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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. In general, many companies are realizing a diminished demand for touch labor and an increasing demand for knowledge work.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2. Knowledge workers are employees whose responsibilities include only problem-solving.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3. A Human Resource Information System (HRIS) provides current and accurate data for control and decision-making by managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. To proactively manage change, organizations should wait to see how external forces impact an organization's performance, and then develop a plan to address those changes.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. The strategies companies are pursuing today increasingly involve one or more elements of globalization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 6. A firm's ability to compete through people depends on its ability to manage human capital.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 7. Human capital is owned by an organization and is part of its core competencies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 8. Reactive changes are strategic changes initiated by managers in response to external forces that have already affected a company's performance.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 9. Companies are increasingly rotating non-HR managers into HR positions and vice versa to give them exposure to different areas of the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. Human capital is intangible, but can still be managed the way organizations manage jobs, products, and technologies.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 11. In absolute terms, the United States remains the world’s most productive nation, even when it comes to manufacturing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 12. ​Labor costs are always the smallest expenditures companies make, particularly in service-intensive firms.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 13. Furloughing is a situation in which a firm asks an employee to take time off but the employee is still provided with full pay and benefits.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 14. Methods of reducing labor costs include downsizing, outsourcing, and employee leasing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 15. Downsizing is often used by organizations for the planned elimination of jobs.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 16. Technology, transportation, communications, and utilities industries tend to spend the least on training.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 17. Outsourcing refers to employing workers in their homes rather than within the traditional office environment.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 18. Corporate social responsibility is the responsibility of an organization to act in the best interests of the people and communities affected by its activities.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 19. ​Older workers are generally undependable and operate like free agents.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 20. Educational level is positively related to annual earnings.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 21. The U.S. Department of Education has found that less than half of all high school seniors in the U.S. are unable to handle basic math involving fractions, decimals, and simple algebra.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 22. Women now account for slightly more than half of the American workforce.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 23. By 2050, the percentage of Hispanics in the United States is expected to nearly triple, while the percentage of people of Asian descent is expected to significantly decrease.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 24. Older workers are often willing to work flexible hours.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 25. Employees today are less likely to define success in terms of financial gain.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 26. Family-friendly practices include offering flexible hours, telecommuting, and job sharing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 27. One of the responsibilities of HR managers is to provide advice and counsel to line managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 28. An HR manager is typically expected to function as an in-house consultant to supervisors, managers, and executives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 29. The HR policies are generally proposed by the senior executives of an organization to the HR managers, who actually issue them.  ​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 30. One of the roles of HR managers is to act as employee advocates despite their positions as managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 31. HR managers can establish personal credibility by developing good relationships with people both internal and external to a firm.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 32. When employee leasing is used, a firm signs an agreement with a professional employer organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 33. Which of the following is NOT a competitive challenge within the Human Resources Management framework?   |  |  |  | | --- | --- | --- | |  | a. | Changes in the marketplace | |  | b. | Globalization | |  | c. | Technology | |  | d. | Employee rights |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 34. The \_\_\_\_\_ is the first major trade agreement of the twentieth century to establish rules and guidelines for global commerce.   |  |  |  | | --- | --- | --- | |  | a. | NAFTA (North American Free Trade Agreement) | |  | b. | GATT (General Agreement on Tariffs and Trade) | |  | c. | FTAA (Free Trade Area of the Americas) | |  | d. | APEC (Asia Pacific Economic Cooperation) |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 35. Which of the following is the largest employment agency in the United States?   |  |  |  | | --- | --- | --- | |  | a. | Snelling Personnel Services | |  | b. | Kelly Services | |  | c. | Manpower Inc. | |  | d. | Labor Ready |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 36. Which of the following is NOT a primary impact that technology has had on human resources management (HRM)?   |  |  |  | | --- | --- | --- | |  | a. | It has altered the methods of collecting employment information. | |  | b. | It has quickened the processing of employment data. | |  | c. | It has diminished the role of supervisors in managing employees. | |  | d. | It has improved the processes of internal and external communications. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 37. The first step in choosing an HRIS is for the HR personnel to:   |  |  |  | | --- | --- | --- | |  | a. | evaluate the most time-consuming tasks. | |  | b. | examine the user-friendliness of the software. | |  | c. | calculate the cost savings in using an HRIS. | |  | d. | calculate the time required to train the HR staff. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 38. \_\_\_\_\_ is closely related to corporate social responsibility.   |  |  |  | | --- | --- | --- | |  | a. | Downsizing | |  | b. | Furloughing | |  | c. | Sustainability | |  | d. | Offshoring |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 39. Organizational changes are said to be \_\_\_\_\_ when external forces have already affected an organization's performance.   |  |  |  | | --- | --- | --- | |  | a. | proactive | |  | b. | intentional | |  | c. | reactive | |  | d. | negative |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 40. \_\_\_\_\_ change is initiated by management to take advantage of targeted opportunities.   |  |  |  | | --- | --- | --- | |  | a. | Proactive | |  | b. | Turnover | |  | c. | Reactive | |  | d. | Reflective |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 41. \_\_\_\_\_ is the process of moving jobs closer to one’s home country.   |  |  |  | | --- | --- | --- | |  | a. | Nearshoring | |  | b. | Outsourcing | |  | c. | Homeshoring | |  | d. | Furloughing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 42. Millennials are also known as:   |  |  |  | | --- | --- | --- | |  | a. | baby boomers. | |  | b. | Generation X. | |  | c. | Generation Y. | |  | d. | screenagers. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 43. The knowledge, skills, and capabilities of individuals that have a tremendous impact on an organization's performance but do not show up directly on its balance sheet are known as:   |  |  |  | | --- | --- | --- | |  | a. | intellectual capital. | |  | b. | human capital. | |  | c. | core capital. | |  | d. | employee capital. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. Women who are employed full-time today make about \_\_\_\_\_ of what men employed full-time make.   |  |  |  | | --- | --- | --- | |  | a. | 50 percent | |  | b. | 95 percent | |  | c. | 79 percent | |  | d. | 100 percent |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. Managers have to find ways to empower employees and encourage their participation and involvement to more fully utilize human capital because:   |  |  |  | | --- | --- | --- | |  | a. | employees are required to cut down on administrative costs. | |  | b. | firms are moving away from team-based structures. | |  | c. | employee skills often go unused. | |  | d. | managers want to avoid competing through people. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 46. A survey conducted by the Human Resource Planning Society revealed that \_\_\_\_\_ percent of the responding companies believe that their HR group plays an important role in developing human capital.   |  |  |  | | --- | --- | --- | |  | a. | less than 30 | |  | b. | nearly 50 | |  | c. | between 30 and 40 | |  | d. | nearly 65 |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 47. About \_\_\_\_\_ of what Americans produce every year dollar-wise is sold abroad.   |  |  |  | | --- | --- | --- | |  | a. | 50 percent | |  | b. | 30 percent | |  | c. | 10 percent | |  | d. | 2 percent |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 48. The national identities of products are blurring due to the effect of:   |  |  |  | | --- | --- | --- | |  | a. | globalization. | |  | b. | nearshoring. | |  | c. | downsizing. | |  | d. | furloughing. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 49. The \_\_\_\_\_ paved the way for the formation of many major trade agreements and institutions.   |  |  |  | | --- | --- | --- | |  | a. | General Agreement on Tariffs and Trade (GATT) | |  | b. | International Monetary Fund (IMF) | |  | c. | North American Free Trade Agreement (NAFTA) | |  | d. | European Union (EU) |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 50. Which of the following is NOT a characteristic of organizations that have been successful in engineering change?   |  |  |  | | --- | --- | --- | |  | a. | Linking the change to business strategy | |  | b. | Engaging key employees early in the change process | |  | c. | Investing in the implementation of change | |  | d. | Engaging suppliers only after making changes |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 51. Which of the following is one of the largest expenditures of service companies?   |  |  |  | | --- | --- | --- | |  | a. | Production costs | |  | b. | Marketing costs | |  | c. | Labor costs | |  | d. | Distribution costs |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 52. Which strategy refers to the planned elimination of jobs?   |  |  |  | | --- | --- | --- | |  | a. | Downsizing | |  | b. | Outsourcing | |  | c. | Nearshoring | |  | d. | Reengineering |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 53. Approximately \_\_\_\_\_ of the U.S. economy today is affected by international competition, including small companies.   |  |  |  | | --- | --- | --- | |  | a. | 25 to 40 percent | |  | b. | 50 to 65 percent | |  | c. | 70 to 85 percent | |  | d. | 90 to 100 percent |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 54. Hiring someone outside the company to perform tasks that could be done internally is known as:   |  |  |  | | --- | --- | --- | |  | a. | outplacement. | |  | b. | contracting. | |  | c. | outsourcing. | |  | d. | employee leasing. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 55. The business practice of sending jobs to other countries is referred to as:   |  |  |  | | --- | --- | --- | |  | a. | outplacement. | |  | b. | offshoring. | |  | c. | outsourcing. | |  | d. | employee leasing. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 56. A method of containing costs that allows a professional employer organization (PEO), typically a larger company, to takeover the management of a smaller company's HR tasks and become a coemployer to its employees is known as \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | outsourcing | |  | b. | employee leasing | |  | c. | furloughing | |  | d. | nearshoring |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 57. It is anticipated that in the future, the American workforce will exhibit:   |  |  |  | | --- | --- | --- | |  | a. | about the same demographic mix as it does today. | |  | b. | an increase in ethnic diversity. | |  | c. | a decrease in ethnic diversity. | |  | d. | a decrease in the number of older workers. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 58. According to the U.S. Bureau of Labor Statistics, about \_\_\_\_\_ of people over 55 now participate in the labor force.   |  |  |  | | --- | --- | --- | |  | a. | 15 percent | |  | b. | 40 percent | |  | c. | 55 percent | |  | d. | 75 percent |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 59. Managers are concerned that the expertise of employees will be rapidly drained from their companies because:   |  |  |  | | --- | --- | --- | |  | a. | recruitment of minorities is increasing. | |  | b. | large portions of American workers are nearing retirement. | |  | c. | older workers' are becoming more resistant to flexible work hour. | |  | d. | older workers are increasing behaving like free agents. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 60. In which of the following ways are labor force and its demographics expected to change?   |  |  |  | | --- | --- | --- | |  | a. | Minorities will make up a smaller share of the U.S. labor force than they did in the past. | |  | b. | Women will make up a smaller share of the U.S. labor force than they did in the past. | |  | c. | By 2050, the labor force participation rate will be only about 59 percent. | |  | d. | The demand for temporary workers will triple by 2050. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 61. Older workers:   |  |  |  | | --- | --- | --- | |  | a. | operate more like free agents. | |  | b. | prefer having younger supervisors. | |  | c. | are more willing to work flexible hours. | |  | d. | learn new behaviors more quickly because of their experience. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 62. Over the last few decades, the educational attainment of the U.S. labor force has:   |  |  |  | | --- | --- | --- | |  | a. | risen dramatically. | |  | b. | fallen dramatically. | |  | c. | remained at about the same level. | |  | d. | had little influence on HRM. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 63. Approximately \_\_\_\_\_ of mothers with school-age children are employed.   |  |  |  | | --- | --- | --- | |  | a. | 10 percent | |  | b. | 30 percent | |  | c. | 50 percent | |  | d. | 70 percent |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 64. The use and disclosure of personal medical information is protected by the:   |  |  |  | | --- | --- | --- | |  | a. | Privacy Act of 1974. | |  | b. | Health Insurance Portability and Accountability Act of 1996. | |  | c. | Electronic Communications Privacy Act of 1986. | |  | d. | Public Health Service Act of 1944. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 65. Which of the following does NOT represent a cultural change emerging in organizations?   |  |  |  | | --- | --- | --- | |  | a. | An increased concern for privacy | |  | b. | Changing attitudes toward work | |  | c. | Balancing work and family demands | |  | d. | Accommodating unemployed workers |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 66. Employee rights include all of the following EXCEPT:   |  |  |  | | --- | --- | --- | |  | a. | company funded pension plan. | |  | b. | equal employment opportunity. | |  | c. | union representation. | |  | d. | equal pay for equal work. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 67. Family-friendly work options include all of the following EXCEPT:   |  |  |  | | --- | --- | --- | |  | a. | day care. | |  | b. | spousal benefits. | |  | c. | parental leave. | |  | d. | job sharing. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 68. Which of the following is false?   |  |  |  | | --- | --- | --- | |  | a. | Majority of employees have no children under 18. | |  | b. | Family-friendly policies have no positive outcomes for firms. | |  | c. | Flextime options are on the rise for employees. | |  | d. | Family-friendly policies may include day care, part-time work, and job sharing. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 69. A firm’s top \_\_\_\_\_ manager is in a good position to be the chief ethics officer of the firm.   |  |  |  | | --- | --- | --- | |  | a. | HR | |  | b. | finance | |  | c. | production | |  | d. | marketing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 70. \_\_\_\_\_ requires an understanding of an organization’s customers and economic and financial capabilities to help a firm achieve its strategic direction and adjust it as needed.   |  |  |  | | --- | --- | --- | |  | a. | Change mastery | |  | b. | HR mastery | |  | c. | Business mastery | |  | d. | Personal credibility |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 71. As an employee advocate, HR managers:   |  |  |  | | --- | --- | --- | |  | a. | formulate and issue policy revisions for employees. | |  | b. | listen to employees and represent their needs to management. | |  | c. | provide individual orientation and training to every employee. | |  | d. | assist employees with labor negotiations. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 72. Which of the following is NOT a general responsibility of the HR manager?   |  |  |  | | --- | --- | --- | |  | a. | Employee supervision | |  | b. | Strategic advice and counsel | |  | c. | Policy formulation and implementation | |  | d. | Employee advocacy |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 73. \_\_\_\_\_ is a competency of the HR manager earned by developing personal relationships with people both internal and external to the firm demonstrating the values of the firm, standing up for one's own beliefs, and dealing with all parties equitably.   |  |  |  | | --- | --- | --- | |  | a. | Change mastery | |  | b. | HR mastery | |  | c. | Business mastery | |  | d. | Personal credibility |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 74. Globalization is of interest to \_\_\_\_\_ companies.   |  |  |  | | --- | --- | --- | |  | a. | service | |  | b. | consumer product | |  | c. | only large | |  | d. | all types of |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 75. Globalization stirs fierce debate, especially when it comes to  \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | equal pay for women | |  | b. | jobs | |  | c. | proprietary technology | |  | d. | information exchange |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 76. Globalization has led to \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | a new focus on corporate social responsibility | |  | b. | older workers behaving more like free agents | |  | c. | a reduction in the number of offshoring options | |  | d. | a reduction in the number of nearshoring options |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 77. In the context of the competencies required of HR managers, understanding an organization’s customers and economic and financial capabilities is part of \_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | Personal credibility | |  | b. | HR mastery | |  | c. | Business mastery | |  | d. | Change mastery |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 78. Human capital is \_\_\_\_\_ and \_\_\_\_\_ be managed the way organizations manage jobs, products, and technologies.   |  |  |  | | --- | --- | --- | |  | a. | tangible; cannot | |  | b. | tangible; can | |  | c. | intangible; cannot | |  | d. | intangible; can |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 79. In absolute terms, which country in the world is the most productive?   |  |  |  | | --- | --- | --- | |  | a. | Japan | |  | b. | United States | |  | c. | Germany | |  | d. | Sweden |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 80. Today about \_\_\_\_\_ percent of women aged 16 years and older participate in the work force in the U.S.   |  |  |  | | --- | --- | --- | |  | a. | 40 | |  | b. | 80 | |  | c. | 30 | |  | d. | 60 |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 81. What are the seven competitive challenges facing human resources management departments?   |  |  | | --- | --- | | *ANSWER:* | Students should expand upon the following:  ​  1. Responding strategically to changes in the marketplace;  2. Competing, recruiting and, staffing globally;  3. Setting and achieving corporate social responsibility and sustainability goals;  4. Advancing HRM with technology;  5. Containing costs while retaining top talent and maximizing productivity;  6. Responding to the demographic and diversity challenges of a workforce;  7. Adapting to educational and cultural shifts affecting a workforce. | |

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| 82. Explain the major activities for which an HR manager is typically responsible.   |  |  | | --- | --- | | *ANSWER:* | 1. Strategic advice and counsel: HR managers serve as in-house counsel to managers, supervisors, and executives. They may help in the areas of legal compliance and ethical decision-making, as well as serving on compensation committees.  2. Service: HR managers perform such services as recruiting, selecting, testing, and planning and conducting training programs.  3. Policy formation and implementation: HR managers propose, draft, and at times interpret company policy. They also monitor employees to ensure that they are following established policies, procedures and protocols.  4. Employee advocacy: HR managers listen to employee concerns and represent their needs. The HR manager must ensure that the interests of the employee align with the interests of the organization. | |

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| 83. Discuss the strategic challenges that companies face and some of the key employee concerns.   |  |  | | --- | --- | | *ANSWER:* | 1. Responding to the demographic and diversity challenges of a workforce  a. Ethnic and racial diversity in a workforce  b. Age distribution of a workforce  c. Gender distribution of a workforce  ​  2. Adapting to educational shifts affecting a workforce  ​  3. Adapting to cultural and societal changes affecting a workforce  a. Changing employee rights  b. Heightened privacy concerns of employees  c. Changing attitudes toward work and how they relate to employee engagement  d. Balancing work and family  ​ | |

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| 84. What are some of the key competencies needed by HR Managers to become full business partners?   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | *ANSWER:* | As top executives expect HR managers to assume a broader role in overall organizational strategy, many of these managers will have to acquire a complementary set of competencies. These competencies are business mastery, HR mastery, change mastery, and personal credibility.   |  |  | | --- | --- | | 1. | *Business mastery.* HR professionals need to know the business of their organization thoroughly. This required HR professionals to develop skills at customer focused external relations and an understanding of their organization’s economic and financial capabilities. These skills will enable them to join a team of “business managers” to develop the firm’s strategic direction. | | 2. | *HR mastery.* HR professionals are a firm’s behavioral science experts. It is important that they are current with developments and changes in their professional field. | | 3. | *Personal credibility.* This competency is earned by developing personal relationships with internal customers, by demonstrating the values of the firm, by standing up for one's own beliefs, and by being fair-minded in dealing with others. | | |

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| 85. Describe the role of a line manager.   |  |  | | --- | --- | | *ANSWER:* | Line managers are non-HR managers who are responsible for overseeing the work of other employees. Successful organizations combine the experience of line managers with the expertise of HR managers to develop and utilize the talents of employees to their greatest potential. CEOs and line managers work with different HR managers at different times, depending upon the type of personnel situation being dealt with. | |