	4
Learning Objective: 3	4
Learning Objective: 4	7
Learning Objective: 5	10
Learning Objective: 6	4
Learning Objective: 7	7
Learning Objective: 8	1
Learning Objective: 9	1
Noe - 001 Chapter...	3
Noe - 002 Chapter...	3
Noe - 003 Chapter...	4
Noe - 004 Chapter...	4
Noe - 005 Chapter...	2
Noe - 006 Chapter...	5
Noe - 007 Chapter...	4
Noe - 008 Chapter...	4
Noe - 009 Chapter...	4
Noe - 010 Chapter...	4
Noe - 011 Chapter...	5