Chapter 01

Human Resources in a Globally Competitive Business Environment

**True / False Questions**

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| 1. | The focus for the 21st century organization is far more likely to look like a web: a flat, intricately woven form that links partners, employees, external contractors, suppliers, and customers in various collaborations.    True    False |

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| 2. | The advantage of bringing breakthrough products to market first will be shorter than ever because globalization will let competitors match or exceed them almost instantly.    True    False |

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| 3. | The new global corporation might be based in the United States but do its software programming in Sri Lanka, its engineering in Germany, and its manufacturing in China.    True    False |

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| 4. | Managing change is an ongoing process whose objective is to enhance the ability of an organization to anticipate and respond to developments that are only in its external environment.    True    False |

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| 5. | Changes in any single part of the HRM system have a reverberating effect on all other parts of the system.    True    False |

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| 6. | The functional areas of HRM (staffing, retention, etc.) are the sole responsibility of the HR department.    True    False |

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| 7. | Recognizing that you have the right people in critical leadership roles is not an HR responsibility, but rather a business imperative which must be truly owned by the leaders of the firm.    True    False |

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| 8. | One of the greatest challenges of Chief HR officers is creating a true sense of ownership among senior leaders as to their role of Chief Talent Officers.    True    False |

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| 9. | One study found that a 10 percent increase in a measure of goal-setting activity of firms was associated with a six percent increase in industry adjusted stock returns.    True    False |

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| 10. | There is a growing fear among many people that globalization benefits big companies instead of average citizens - of America or any other country.    True    False |

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| 11. | Trends will include a decrease in automated and outsourced roles, more diversity of employees, and an increased importance on technical skills for successful managers.    True    False |

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| 12. | Globalization is a fact of organizational life, as countries, companies, and workers are interconnected as never before.    True    False |

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| 13. | Cheap labor and plentiful resources, along with ease of travel and communication, have created global labor markets.    True    False |

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| 14. | Big advertisers are increasingly moving away from pay per click online advertising, as they are prone to manipulation.    True    False |

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| 15. | In the 21st century, employers are enjoying an abundance of skilled help.    True    False |

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| 16. | Modular corporations retain all major business functions under one roof.    True    False |

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| 17. | Downsizing is probably the most common form of restructuring.    True    False |

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| 18. | The best way for a company to gain long time prosperity is to downsize.    True    False |

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| 19. | If the findings of the study that examined restructuring's effects on 500 representative companies listed on the NYSE is assumed to hold good in future, a company that downsizes now will yield stock returns significantly higher than those of upsizers or stable employers.    True    False |

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| 20. | Originally invented as a way to improve quality, Six Sigma's main value to corporations today lies in its ability to save time and money.    True    False |

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| 21. | Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, and speed.    True    False |

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| 22. | A process is a collection of activities that takes one or more kinds of input and creates an output that is of value to a customer.    True    False |

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| 23. | Flexibility is currently viewed by most managers and employees as a new and effective way of working to achieve business results, rather than as an exception or employee accommodation.    True    False |

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| 24. | "Business-based flexibility" is characterized by private deals based on individual's needs.    True    False |

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| 25. | When productivity increases, businesses can pay higher wages without boosting inflation.    True    False |

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| 26. | Company X is increasing production by adding more employees to its workforce and scaling up its existing facilities. Company X is essentially increasing its productivity.    True    False |

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| 27. | Quality of work life is defined in terms of management perceptions of employee physical and mental well-being at work.    True    False |

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| 28. | Over the past decade, organizations have become more complex, dynamic, and fast-paced.    True    False |

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| 29. | How the people are selected, trained, and managed does not determine to a large extent how successful an organization will be.    True    False |

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| 30. | The sharing of information on such things as financial performance, strategy, and operational measures conveys to an organization's people that they are trusted.    True    False |

**Multiple Choice Questions**

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| 31. | Many factors are driving change, but none is more important than the rise of:      |  |  | | --- | --- | | A. | Internet technologies. |  |  |  | | --- | --- | | B. | women in the workforce. |  |  |  | | --- | --- | | C. | human resource professionals. |  |  |  | | --- | --- | | D. | cultural diversity. | |

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| 32. | The 21st-century corporation must adapt itself to management via the Web and must be:      |  |  | | --- | --- | | A. | predicated on stability. |  |  |  | | --- | --- | | B. | organized around rigid hierarchies. |  |  |  | | --- | --- | | C. | built on shifting partnerships and alliances. |  |  |  | | --- | --- | | D. | constructed on bricks and mortar. | |

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| 33. | Which of the following is a characteristic of a 21st-century corporation as compared to a 20th-century corporation?      |  |  | | --- | --- | | A. | Focus is internal |  |  |  | | --- | --- | | B. | Style is structured |  |  |  | | --- | --- | | C. | Mass production of products |  |  |  | | --- | --- | | D. | Strategy is bottom-up | |

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| 34. | The challenge, opportunity, and also the frustration of creating and managing organizations frequently stem from the \_\_\_\_\_ problems that arise within them.      |  |  | | --- | --- | | A. | people-related |  |  |  | | --- | --- | | B. | union |  |  |  | | --- | --- | | C. | legal |  |  |  | | --- | --- | | D. | upper management | |

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| 35. | The most vital of all resources in work settings is:      |  |  | | --- | --- | | A. | people. |  |  |  | | --- | --- | | B. | technology. |  |  |  | | --- | --- | | C. | culture. |  |  |  | | --- | --- | | D. | finances. | |

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| 36. | All of the following are general categories of HRM activities EXCEPT:      |  |  | | --- | --- | | A. | managing change. |  |  |  | | --- | --- | | B. | development. |  |  |  | | --- | --- | | C. | outplacement. |  |  |  | | --- | --- | | D. | adjustment. | |

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| 37. | Staffing is comprised of all the following activities EXCEPT:      |  |  | | --- | --- | | A. | identifying work requirements within an organization. |  |  |  | | --- | --- | | B. | involving employees in business strategy. |  |  |  | | --- | --- | | C. | recruiting, selecting, and promoting qualified candidates. |  |  |  | | --- | --- | | D. | determining the numbers of people and the skills necessary to do the work. | |

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| 38. | Retention comprises all of the following activities EXCEPT:      |  |  | | --- | --- | | A. | rewarding employees for performing their jobs effectively. |  |  |  | | --- | --- | | B. | ensuring harmonious working relations between employees and managers. |  |  |  | | --- | --- | | C. | maintaining a safe, healthy work environment. |  |  |  | | --- | --- | | D. | identifying work requirements within an organization. | |

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| 39. | The category of HRM responsibility aimed at preserving and enhancing employee job competence is:      |  |  | | --- | --- | | A. | development. |  |  |  | | --- | --- | | B. | staffing. |  |  |  | | --- | --- | | C. | retention. |  |  |  | | --- | --- | | D. | managing change. | |

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| 40. | \_\_\_\_\_ comprises activities intended to maintain compliance with the organization's HR policies and business strategies.      |  |  | | --- | --- | | A. | Staffing |  |  |  | | --- | --- | | B. | Retention |  |  |  | | --- | --- | | C. | Development |  |  |  | | --- | --- | | D. | Adjustment | |

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| 41. | A broad objective of HRM is to \_\_\_\_\_ of all workers in the organization.      |  |  | | --- | --- | | A. | minimize the downtime |  |  |  | | --- | --- | | B. | optimize the usefulness |  |  |  | | --- | --- | | C. | scrutinize the personnel file |  |  |  | | --- | --- | | D. | standardize the benefits | |

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| 42. | Which of the following is a retention responsibility of the line management?      |  |  | | --- | --- | | A. | Compensation and benefits |  |  |  | | --- | --- | | B. | Performance feedback to subordinates |  |  |  | | --- | --- | | C. | Management and organizational development |  |  |  | | --- | --- | | D. | Face-to-face resolution of conflict | |

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| 43. | In terms of staffing, the responsibility of line management is:      |  |  | | --- | --- | | A. | making final decisions on entry-level hires and promotions. |  |  |  | | --- | --- | | B. | doing a job/competency analysis. |  |  |  | | --- | --- | | C. | the development of legally sound performance management systems. |  |  |  | | --- | --- | | D. | investigation of employee complaints. | |

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| 44. | When senior managers take true ownership of their responsibility to have the right people in critical leadership roles, they are embracing their role of:      |  |  | | --- | --- | | A. | Morale supervisors |  |  |  | | --- | --- | | B. | Technical training specialists |  |  |  | | --- | --- | | C. | Chief Talent Officers |  |  |  | | --- | --- | | D. | Applied motivational strategist | |

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| 45. | Ron is a senior production manager at an avionics product research and development organization. Which of the following would be part of Ron's responsibility for managing change?      |  |  | | --- | --- | | A. | Providing a vision of where his unit is going. |  |  |  | | --- | --- | | B. | Providing expertise to facilitate the overall process of managing change. |  |  |  | | --- | --- | | C. | Developing legally sound performance management systems. |  |  |  | | --- | --- | | D. | Respecting the dignity of each individual in his unit. | |

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| 46. | There is a substantial and growing body of research evidence showing a strong connection between how firms \_\_\_\_\_ and the economic results they achieve.      |  |  | | --- | --- | | A. | select board members |  |  |  | | --- | --- | | B. | educate their management staff |  |  |  | | --- | --- | | C. | manage their people |  |  |  | | --- | --- | | D. | diversify their product line | |

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| 47. | Which factors have contributed to the attractiveness of globalization?      |  |  | | --- | --- | | A. | Cheap labor |  |  |  | | --- | --- | | B. | Plentiful resources |  |  |  | | --- | --- | | C. | Ease of travel |  |  |  | | --- | --- | | D. | All of the above | |

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| 48. | Examples of how globalization of companies has affected the economy include:      |  |  | | --- | --- | | A. | Open boarders have allowed new ideas and technology to flow freely |  |  |  | | --- | --- | | B. | Accelerating productivity growth has allowed companies to be more competitive |  |  |  | | --- | --- | | C. | There is a growing fear that globalization only benefits big business |  |  |  | | --- | --- | | D. | All of the above | |

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| 49. | How do less-developed countries win from globalization?      |  |  | | --- | --- | | A. | They can sell sophisticated technologies to emerging economies. |  |  |  | | --- | --- | | B. | They get jobs making low-cost products for rich countries. |  |  |  | | --- | --- | | C. | They gain the ability to buy expensive imports. |  |  |  | | --- | --- | | D. | They can sell services to relatively under-developed countries. | |

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| 50. | Globalization has been encouraged by      |  |  | | --- | --- | | A. | the ease of travel and communication |  |  |  | | --- | --- | | B. | the decrease in employees willing to take foreign posts |  |  |  | | --- | --- | | C. | the complexity of matrix organizations |  |  |  | | --- | --- | | D. | a lack of global resources | |

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| 51. | Coca Cola earns more than what percent of its revenues from outside the United States?      |  |  | | --- | --- | | A. | 5 |  |  |  | | --- | --- | | B. | 25 |  |  |  | | --- | --- | | C. | 75 |  |  |  | | --- | --- | | D. | 95 | |

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| 52. | The most important intellectual property in the creative economy is:      |  |  | | --- | --- | | A. | intellectual capital |  |  |  | | --- | --- | | B. | telemedicine |  |  |  | | --- | --- | | C. | music |  |  |  | | --- | --- | | D. | software | |

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| 53. | Which of the following was NOT part of the "Three-C" logic that dominated industrial society's approach to organizational design throughout the nineteenth and twentieth centuries?      |  |  | | --- | --- | | A. | Coordination |  |  |  | | --- | --- | | B. | Command |  |  |  | | --- | --- | | C. | Control |  |  |  | | --- | --- | | D. | Compartmentalized information | |

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| 54. | In a(n) \_\_\_\_\_, employees operate remotely from each other and from managers.      |  |  | | --- | --- | | A. | bureaucratic organization |  |  |  | | --- | --- | | B. | fluid organization |  |  |  | | --- | --- | | C. | telecommuting center |  |  |  | | --- | --- | | D. | virtual workplace | |

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| 55. | Companies that outsource work far from their home countries are said to be:      |  |  | | --- | --- | | A. | offshoring. |  |  |  | | --- | --- | | B. | onshoring. |  |  |  | | --- | --- | | C. | outsourcing. |  |  |  | | --- | --- | | D. | nearshoring. | |

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| 56. | According to a study examining restructuring's effects on profitability and stock returns of 500 representative companies listed on the NYSE, in terms of profitability, which of the following categories of companies generated lower returns on assets in the year prior to the announcement of layoffs, the year when layoffs occurred, and in the two subsequent years on a relative basis?      |  |  | | --- | --- | | A. | Asset upsizers |  |  |  | | --- | --- | | B. | Stable employers |  |  |  | | --- | --- | | C. | Downsizers |  |  |  | | --- | --- | | D. | Upsizers | |

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| 57. | The goal of \_\_\_\_\_ is to reduce variability from a process (no more than 3.4 defects per million) in order to avoid errors and increase predictability.      |  |  | | --- | --- | | A. | ISO 13485 |  |  |  | | --- | --- | | B. | Total Quality Management |  |  |  | | --- | --- | | C. | ISO 9000 |  |  |  | | --- | --- | | D. | Six Sigma | |

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| 58. | It generally takes \_\_\_\_\_ before quality-management programs become institutionalized.      |  |  | | --- | --- | | A. | six months |  |  |  | | --- | --- | | B. | three to five years |  |  |  | | --- | --- | | C. | five to ten years |  |  |  | | --- | --- | | D. | ten to fifteen years | |

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| 59. | How the people are selected, trained, and managed determines to a large extent how successful an organization will be:      |  |  | | --- | --- | | A. | Selected. |  |  |  | | --- | --- | | B. | Trained. |  |  |  | | --- | --- | | C. | Managed. |  |  |  | | --- | --- | | D. | All of the Above | |

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| 60. | Organizations known for the quality of their products and services strongly believe that \_\_\_\_\_ are the key to those results.      |  |  | | --- | --- | | A. | eminent board members |  |  |  | | --- | --- | | B. | virtual organizations |  |  |  | | --- | --- | | C. | employees |  |  |  | | --- | --- | | D. | outstanding HR managers | |

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| 61. | Organizations strive to retain talented workers in a hot job market by offering employees:      |  |  | | --- | --- | | A. | coordination of control. |  |  |  | | --- | --- | | B. | flexible work schedules. |  |  |  | | --- | --- | | C. | Total Quality Management. |  |  |  | | --- | --- | | D. | unity of command. | |

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| 62. | The measure of output of goods and services relative to the input of labor, capital, and equipment is known as:      |  |  | | --- | --- | | A. | quality enhancement. |  |  |  | | --- | --- | | B. | profits. |  |  |  | | --- | --- | | C. | productivity. |  |  |  | | --- | --- | | D. | resources. | |

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| 63. | According to the text, quality of work life is defined in terms of:      |  |  | | --- | --- | | A. | employee perceptions of their well-being at work. |  |  |  | | --- | --- | | B. | the level of productivity achieved by employees. |  |  |  | | --- | --- | | C. | objective indices of employee well-being at work. |  |  |  | | --- | --- | | D. | the degree to which an organization adopts Japanese managerial principles. | |

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| 64. | \_\_\_\_\_ involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively.      |  |  | | --- | --- | | A. | ISO |  |  |  | | --- | --- | | B. | reengineering |  |  |  | | --- | --- | | C. | Six Sigma |  |  |  | | --- | --- | | D. | QWL | |

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| 65. | Theoretically, quality of work life (QWL) involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively. What workers want varies by country. Chinese workers value:      |  |  | | --- | --- | | A. | chances to learn. |  |  |  | | --- | --- | | B. | competitive base pay. |  |  |  | | --- | --- | | C. | challenging work. |  |  |  | | --- | --- | | D. | work/life balance. | |

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| 66. | Quality of work life (QWL) depends a lot on what workers want. \_\_\_\_\_ is the main requirement of workers in the United States.      |  |  | | --- | --- | | A. | Career opportunity |  |  |  | | --- | --- | | B. | Competitive base pay |  |  |  | | --- | --- | | C. | Chances to learn |  |  |  | | --- | --- | | D. | Challenging work | |

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| 67. | A basic element of Organizational Design is:      |  |  | | --- | --- | | A. | Self-managed teams |  |  |  | | --- | --- | | B. | Decentralization |  |  |  | | --- | --- | | C. | Extensive training |  |  |  | | --- | --- | | D. | Both A & B | |

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| 68. | Teams substitute peer based control for hierarchical control of work is known for in:      |  |  | | --- | --- | | A. | Cultural stewards |  |  |  | | --- | --- | | B. | Organizational design |  |  |  | | --- | --- | | C. | Strategy architects |  |  |  | | --- | --- | | D. | Selective hiring | |

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| 69. | All of the following are prerequisites for selective hiring EXCEPT:      |  |  | | --- | --- | | A. | interviewers screen for attributes that are easy to change through training. |  |  |  | | --- | --- | | B. | the organization needs to be clear about the most critical skills and attributes in the applicant pool. |  |  |  | | --- | --- | | C. | the skills and abilities sought should be consistent with particular job requirements and the organization's approach to the market. |  |  |  | | --- | --- | | D. | having a large applicant pool from which to select. | |

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| 70. | The fundamental premise of high-performance management systems is that organizations perform at a higher level when they are able to tap the ideas, skills, and efforts of all of their people. This is a dimension of:      |  |  | | --- | --- | | A. | employment security. |  |  |  | | --- | --- | | B. | reduced differences in status. |  |  |  | | --- | --- | | C. | self-managed teams and decentralization. |  |  |  | | --- | --- | | D. | sharing of information. | |

**Essay Questions**

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| 71. | List and describe the five broad activities encompassed by HRM. |

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| 72. | List three ways in which sustainability affects an organization's business model, structure, and processes: |

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| 73. | Explain at least three new organizational forms. |

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| 74. | Write a short note on Six Sigma. |

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| 75. | Define what is meant by quality of work life and list some aspects of successful QWL programs. |

**Short Answer Questions**

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| 76. | What growing trend will result in waves of individualized products and services, as well as huge savings for companies, which will no longer have to guess what and how much customers want? |

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| 77. | List at least three human resource aspects that greatly benefit from vendor HRIS applications (e.g., benefits enrollment). |

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| 78. | List at least two jobs ideally suited for virtual workplaces. |

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| 79. | What is productivity? |

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| 80. | What does QWL stand for? |

Chapter 01 Human Resources in a Globally Competitive Business Environment Answer Key

**True / False Questions**

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| 1. *(p. 3)* | The focus for the 21st century organization is far more likely to look like a web: a flat, intricately woven form that links partners, employees, external contractors, suppliers, and customers in various collaborations.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 2. *(p. 3)* | The advantage of bringing breakthrough products to market first will be shorter than ever because globalization will let competitors match or exceed them almost instantly.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 3. *(p. 4)* | The new global corporation might be based in the United States but do its software programming in Sri Lanka, its engineering in Germany, and its manufacturing in China.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 1 Easy Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 4. *(p. 6)* | Managing change is an ongoing process whose objective is to enhance the ability of an organization to anticipate and respond to developments that are only in its external environment.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 5. *(p. 7)* | Changes in any single part of the HRM system have a reverberating effect on all other parts of the system.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 1 Easy Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 6. *(p. 7)* | The functional areas of HRM (staffing, retention, etc.) are the sole responsibility of the HR department.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 7. *(p. 7)* | Recognizing that you have the right people in critical leadership roles is not an HR responsibility, but rather a business imperative which must be truly owned by the leaders of the firm.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 8. *(p. 7)* | One of the greatest challenges of Chief HR officers is creating a true sense of ownership among senior leaders as to their role of Chief Talent Officers.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 9. *(p. 8-9)* | One study found that a 10 percent increase in a measure of goal-setting activity of firms was associated with a six percent increase in industry adjusted stock returns.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 10. *(p. 9)* | There is a growing fear among many people that globalization benefits big companies instead of average citizens - of America or any other country.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 11. *(p. 10)* | Trends will include a decrease in automated and outsourced roles, more diversity of employees, and an increased importance on technical skills for successful managers.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 12. *(p. 10)* | Globalization is a fact of organizational life, as countries, companies, and workers are interconnected as never before.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 13. *(p. 10)* | Cheap labor and plentiful resources, along with ease of travel and communication, have created global labor markets.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 14. *(p. 13)* | Big advertisers are increasingly moving away from pay per click online advertising, as they are prone to manipulation.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 15. *(p. 14)* | In the 21st century, employers are enjoying an abundance of skilled help.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 16. *(p. 15)* | Modular corporations retain all major business functions under one roof.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 17. *(p. 16)* | Downsizing is probably the most common form of restructuring.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 18. *(p. 16)* | The best way for a company to gain long time prosperity is to downsize.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 19. *(p. 16)* | If the findings of the study that examined restructuring's effects on 500 representative companies listed on the NYSE is assumed to hold good in future, a company that downsizes now will yield stock returns significantly higher than those of upsizers or stable employers.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 20. *(p. 16-17)* | Originally invented as a way to improve quality, Six Sigma's main value to corporations today lies in its ability to save time and money.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 21. *(p. 18)* | Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, and speed.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 22. *(p. 19)* | A process is a collection of activities that takes one or more kinds of input and creates an output that is of value to a customer.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 23. *(p. 17-19)* | Flexibility is currently viewed by most managers and employees as a new and effective way of working to achieve business results, rather than as an exception or employee accommodation.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 24. *(p. 19)* | "Business-based flexibility" is characterized by private deals based on individual's needs.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 25. *(p. 20)* | When productivity increases, businesses can pay higher wages without boosting inflation.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 26. *(p. 22)* | Company X is increasing production by adding more employees to its workforce and scaling up its existing facilities. Company X is essentially increasing its productivity.    **FALSE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Apply Difficulty: 2 Medium Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 27. *(p. 23)* | Quality of work life is defined in terms of management perceptions of employee physical and mental well-being at work.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 28. *(p. 23)* | Over the past decade, organizations have become more complex, dynamic, and fast-paced.    **TRUE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 29. *(p. 19)* | How the people are selected, trained, and managed does not determine to a large extent how successful an organization will be.    **FALSE** |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 1 Easy Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 30. *(p. 27)* | The sharing of information on such things as financial performance, strategy, and operational measures conveys to an organization's people that they are trusted.    **TRUE** |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

**Multiple Choice Questions**

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| 31. *(p. 3)* | Many factors are driving change, but none is more important than the rise of:      |  |  | | --- | --- | | **A.** | Internet technologies. |  |  |  | | --- | --- | | B. | women in the workforce. |  |  |  | | --- | --- | | C. | human resource professionals. |  |  |  | | --- | --- | | D. | cultural diversity. | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 32. *(p. 3)* | The 21st-century corporation must adapt itself to management via the Web and must be:      |  |  | | --- | --- | | A. | predicated on stability. |  |  |  | | --- | --- | | B. | organized around rigid hierarchies. |  |  |  | | --- | --- | | **C.** | built on shifting partnerships and alliances. |  |  |  | | --- | --- | | D. | constructed on bricks and mortar. | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 33. *(p. 5)* | Which of the following is a characteristic of a 21st-century corporation as compared to a 20th-century corporation?      |  |  | | --- | --- | | A. | Focus is internal |  |  |  | | --- | --- | | B. | Style is structured |  |  |  | | --- | --- | | C. | Mass production of products |  |  |  | | --- | --- | | **D.** | Strategy is bottom-up | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 34. *(p. 5)* | The challenge, opportunity, and also the frustration of creating and managing organizations frequently stem from the \_\_\_\_\_ problems that arise within them.      |  |  | | --- | --- | | **A.** | people-related |  |  |  | | --- | --- | | B. | union |  |  |  | | --- | --- | | C. | legal |  |  |  | | --- | --- | | D. | upper management | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 35. *(p. 5)* | The most vital of all resources in work settings is:      |  |  | | --- | --- | | **A.** | people. |  |  |  | | --- | --- | | B. | technology. |  |  |  | | --- | --- | | C. | culture. |  |  |  | | --- | --- | | D. | finances. | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 36. *(p. 6)* | All of the following are general categories of HRM activities EXCEPT:      |  |  | | --- | --- | | A. | managing change. |  |  |  | | --- | --- | | B. | development. |  |  |  | | --- | --- | | **C.** | outplacement. |  |  |  | | --- | --- | | D. | adjustment. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 37. *(p. 6)* | Staffing is comprised of all the following activities EXCEPT:      |  |  | | --- | --- | | A. | identifying work requirements within an organization. |  |  |  | | --- | --- | | **B.** | involving employees in business strategy. |  |  |  | | --- | --- | | C. | recruiting, selecting, and promoting qualified candidates. |  |  |  | | --- | --- | | D. | determining the numbers of people and the skills necessary to do the work. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 38. *(p. 6)* | Retention comprises all of the following activities EXCEPT:      |  |  | | --- | --- | | A. | rewarding employees for performing their jobs effectively. |  |  |  | | --- | --- | | B. | ensuring harmonious working relations between employees and managers. |  |  |  | | --- | --- | | C. | maintaining a safe, healthy work environment. |  |  |  | | --- | --- | | **D.** | identifying work requirements within an organization. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 39. *(p. 6)* | The category of HRM responsibility aimed at preserving and enhancing employee job competence is:      |  |  | | --- | --- | | **A.** | development. |  |  |  | | --- | --- | | B. | staffing. |  |  |  | | --- | --- | | C. | retention. |  |  |  | | --- | --- | | D. | managing change. | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 40. *(p. 6)* | \_\_\_\_\_ comprises activities intended to maintain compliance with the organization's HR policies and business strategies.      |  |  | | --- | --- | | A. | Staffing |  |  |  | | --- | --- | | B. | Retention |  |  |  | | --- | --- | | C. | Development |  |  |  | | --- | --- | | **D.** | Adjustment | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 41. *(p. 7)* | A broad objective of HRM is to \_\_\_\_\_ of all workers in the organization.      |  |  | | --- | --- | | A. | minimize the downtime |  |  |  | | --- | --- | | **B.** | optimize the usefulness |  |  |  | | --- | --- | | C. | scrutinize the personnel file |  |  |  | | --- | --- | | D. | standardize the benefits | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 42. *(p. 8)* | Which of the following is a retention responsibility of the line management?      |  |  | | --- | --- | | A. | Compensation and benefits |  |  |  | | --- | --- | | B. | Performance feedback to subordinates |  |  |  | | --- | --- | | C. | Management and organizational development |  |  |  | | --- | --- | | **D.** | Face-to-face resolution of conflict | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 43. *(p. 8)* | In terms of staffing, the responsibility of line management is:      |  |  | | --- | --- | | **A.** | making final decisions on entry-level hires and promotions. |  |  |  | | --- | --- | | B. | doing a job/competency analysis. |  |  |  | | --- | --- | | C. | the development of legally sound performance management systems. |  |  |  | | --- | --- | | D. | investigation of employee complaints. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 44. *(p. 7)* | When senior managers take true ownership of their responsibility to have the right people in critical leadership roles, they are embracing their role of:      |  |  | | --- | --- | | A. | Morale supervisors |  |  |  | | --- | --- | | B. | Technical training specialists |  |  |  | | --- | --- | | **C.** | Chief Talent Officers |  |  |  | | --- | --- | | D. | Applied motivational strategist | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 45. *(p. 6)* | Ron is a senior production manager at an avionics product research and development organization. Which of the following would be part of Ron's responsibility for managing change?      |  |  | | --- | --- | | **A.** | Providing a vision of where his unit is going. |  |  |  | | --- | --- | | B. | Providing expertise to facilitate the overall process of managing change. |  |  |  | | --- | --- | | C. | Developing legally sound performance management systems. |  |  |  | | --- | --- | | D. | Respecting the dignity of each individual in his unit. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 46. *(p. 8)* | There is a substantial and growing body of research evidence showing a strong connection between how firms \_\_\_\_\_ and the economic results they achieve.      |  |  | | --- | --- | | A. | select board members |  |  |  | | --- | --- | | B. | educate their management staff |  |  |  | | --- | --- | | **C.** | manage their people |  |  |  | | --- | --- | | D. | diversify their product line | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 47. *(p. 10)* | Which factors have contributed to the attractiveness of globalization?      |  |  | | --- | --- | | A. | Cheap labor |  |  |  | | --- | --- | | B. | Plentiful resources |  |  |  | | --- | --- | | C. | Ease of travel |  |  |  | | --- | --- | | **D.** | All of the above | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 48. *(p. 10)* | Examples of how globalization of companies has affected the economy include:      |  |  | | --- | --- | | A. | Open boarders have allowed new ideas and technology to flow freely |  |  |  | | --- | --- | | B. | Accelerating productivity growth has allowed companies to be more competitive |  |  |  | | --- | --- | | C. | There is a growing fear that globalization only benefits big business |  |  |  | | --- | --- | | **D.** | All of the above | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 49. *(p. 9)* | How do less-developed countries win from globalization?      |  |  | | --- | --- | | A. | They can sell sophisticated technologies to emerging economies. |  |  |  | | --- | --- | | **B.** | They get jobs making low-cost products for rich countries. |  |  |  | | --- | --- | | C. | They gain the ability to buy expensive imports. |  |  |  | | --- | --- | | D. | They can sell services to relatively under-developed countries. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 50. *(p. 10)* | Globalization has been encouraged by      |  |  | | --- | --- | | **A.** | the ease of travel and communication |  |  |  | | --- | --- | | B. | the decrease in employees willing to take foreign posts |  |  |  | | --- | --- | | C. | the complexity of matrix organizations |  |  |  | | --- | --- | | D. | a lack of global resources | |

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| 51. *(p. 9)* | Coca Cola earns more than what percent of its revenues from outside the United States?      |  |  | | --- | --- | | A. | 5 |  |  |  | | --- | --- | | B. | 25 |  |  |  | | --- | --- | | **C.** | 75 |  |  |  | | --- | --- | | D. | 95 | |

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| 52. *(p. 11)* | The most important intellectual property in the creative economy is:      |  |  | | --- | --- | | **A.** | intellectual capital |  |  |  | | --- | --- | | B. | telemedicine |  |  |  | | --- | --- | | C. | music |  |  |  | | --- | --- | | D. | software | |

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| 53. *(p. 14)* | Which of the following was NOT part of the "Three-C" logic that dominated industrial society's approach to organizational design throughout the nineteenth and twentieth centuries?      |  |  | | --- | --- | | **A.** | Coordination |  |  |  | | --- | --- | | B. | Command |  |  |  | | --- | --- | | C. | Control |  |  |  | | --- | --- | | D. | Compartmentalized information | |

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| 54. *(p. 14)* | In a(n) \_\_\_\_\_, employees operate remotely from each other and from managers.      |  |  | | --- | --- | | A. | bureaucratic organization |  |  |  | | --- | --- | | B. | fluid organization |  |  |  | | --- | --- | | C. | telecommuting center |  |  |  | | --- | --- | | **D.** | virtual workplace | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 55. *(p. 15)* | Companies that outsource work far from their home countries are said to be:      |  |  | | --- | --- | | **A.** | offshoring. |  |  |  | | --- | --- | | B. | onshoring. |  |  |  | | --- | --- | | C. | outsourcing. |  |  |  | | --- | --- | | D. | nearshoring. | |

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| 56. *(p. 16)* | According to a study examining restructuring's effects on profitability and stock returns of 500 representative companies listed on the NYSE, in terms of profitability, which of the following categories of companies generated lower returns on assets in the year prior to the announcement of layoffs, the year when layoffs occurred, and in the two subsequent years on a relative basis?      |  |  | | --- | --- | | A. | Asset upsizers |  |  |  | | --- | --- | | B. | Stable employers |  |  |  | | --- | --- | | **C.** | Downsizers |  |  |  | | --- | --- | | D. | Upsizers | |

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| 57. *(p. 17)* | The goal of \_\_\_\_\_ is to reduce variability from a process (no more than 3.4 defects per million) in order to avoid errors and increase predictability.      |  |  | | --- | --- | | A. | ISO 13485 |  |  |  | | --- | --- | | B. | Total Quality Management |  |  |  | | --- | --- | | C. | ISO 9000 |  |  |  | | --- | --- | | **D.** | Six Sigma | |

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| 58. *(p. 17)* | It generally takes \_\_\_\_\_ before quality-management programs become institutionalized.      |  |  | | --- | --- | | A. | six months |  |  |  | | --- | --- | | **B.** | three to five years |  |  |  | | --- | --- | | C. | five to ten years |  |  |  | | --- | --- | | D. | ten to fifteen years | |

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| 59. *(p. 19)* | How the people are selected, trained, and managed determines to a large extent how successful an organization will be:      |  |  | | --- | --- | | A. | Selected. |  |  |  | | --- | --- | | B. | Trained. |  |  |  | | --- | --- | | C. | Managed. |  |  |  | | --- | --- | | **D.** | All of the Above | |

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| 60. *(p. 17)* | Organizations known for the quality of their products and services strongly believe that \_\_\_\_\_ are the key to those results.      |  |  | | --- | --- | | A. | eminent board members |  |  |  | | --- | --- | | B. | virtual organizations |  |  |  | | --- | --- | | **C.** | employees |  |  |  | | --- | --- | | D. | outstanding HR managers | |

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| 61. *(p. 17)* | Organizations strive to retain talented workers in a hot job market by offering employees:      |  |  | | --- | --- | | A. | coordination of control. |  |  |  | | --- | --- | | **B.** | flexible work schedules. |  |  |  | | --- | --- | | C. | Total Quality Management. |  |  |  | | --- | --- | | D. | unity of command. | |

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| 62. *(p. 20)* | The measure of output of goods and services relative to the input of labor, capital, and equipment is known as:      |  |  | | --- | --- | | A. | quality enhancement. |  |  |  | | --- | --- | | B. | profits. |  |  |  | | --- | --- | | **C.** | productivity. |  |  |  | | --- | --- | | D. | resources. | |

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| 63. *(p. 23)* | According to the text, quality of work life is defined in terms of:      |  |  | | --- | --- | | **A.** | employee perceptions of their well-being at work. |  |  |  | | --- | --- | | B. | the level of productivity achieved by employees. |  |  |  | | --- | --- | | C. | objective indices of employee well-being at work. |  |  |  | | --- | --- | | D. | the degree to which an organization adopts Japanese managerial principles. | |

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| 64. *(p. 23)* | \_\_\_\_\_ involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively.      |  |  | | --- | --- | | A. | ISO |  |  |  | | --- | --- | | B. | reengineering |  |  |  | | --- | --- | | C. | Six Sigma |  |  |  | | --- | --- | | **D.** | QWL | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 65. *(p. 23)* | Theoretically, quality of work life (QWL) involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively. What workers want varies by country. Chinese workers value:      |  |  | | --- | --- | | **A.** | chances to learn. |  |  |  | | --- | --- | | B. | competitive base pay. |  |  |  | | --- | --- | | C. | challenging work. |  |  |  | | --- | --- | | D. | work/life balance. | |

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| 66. *(p. 23)* | Quality of work life (QWL) depends a lot on what workers want. \_\_\_\_\_ is the main requirement of workers in the United States.      |  |  | | --- | --- | | A. | Career opportunity |  |  |  | | --- | --- | | **B.** | Competitive base pay |  |  |  | | --- | --- | | C. | Chances to learn |  |  |  | | --- | --- | | D. | Challenging work | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 67. *(p. 26)* | A basic element of Organizational Design is:      |  |  | | --- | --- | | A. | Self-managed teams |  |  |  | | --- | --- | | B. | Decentralization |  |  |  | | --- | --- | | C. | Extensive training |  |  |  | | --- | --- | | **D.** | Both A & B | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 68. *(p. 26)* | Teams substitute peer based control for hierarchical control of work is known for in:      |  |  | | --- | --- | | A. | Cultural stewards |  |  |  | | --- | --- | | **B.** | Organizational design |  |  |  | | --- | --- | | C. | Strategy architects |  |  |  | | --- | --- | | D. | Selective hiring | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-05 What are the HR implications of our firm's business strategy?* |

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| 69. *(p. 26)* | All of the following are prerequisites for selective hiring EXCEPT:      |  |  | | --- | --- | | **A.** | interviewers screen for attributes that are easy to change through training. |  |  |  | | --- | --- | | B. | the organization needs to be clear about the most critical skills and attributes in the applicant pool. |  |  |  | | --- | --- | | C. | the skills and abilities sought should be consistent with particular job requirements and the organization's approach to the market. |  |  |  | | --- | --- | | D. | having a large applicant pool from which to select. | |

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| *AACSB: Reflective Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 70. *(p. 27)* | The fundamental premise of high-performance management systems is that organizations perform at a higher level when they are able to tap the ideas, skills, and efforts of all of their people. This is a dimension of:      |  |  | | --- | --- | | A. | employment security. |  |  |  | | --- | --- | | **B.** | reduced differences in status. |  |  |  | | --- | --- | | C. | self-managed teams and decentralization. |  |  |  | | --- | --- | | D. | sharing of information. | |

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| *AACSB: Analytical Thinking Accessibility: Keyboard Navigation Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

**Essay Questions**

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| 71. *(p. 6)* | List and describe the five broad activities encompassed by HRM.     The following activities constitute the HRM system:  **Staffing** comprises the activities of (1) identifying work requirements within an organization, (2) determining the numbers of people and the skills mix necessary to do the work, and (3) recruiting, selecting, and promoting qualified candidates. **Retention** comprises the activities of (1) rewarding employees for performing their jobs effectively, (2) ensuring harmonious working relations between employees and managers, and (3) maintaining a safe, healthy work environment. The objective of **development** is to preserve and enhance employees' competence in their jobs through improving their knowledge, skills, abilities, and other characteristics. **Adjustment** comprises activities intended to maintain compliance with the organization's HR policies and business strategies. **Managing change** is an ongoing process whose objective is to enhance the ability of an organization to anticipate and respond to developments in its external and internal environments, and to enable employees at all levels to cope with the changes. |

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| *AACSB: Analytical Thinking Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-02 What people-related business issues must managers be concerned about?* |

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| 72. *(p. 12)* | List three ways in which sustainability affects an organization's business model, structure, and processes:     **One**, organizations consider a wider set of stakeholders when setting strategy. **Two**, stakeholders help with the implementation of such a strategy, as employers partner with external organizations. **Three**, sustainability affects corporate practices, requires greater involvement and accountability of boards of directors, and it requires business transparency. |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 73. *(p. 14-15)* | Explain at least three new organizational forms.     One example of a new organizational form that is evolving from changes is the **virtual organization**, where teams of specialists come together to work on a project—as in the movie industry—and then disband when the project is finished. Such organizations are already quite popular in consulting, in legal defense, and in sponsored research. More common in the information age, however, is the **virtual workplace** in which employees operate remotely from each other and from managers. They work anytime, anywhere—in real space or in cyberspace. Compelling business reasons, such as reduced real estate expenses, increased productivity, higher profits, improved customer service, access to global markets, and environmental benefits drive their implementation. A third example of a new organizational form is the **modular corporation**. The basic idea is to focus on a few core competencies—those a company does best, such as designing and marketing computers or copiers—and to outsource everything else to a network of suppliers. Companies are outsourcing work within their home countries (onshore), near their home countries (near-shore), and far from their home countries (offshore). |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 74. *(p. 16-17)* | Write a short note on Six Sigma.     Six Sigma is one of the best known quality-management programs. Six Sigma originated at Motorola in 1986, and became a staple of corporate life in the 1990s after it was embraced by GE. Its goal is to reduce variability from a process (no more than 3.4 defects per million) in order to avoid errors (defects) and increase predictability. It is based on five steps: define, measure, analyze, improve, and control (or DMAIC). Originally invented as a way to improve quality, Six Sigma's main value to corporations today lies in its ability to save time and money. Yet there is an inherent tension between innovation and efficiency. Whereas process excellence demands precision, consistency, and repetition, innovation calls for variation, failure, and serendipity. As the emphasis shifts to today's idea-based, creative economy, Six Sigma may be less appropriate in companies like Google and 3M, which have the long-term strategy to dream up innovations. |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 75. *(p. 23)* | Define what is meant by quality of work life and list some aspects of successful QWL programs.     There are two ways of looking at what quality of work life (QWL) means. One way equates QWL with a set of objective organizational conditions and practices. The other way equates QWL with employees' perceptions that they are safe and relatively well satisfied, they have reasonable work-life balance, and they are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met. In many cases, these two views merge: Workers who like their organizations and the ways their jobs are structured will feel that their work fulfills them. In such cases, either way of looking at one's quality of work life will lead to a common determination of whether a good QWL exists. However, because people differ and because the second view is quite subjective—it concedes, for example, that not everyone finds such things as democratic decision making and telework to be important components of a good QWL—QWL will be defined in terms of employees' perceptions of their physical and mental well-being at work. In theory, QWL is simple: It involves giving workers the opportunity to make decisions about the design of their jobs and workplaces, and what they need to make products or to deliver services most effectively. Of course, what workers want may vary by country. |

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| *AACSB: Reflective Thinking Blooms: Understand Difficulty: 3 Hard Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

**Short Answer Questions**

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| 76. *(p. 3)* | What growing trend will result in waves of individualized products and services, as well as huge savings for companies, which will no longer have to guess what and how much customers want?     Mass customization |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-01 What will 21st century corporations look like?* |

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| 77. *(p. 11)* | List at least three human resource aspects that greatly benefit from vendor HRIS applications (e.g., benefits enrollment).     Any three of the following: 1) applicant tracking, 2) time and attendance records, 3) training and development, 4) payroll, 5) pension plans, 6) employee surveys. |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-03 Which features will characterize the competitive business environment in the foreseeable future, and how might we respond to them?* |

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| 78. *(p. 14-15)* | List at least two jobs ideally suited for virtual workplaces.     Any two of the following: 1) sales, 2) marketing, 3) project engineering, 4) consulting. |

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| *AACSB: Analytical Thinking Blooms: Understand Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 79. *(p. 20)* | What is productivity?     Productivity is a measure of the output of goods and services relative to the input of labor, capital, and equipment. Improving productivity simply means getting more out of what is put in. It does not mean increasing production through the addition of resources, such as time, money, materials, or people. It is doing better with what you have is not working harder; it is working smarter. Today's world demands that we do more with less. |

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| *AACSB: Analytical Thinking Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |

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| 80. *(p. 23)* | What does QWL stand for?     Quality of Work Life |

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| *AACSB: Analytical Thinking Blooms: Remember Difficulty: 2 Medium Learning Objective: 01-04 What people-related problems are likely to arise as a result of changes in the forms of organizations? How can we avoid these problems?* |