**PME 602 Midterm Exam Study Guide**

Each Question =3.75 points

**1. Which of the following is a. True of one-way linkage?**

|  |  |
| --- | --- |
|  | In this level, the human resource management executive has no time or opportunity to take a strategic outlook toward human resource issues. |
|  | This level often leads to strategic plans that the company cannot successfully implement. |
|  | In this level, the human resource management functions are built right into the strategy formulation process. |
|  | In this level, the human resource management function is involved in both strategy formulation and strategy implementation. |
|  | It lets the human resource management executive give strategic planners information about the company's human resource capabilities. |

**2. Which of the following aspects of emotional intelligence is the knowledge of one's strengths and weaknesses?**

|  |  |
| --- | --- |
|  | self-motivation |
|  | empathy |
|  | social skill |
|  | self-awareness |
|  | self-regulation |

**3. The factual or procedural information that is necessary for successfully performing a task is called:**

|  |  |
| --- | --- |
|  | aptitude. |
|  | ability. |
|  | skill. |
|  | persistence. |
|  | knowledge. |

**4. The process of determining whether there are any subgroups whose proportion in a given job category within a company is substantially different from their proportion in the relevant labor market is called:**

|  |  |
| --- | --- |
|  | adverse treatment analysis. |
|  | workforce utilization review. |
|  | subgroup reconciliation. |
|  | discrimination analysis. |
|  | leading indicator. |

**5. Managers are involved in traditional performance management process, while \_\_\_\_\_\_\_\_ are involved in continuous performance management:**

|  |  |
| --- | --- |
|  | only peers |
|  | only direct reports |
|  | managers, peers, and direct reports |
|  | peers and direct reports |
|  | managers and peers |

**6. Jamal was hired recently by his firm to provide coaching to a work unit that is underperforming. This is part of the \_\_\_\_\_\_\_\_ function of HR:**

|  |  |
| --- | --- |
|  | recruitment and selection |
|  | compensation and benefits |
|  | employee relations |
|  | personnel policies |
|  | performance management |

**7. Which of the following is the biggest downside for large job sites?**

|  |  |
| --- | --- |
|  | Most job sites do not return with quick results, which can be frustrating for an applicant. |
|  | Because of the sheer size of the website, there is a lack of differentiation between candidates listed on the site. |
|  | Job sites offer lackluster customer service, which is a huge disappointment for applicants. |
|  | Most job sites post jobs that are completely unrelated to an employee's expertise and job interest. |
|  | While they promise excellent service, the exuberant service charges discourage applicants from using job sites. |

**8. HR Resources, Inc. provides HR services to small companies that do not need full-time HR. Contracting with HR Resources is known as:**

|  |  |
| --- | --- |
|  | e-commerce. |
|  | reshoring. |
|  | downsizing. |
|  | benchmarking. |
|  | outsourcing. |

**10. The job hazard analysis technique is a breakdown of each job into basic elements, each of which is rated for its potential for harm or injury:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**11. The goals that are set in the human resource planning process should come directly from:**

|  |  |
| --- | --- |
|  | the mid-level managers who tend to be most in touch with the organization's needs. |
|  | the results of the previous year's appraisal process. |
|  | the analysis of the labor supply and demand. |
|  | the strategic choices made by the company's top-level managers. |
|  | the feedback provided by the organization's customers. |

**12. Divisional structures tend to be more flexible and innovative because of:**

|  |  |
| --- | --- |
|  | their work-flow focus. |
|  | the preference employees have for centralized decision-making. |
|  | their proximity to a heterogeneous customer base. |
|  | the high level of centralization in the structure. |
|  | the tendency to ignore opportunities. |

**13. Strategy implementation includes structuring an organization and allocating resources:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**14. The motivational approach views attitudinal variables and behavioral variables as the most important outcomes of job design:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**15. When a corporate organization competes through globalization, as opposed to technology, it is likely to put most of its efforts into:**

|  |  |
| --- | --- |
|  | social responsibility. |
|  | environmental issues. |
|  | expansion into foreign markets. |
|  | development of HR dashboards. |
|  | integration of technology and social systems. |

**16. In which performance technique are managers given three statements of performance per dimension and asked to indicate whether an employee's performance is above (+. , at (0. , or below (-. the statements?**

|  |  |
| --- | --- |
|  | behaviorally anchored rating scale |
|  | forced distribution scale |
|  | behavior observation scale |
|  | graphic rating scale |
|  | mixed-standard scale |

**17. The degree to which the information provided by selection methods enhance the bottom-line effectiveness of the organization is known as the selection method's:**

|  |  |
| --- | --- |
|  | reliability. |
|  | validity. |
|  | generalizability. |
|  | utility. |
|  | legality. |

**18. The main provision of the Occupational Safety and Health Act states that each employer should furnish each employee a place of employment free from recognized hazards that cause or are likely to cause death or serious physical harm. This is referred to as the:**

|  |  |
| --- | --- |
|  | general duty clause. |
|  | employer clause. |
|  | employee clause. |
|  | first aid clause. |
|  | national consensus clause. |

**19. Which of the following acts states that employers cannot retaliate against employees for either "opposing" a perceived illegal employment practice or "participating in a proceeding" related to an alleged illegal employment practice?**

|  |  |
| --- | --- |
|  | Equal Pay Act |
|  | Fair Labor Standards Act |
|  | Lilly Ledbetter Fair Pay Act |
|  | Title VII of the Civil Rights Act of 1964 |
|  | Vocational Rehabilitation Act |

**20. If an organization decides to take a strategic initiative of enhancing innovation and creativity, which of the following is likely to be an implication for the organization's training practices?**

|  |  |
| --- | --- |
|  | ensuring that employees have product knowledge |
|  | ensuring that employees understand their roles |
|  | dedicating physical space to encourage teamwork |
|  | ensuring that employees have opportunities to develop |
|  | training the local workforce in company culture |

**21. \_\_\_\_\_\_\_\_ provides a longitudinal overview of the dynamic relationships by which inputs are converted into outputs:**

|  |  |
| --- | --- |
|  | Job analysis |
|  | Organization structure |
|  | Organizational dynamics |
|  | Work-relationship analysis |
|  | Work-flow design |

**22. Directives issued and amended unilaterally by the president are known as:**

|  |  |
| --- | --- |
|  | judicial decisions. |
|  | presidential vetoes. |
|  | presidential bills. |
|  | executive orders. |
|  | constitutional amendments. |

**23. A reason that downsizing efforts often fail is that employees who survive the purges often become narrow-minded, self-absorbed, and risk averse:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**24. Which of the following statements is a. True regarding companies that are not diversified?**

|  |  |
| --- | --- |
|  | Such companies typically use quantitative measures of performance to evaluate managers. |
|  | In such companies, top managers have less knowledge about managers below them in the hierarchy. |
|  | In such companies, executives tend to focus on evaluating the objective performance results of their subordinate managers. |
|  | They have evaluation systems that call for subjective performance assessments of managers. |
|  | People above the first-level managers in the hierarchy of such companies have limited knowledge about work-related tasks that should be performed. |

**25. Strategies emphasizing market share or operating costs are called "external growth" strategies:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**26. Reliability and validity:**

|  |  |
| --- | --- |
|  | are directly proportional to each other. |
|  | are inversely proportional to each other. |
|  | are related in that for a measure to be valid, it must be reliable. |
|  | are independent of each other. |
|  | are related in that reliability is a necessary and sufficient condition for validity. |

**27. Result-based approaches to performance measurement assume that subjectivity can be eliminated from the measurement process:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**28. Knowledge is an individual's level of proficiency at performing a particular task:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**29. Each of the following is a relatively fast method to reduce an expected labor surplus except:**

|  |  |
| --- | --- |
|  | work sharing. |
|  | retraining. |
|  | pay reduction. |
|  | demotion. |
|  | transfer. |

**30. Many companies are exploring the use of distance learning to provide training. As the company weighs the pros and cons of distance learning, which of the following should they keep in mind?**

|  |  |
| --- | --- |
|  | Expenses in the form of travel costs are high. |
|  | Clarification of questions is dependent on on-site instructors. |
|  | The level of interaction between trainees and trainers is high. |
|  | Geographically dispersed audiences cannot be reached. |
|  | It is more useful when instructors can visit the trainees. |

**31. Validity is necessary but not sufficient for generalizability:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**32. The HR department is most likely to collaborate with other company functions on:**

|  |  |
| --- | --- |
|  | legal compliance. |
|  | outplacement. |
|  | record keeping. |
|  | performance management. |
|  | unemployment compensation. |

**33. Both the comparative and the attribute approaches to performance measurement are:**

|  |  |
| --- | --- |
|  | high on strategic congruence. |
|  | very low on specificity. |
|  | low on acceptability. |
|  | high on reliability. |
|  | very high on validity. |

**34. There is no evidence to support the direct relationship between diversity and business:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**35. Promote from-within policies make it clear to applicants that there are opportunities for advancement within the company:**

|  |  |
| --- | --- |
|  | True |
|  | False |

**37. Which of the following approaches views job satisfaction as one of the most important outcomes of job design?**

|  |  |
| --- | --- |
|  | administrative approach |
|  | mechanistic approach |
|  | biological approach |
|  | perceptual-motor approach |
|  | motivational approach |

**38. Which performance management evaluation criterion reflects the extent to which a performance measure assesses all the relevant-and only the relevant-aspects of performance?**

|  |  |
| --- | --- |
|  | reliability |
|  | strategic congruence |
|  | acceptability |
|  | specificity |
|  | validity |

**39. Which of the following is a. True of knowledge management?**

|  |  |
| --- | --- |
|  | It primarily focuses on enhancing a company's reputation. |
|  | It relies on informal settings for knowledge transfer. |
|  | It contributes to informal learning. |
|  | It tends to avoid using culture as a tool for sharing knowledge. |
|  | It never consists of or utilizes communities of practice. |

**40. The standard deviation rule uses the mode of the distribution to determine disparate impact.**

|  |  |
| --- | --- |
|  | True |
|  | False |