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NEW QUESTION: 1
Which behavior from a manager qualifies as workplace bullying?
A. Mistakenly revealing personal information about an employee during a staff meeting
B. Responding with an irritated tone of voice to an employee's disruptive behavior
C. Consistently ignoring emails and questions from one particular employee
D. Documenting negative observations in an employee's performance review
Answer: C (LEAVE A REPLY)
Workplace bullying is defined as repeated, unreasonable actions directed toward an employee that are intended to intimidate, degrade, or undermine them. According toHuman Resource Management, 16th Editionby Gary Dessler, bullying often involvespersistent behaviorssuch as exclusion, isolation, or deliberately withholding information necessary for an employee to perform their job.
Consistently ignoring emails and questions from one specific employee fits this definition because it represents ongoing, targeted behavior that can harm the employee's ability to work effectively and can cause emotional distress. Dessler highlights that bullying is distinguished from occasional irritation or isolated mistakes by its repetitive and targeted nature.
An irritated tone used in response to disruptive behavior may be poor communication but does not necessarily constitute bullying. Accidentally revealing personal information is a confidentiality breach, not bullying.
Documenting negative observations in a performance review is a legitimate management responsibility when done objectively and fairly.
Thus, the behavior that qualifies as workplace bullying isconsistently ignoring emails and questions from one particular employee.
Source:

Gary Dessler,Human Resource Management, 16th Edition, Chapter on Workplace Fairness and Employee Relations

NEW QUESTION: 2
What are employees experiencing if they are motivated by finding fulfillment in their work?
A. External motivation
B. Incentive motivation
C. Extrinsic motivation
D. Intrinsic motivation
Answer: (SHOW ANSWER)
When employees are motivated by finding fulfillment in their work, they are experiencing intrinsic motivation.
Intrinsic motivation comes from within the individual and is driven by personal satisfaction, the enjoyment of the task itself, and a sense of accomplishment. Unlike extrinsic motivation, which relies on external rewards such as money or recognition, intrinsic motivation is rooted in the inherent interest or pleasure in the activity.
References
* Managing Human Capital Textbook
* "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink
* SHRM (Society for Human Resource Management) guidelines on employee motivation

NEW QUESTION: 3
A manager meets with an employee to praise the employee for achieving monthly sales goals.
Which performance management technique did this manager implement?
A. Formal coaching
B. Progressive coaching
C. Positive feedback
D. Constructive feedback
Answer: C (LEAVE A REPLY)
The manager implemented the technique of positive feedback by praising the employee for achieving monthly sales goals. Positive feedback involves recognizing and affirming good performance, which helps to reinforce desirable behaviors and motivate employees. It is a critical component of effective performance management because it not only acknowledges the employee's efforts and achievements but also encourages them to maintain or improve their performance.
References
* Managing Human Capital Textbook
* "The Power of Feedback: Giving, Seeking, and Using Feedback for Performance Improvement" by Manuel London
* SHRM (Society for Human Resource Management) guidelines on performance feedback

NEW QUESTION: 4
Which factor do unions prefer when negotiating with employers over criteria for job opportunities, such as promotions and job security?
A. Seniority
B. Education
C. Experience
D. Age
Answer: A (LEAVE A REPLY)
Unionized workers typically enjoy more secure benefits compared to nonunionized workers, with guaranteed pensions being one of the most secure. Unions negotiate defined benefit pension plans that promise a specified monthly benefit at retirement, which is often based on factors such as salary history and years of service.
These plans provide financial security for employees upon retirement and are less common in nonunionized workplaces, where defined contribution plans like 401(k)s are more prevalent.References:
* Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management:
Gaining a Competitive Advantage. McGraw-Hill Education.
* Freeman, R. B., & Medoff, J. L. (1984). What Do Unions Do?. Basic Books.

NEW QUESTION: 5
Why do employees who exhibit continuance commitment choose to remain employed with an organization?
A. Close relationships with managers and peers
B. A feeling of moral or ethical obligation to the organization
C. Perceived economic or social costs of leaving
D. Strong identification with the organization's values and goals
Answer: C (LEAVE A REPLY)
Organizational commitment is commonly categorized into affective, continuance, and normative commitment. According toHuman Resource Management, 16th Editionby Gary Dessler,continuance commitmentrefers to an employee's attachment to an organization based on theperceived costs associated with leaving, rather than emotional attachment or moral obligation.
Employees with continuance commitment remain because they believe leaving would result in significant economic or social losses, such as loss of salary, benefits, retirement plans, seniority, or difficulty finding comparable employment. Dessler explains that this type of commitment is calculated and cost-based; employees stay not because they want to or feel they ought to, but because they feel they have to.
Close relationships and strong identification with organizational values reflect affective commitment, while moral or ethical obligation reflects normative commitment. Since the

question specifically refers to continuance commitment, the correct explanation is theperceived economic or social costs of leaving.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Engagement and Organizational Commitment

NEW QUESTION: 6
What makes an organization a closed union shop?
A. It hires and employs current union members exclusively.
B. It allows employees to choose whether they join a union.
C. It considers only nonunion employees for promotions.
D. It has a policy against union membership for employees.
Answer: A (LEAVE A REPLY)
A closed union shop is a type of union security agreement where an employer agrees to hire only individuals who are already members of a union. This means that all employees must be union members before they can be employed by the organization. This arrangement ensures that all workers are unionized, thereby enhancing the union's negotiating power and ensuring collective bargaining coverage for all employees. Closed shop agreements are less common today due to various legal restrictions in many jurisdictions.References:
* Dessler, G. (2020). Human Resource Management. Pearson.
* Gould, W. B. (2019). A Primer on American Labor Law. Cambridge University Press.

NEW QUESTION: 7
Within how many hours must an employer notify the Occupational Safety and Health Administration (OSHA) when a workplace fatality occurs or three or more employees are hospitalized?
A. 4
B. 8
C. 12
D. 24
Answer: (SHOW ANSWER)
According toHuman Resource Management, 16th Editionby Gary Dessler, employers are legally required to report serious workplace incidents to the Occupational Safety and Health Administration (OSHA) within a specified time frame. OSHA regulations mandate that an employer must notify OSHAwithin 8 hoursof a workplace fatality or whenthree or more employees are hospitalizedas a result of a work-related incident.
This reporting requirement is part of OSHA's broader mission to ensure safe and healthy working conditions by allowing the agency to investigate severe incidents promptly. Timely reporting enables OSHA to assess hazards, enforce safety standards, and prevent similar

incidents in the future. Failure to comply with these reporting requirements can result in significant penalties and legal consequences for employers.
Dessler emphasizes that managers must be familiar with OSHA notification rules as part of their responsibility for employee safety and health. Immediate reporting reflects an organization's commitment to legal compliance and reinforces the importance of maintaining a safe workplace. Therefore, the correct answer is8 hours.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Safety and Health

NEW QUESTION: 8
Which type of work culture utilizes hiring, retaining, developing, and motivating employees while making work assignments that are connected to data or outcomes?
A. Performance culture
B. Innovative culture
C. Risk culture
D. Compliance culture
Answer: (SHOW ANSWER)
A performance culture is one that focuses on achieving specific results and aligning employee activities with the organization's strategic goals. In this type of culture, hiring, retaining, developing, and motivating employees are driven by data and outcomes. Performance metrics are used to make work assignments and evaluate employee contributions to ensure that the organizational objectives are met effectively and efficiently.
"High Performance Work Systems" by David A. Buchanan and Andrzej A. Huczynski, "Organizational Behavior" Society for Human Resource Management (SHRM) articles on performance culture

NEW QUESTION: 9
Which act establishes a national minimum wage, overtime rules, recordkeeping requirements, and youth employment standards?
A. Rehabilitation Act of 1973
B. National Labor Relations Act of 1935
C. Equal Pay Act of 1963
D. Fair Labor Standards Act of 1938
Answer: (SHOW ANSWER)
The Fair Labor Standards Act (FLSA) of 1938 establishes several key labor standards, including a national minimum wage, overtime pay eligibility, recordkeeping, and child labor regulations. The FLSA is administered by the Wage and Hour Division of the U.S. Department of Labor and ensures that workers receive fair compensation and that minors are protected in the workplace.
Fair Labor Standards Act of 1938, U.S. Department of Labor (DOL) website

NEW QUESTION: 10
What is a cause of an employee leaving an organization that the organization could have avoided?
A. New career
B. Compensation issues
C. Performance issues
D. Retirement
Answer: B (LEAVE A REPLY)
Employee turnover can be classified as either avoidable or unavoidable. According toHuman Resource Management, 16th Editionby Gary Dessler,avoidable turnoveroccurs when employees leave for reasons that management can influence or control, such as dissatisfaction with pay, supervision, working conditions, or career opportunities.
Compensation issues are a common and preventable cause of voluntary turnover. Dessler notes that when employees perceive pay as unfair or uncompetitive, they are more likely to leave for better opportunities.
Organizations can address this through market-based pay structures, merit increases, and transparent compensation policies.
In contrast, retirement and pursuing a new career are typically unavoidable, as they are driven by personal life stages or individual career choices beyond organizational control.
Performance-related separations are usually involuntary and initiated by the employer rather than the employee.
Therefore, the cause of employee departure that an organization could have avoided iscompensation issues.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Retention and Turnover

NEW QUESTION: 11
How can organizations create a bully-free work environment?
A. Empower managers across the organization to create their own antibullying standards
B. Establish and enforce zero-tolerance antibullying policies
C. Privately monitor and address specific employees when bullying is reported
D. Provide company-wide training on how to manage stress in the workplace
Answer: B (LEAVE A REPLY)
A bully-free work environment requires clear organizational commitment, consistent standards, and firm enforcement. According toHuman Resource Management, 16th Editionby Gary Dessler, one of the most effective ways to prevent workplace bullying is toestablish and enforce zero-tolerance antibullying policies.
These policies clearly define unacceptable behaviors, outline reporting procedures, and specify consequences for violations.

Dessler emphasizes that antibullying efforts must be organization-wide rather than left to individual managers' discretion. Allowing managers to create their own standards can lead to inconsistency, unfair treatment, and legal risk. Similarly, addressing bullying only after it occurs or doing so privately without formal policy enforcement fails to address the broader organizational culture.
A zero-tolerance policy signals that bullying behaviors-such as intimidation, harassment, or persistent mistreatment-are unacceptable regardless of position or performance level. When consistently enforced, such policies help build trust, protect employee well-being, and reduce legal exposure. While stress management training can be beneficial, it does not directly address bullying behavior. Therefore, the correct answer isestablishing and enforcing zero-tolerance antibullying policies.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Safety, Health, and Fair Treatment

NEW QUESTION: 12
What is a benefit to the employer of providing a healthy and safe work environment?
A. Increased health benefit options
B. Decreased absenteeism due to health-related issues
C. Increased availability of the employer's assistance program
D. Reduced need for policies and procedures
Answer: (SHOW ANSWER)
* Healthy Work Environment: Providing a healthy and safe work environment helps prevent workplace injuries and illnesses, promoting overall well-being.
* Absenteeism Reduction: When employees are healthy, they are less likely to take time off due to illness or injury, leading to decreased absenteeism.
* Productivity and Morale: A safe work environment enhances employee morale and productivity, as employees feel valued and protected.
* Cost Savings: Reduced absenteeism also translates into cost savings for the employer, as fewer resources are spent on temporary replacements and overtime for covering absent employees.
References:
* Occupational Safety and Health Administration (OSHA) guidelines
* Studies on workplace safety and productivity by the National Institute for Occupational Safety and Health (NIOSH)

NEW QUESTION: 13
Which characteristic of an employee demonstrates a strong person-organization fit?
A. Completes all projects accurately and on time
B. Is highly qualified to perform the job
C. Is responsible for training coworkers

D. Shows deep commitment to the organization
Answer: (SHOW ANSWER)
Person-organization fit refers to the compatibility between an employee and the organization in terms of values, beliefs, and culture. An employee who demonstrates a strong person-organization fit shows deep commitment to the organization, aligning their personal values with the company's mission and culture. This commitment often leads to higher job satisfaction, better performance, and lower turnover rates.
"Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge
Articles on person-organization fit from the Society for Human Resource Management (SHRM)

NEW QUESTION: 14
How is understanding a trainee's learning style important to training effectiveness?
A. It improves training outcomes.
B. It expands employee skill gaps.
C. It influences the location of the training.
D. It increases the positive feedback given to the trainer.
Answer: (SHOW ANSWER)
Understanding a trainee's learning style is crucial for the effectiveness of training because it allows the training to be tailored to the individual's preferred method of learning, thereby improving retention and application of the material. For instance, visual learners benefit from diagrams and videos, auditory learners from lectures and discussions, and kinesthetic learners from hands-on activities. By aligning training methods with learning styles, the overall training outcomes improve, leading to better performance and skill acquisition.
References
* Managing Human Capital Textbook
* "Training and Development for Dummies" by Elaine Biech
* SHRM (Society for Human Resource Management) guidelines on training effectiveness

NEW QUESTION: 15
What is an example of affirmative action in an organization?
A. Removing identifying information from resumes so recruiters are unaware of applicants' backgrounds
B. Establishing a workforce outreach program for protected groups underrepresented in the organization
C. Enacting a policy that race or gender may not be criteria for hiring decisions
D. Including a statement in commercials that the organization has a diverse workforce
Answer: B (LEAVE A REPLY)
* Definition of Affirmative Action: Affirmative action involves proactive efforts to improve employment or educational opportunities for underrepresented groups.

* Outreach Programs: Establishing outreach programs specifically targeted at protected groups is a clear example of affirmative action, as it aims to address and reduce disparities in workforce representation.
* Legal and Ethical Mandates: Such programs are often required by law for certain employers, especially federal contractors, and demonstrate a commitment to diversity and inclusion.
* Impact on Workforce Diversity: These initiatives can lead to a more diverse and inclusive workplace, which can enhance organizational culture and performance.
References:
* Title VII of the Civil Rights Act of 1964
* Executive Order 11246, which requires affirmative action programs for federal contractors

NEW QUESTION: 16
Which factor influences employees' attitudes about workplace safety?
A. An employee's potential for career development
B. An organization's generous attendance policy
C. An employee's level of compensation
D. Leadership's positive reinforcement of reporting potential hazards
Answer: D (LEAVE A REPLY)
Employees' attitudes toward workplace safety are strongly shaped by leadership behavior and organizational culture. According toHuman Resource Management, 16th Editionby Gary Dessler, one of the most influential factors in shaping safety attitudes ismanagement's visible commitment to safety, particularly through positive reinforcement of safe behaviors and hazard reporting.
Dessler explains that when leaders actively encourage employees to report unsafe conditions without fear of retaliation and recognize those who do so, employees perceive safety as a core organizational value. This perception increases safety awareness, compliance with safety rules, and employee participation in safety initiatives. In contrast, if leadership ignores or discourages hazard reporting, employees may believe productivity is valued more than safety, which weakens safety attitudes.
Factors such as compensation, attendance policies, or career development opportunities may affect motivation or satisfaction, but they do not directly shape employees' perceptions of safety priorities. Leadership behavior sends a powerful signal about what truly matters in the organization. Therefore,positive reinforcement by leadership for reporting potential hazardsmost directly influences employees' attitudes about workplace safety.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Safety and Health

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NEW QUESTION: 17
What can encourage desired behaviors from employees when implementing organizational action plans by providing key details on how well the employees are fulfilling their job duties?
A. Job analyses
B. Internal financial sheets
C. Job statements
D. Performance metrics
Answer: (SHOW ANSWER)
Performance metrics are quantitative measures used to assess how well employees are fulfilling their job duties. They provide specific details on various aspects of job performance, such as productivity, quality, efficiency, and adherence to deadlines. By tracking these metrics, managers can identify areas where employees excel and where they may need additional support or training. Performance metrics help in setting clear expectations, providing feedback, and aligning employee performance with organizational goals. They are essential for implementing organizational action plans as they ensure that employees' behaviors and outcomes are aligned with the desired objectives.References
* Kaplan, R. S., & Norton, D. P. (1996). "The Balanced Scorecard: Translating Strategy into Action." Harvard Business Review Press.
* Armstrong, M. (2021). "Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance." Kogan Page.

NEW QUESTION: 18
Which characteristic of an employee demonstrates a strong person-organization fit?
A. Completes all projects accurately and on time
B. Is highly qualified to perform the job
C. Is responsible for training coworkers
D. Shows deep commitment to the organization
Answer: D (LEAVE A REPLY)
Person-organization fit refers to the compatibility between an employee and the organization in terms of values, beliefs, and culture. An employee who demonstrates a strong person-organization fit shows deep commitment to the organization, aligning their

personal values with the company's mission and culture. This commitment often leads to higher job satisfaction, better performance, and lower turnover rates.
References:
* "Organizational Behavior" by Stephen P. Robbins and Timothy A. Judge
* Articles on person-organization fit from the Society for Human Resource Management (SHRM)

NEW QUESTION: 19
Which scenario is an example of inclusion?
A. A manager of a department works on a project independently.
B. The majority of a department works well together, but opinions and requests are ignored by some.
C. A manager picks 2 of 10 employees to work on a project.
D. A department works together on a project, and ideas are freely shared.
Answer: (SHOW ANSWER)
Inclusion in the workplace refers to creating an environment where all employees feel valued, respected, and have equal access to opportunities and resources. An inclusive scenario is one where team members collaborate, and everyone's ideas and contributions are considered. This encourages a sense of belonging and leverages the diverse perspectives of the entire team, leading to enhanced innovation and team performance. The given example demonstrates this by showing a department where collaboration and open sharing of ideas are practiced.
References:
Roberson, Q. M. (2006).Disentangling the meanings of diversity and inclusion in organizations. Group & Organization Management.
Dessler, G. (2020).Human Resource Management. Pearson.

NEW QUESTION: 20
Which type of work culture utilizes hiring, retaining, developing, and motivating employees while making work assignments that are connected to data or outcomes?
A. Performance culture
B. Innovative culture
C. Risk culture
D. Compliance culture
Answer: A (LEAVE A REPLY)
A performance culture is one that focuses on achieving specific results and aligning employee activities with the organization's strategic goals. In this type of culture, hiring, retaining, developing, and motivating employees are driven by data and outcomes. Performance metrics are used to make work assignments and evaluate employee contributions to ensure that the organizational objectives are met effectively and efficiently.
References:

* "High Performance Work Systems" by David A. Buchanan and Andrzej A. Huczynski, "Organizational Behavior"
* Society for Human Resource Management (SHRM) articles on performance culture

NEW QUESTION: 21
Which term refers to guidelines that show how to perform a task in an organization?
A. Rules
B. Codes
C. Procedures
D. Policies
Answer: C (LEAVE A REPLY)
Procedures are specific, step-by-step instructions that guide employees on how to perform tasks and activities within an organization. They ensure consistency, efficiency, and safety by providing detailed guidance on the correct way to complete work processes. Procedures help standardize operations, minimize errors, and ensure compliance with organizational policies and external regulations. They are crucial for training new employees, maintaining quality control, and facilitating continuous improvement.References:
* Dessler, G. (2020). Human Resource Management. Pearson.
* Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook of Human Resource Management Practice.
Kogan Page.

NEW QUESTION: 22
Why is setting individual employee performance goals important to organizational success?
A. It replaces the need for conducting job analyses.
B. It helps align individual employees' goals with the organization's mission.
C. It gives employees input in the content of performance evaluations.
D. It standardizes performance expectations for employees across the organization.
Answer: B (LEAVE A REPLY)
Setting individual employee performance goals is essential for organizational success because it ensures that employees' efforts are directed towards the broader objectives of the organization. This alignment fosters a cohesive and motivated workforce working towards common goals, which enhances overall productivity and effectiveness. When employees understand how their personal goals contribute to the organization's mission, they are more likely to be engaged and committed to their work.
References
* Managing Human Capital Textbook
* "Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics" by Gary Cokins

* SHRM (Society for Human Resource Management) guidelines on performance management

NEW QUESTION: 23
A recruiter requests that an applicant complete a document that requests information about the applicant s medical conditions and the medical conditions of their family members. Which law did this recruiter violate?
A. Family and Medical Leave Act of 1993
B. Americans with Disabilities Act of 1990
C. Genetic Information Nondiscrimination Act of 2008
D. Civil Rights Act of 1991
Answer: C (LEAVE A REPLY)
The Genetic Information Nondiscrimination Act (GINA) of 2008 prohibits employers from requesting, requiring, or purchasing genetic information about an applicant or an employee, which includes family medical history. The act aims to prevent discrimination based on genetic information in both health insurance and employment. The recruiter's request for information about the applicant's medical conditions and those of their family members directly violates GINA.
References:
* Genetic Information Nondiscrimination Act of 2008, U.S. Equal Employment Opportunity Commission (EEOC) website

NEW QUESTION: 24
Which tools are used for the employee-relations functions of human resource management (HRM)?
A. Performance goals and principles
B. Labor participation programs and employee surveys
C. Training and development programs
D. Benefits and rewards
Answer: B (LEAVE A REPLY)
* Labor Participation Programs:These programs encourage employee involvement in organizational decision-making, promoting better labor relations and a more engaged workforce.
* Employee Surveys:These are tools used to gather feedback from employees about their job satisfaction, work environment, and overall experience within the company. The data collected helps HR identify areas of improvement and address any concerns.
* Purpose in HRM:Both tools are crucial for understanding employee perspectives, improving communication, and fostering a positive work environment, which are central to effective employee relations.
* Benefits:Improved employee relations can lead to higher job satisfaction, reduced turnover, and enhanced organizational performance.

References:
Society for Human Resource Management (SHRM) resources on employee relations
Human Resource Management textbooks and best practices

NEW QUESTION: 25
What is the main difference between a customary benefit and an optional benefit?
A. Customary benefits are additional forms of insurance that an employee can add to their existing benefit plans to enhance coverage levels, while optional benefits are benefits that an employer makes available to employees.
B. Optional benefits are offered at the discretion of the organization, while customary benefits are commonly provided and may be expected by employees.
C. Optional benefits are required to be provided to employees, while customary benefits may or may not be provided to employees.
D. Customary benefits are required to be provided to employees, while optional benefits may or may not be provided to employees.
Answer: (SHOW ANSWER)
Employee benefits are commonly classified as mandatory, customary, or optional. According toHuman Resource Management, 16th Editionby Gary Dessler,customary benefitsare those that are not legally required but arecommonly provided by employersand therefore often expected by employees. Examples include retirement plans, paid vacations, and health insurance coverage. These benefits help organizations remain competitive in the labor market.
In contrast,optional benefits-often referred to as voluntary benefits-are offered entirely at the discretion of the employer and may be selected or declined by employees. Dessler explains that optional benefits typically allow employees to tailor their benefits package to their personal needs, such as additional life insurance, vision coverage, or supplemental disability insurance, often at the employee's own cost.
The key difference lies in employee expectations and organizational norms. Customary benefits are widely anticipated as part of standard employment, while optional benefits provide flexibility and choice. Therefore, the correct distinction is thatoptional benefits are discretionary, while customary benefits are commonly provided and expected.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Benefits and Total Rewards

NEW QUESTION: 26
What is a job analysis?
A. AzA contract that includes sufficient flexibility so that workers are comfortable starting new tasks as needed and proactively finding additional ways to contribute
B. A study that first identifies the required tasks and behaviors of a job and then evaluates what is required to perform each required task

C. A summary that outlines the main duties and responsibilities of a job
D. A step-by-step explanation of how to complete a specific task
Answer: B (LEAVE A REPLY)
Job analysis is a systematic process that involves identifying and documenting the essential tasks, responsibilities, and behaviors required for a job. It also assesses the qualifications, skills, and knowledge needed to perform those tasks effectively. The outcome of a job analysis includes detailed job descriptions and specifications, which are used for various HR functions such as recruitment, selection, training, performance appraisal, and compensation.
"Job and Work Analysis: Methods, Research, and Applications for Human Resource Management" by Michael T. Brannick, Edward L. Levine, and Frederick P. Morgeson
Society for Human Resource Management (SHRM) guidelines on job analysis

NEW QUESTION: 27
What is an advantage of a pay-for-performance plan?
A. It provides a positive reinforcement method.
B. It connects performance with intrinsic motivation.
C. It rewards those who are most knowledgeable.
D. It recognizes the most tenured employees.
Answer: (SHOW ANSWER)
Pay-for-performance plans link employee compensation directly to individual or organizational performance outcomes. According toHuman Resource Management, 16th Editionby Gary Dessler, a key advantage of pay- for-performance systems is that they serve as apositive reinforcement method, encouraging employees to perform at higher levels by rewarding desired behaviors and results.
Dessler explains that when employees clearly understand that superior performance leads to tangible rewards such as bonuses, incentives, or merit pay, they are more likely to align their efforts with organizational goals.
This reinforcement strengthens the connection between effort and reward, increasing motivation and accountability.
Pay-for-performance does not primarily focus on tenure or knowledge alone, nor does it rely on intrinsic motivation, which comes from internal satisfaction rather than external rewards. Instead, it leverages extrinsic rewards to motivate performance improvements.
Therefore, the primary advantage highlighted in human capital management literature is its role as apositive reinforcement mechanism.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Incentive Pay and Employee Motivation

NEW QUESTION: 28
What is the main reason for the failure of mergers and acquisitions?

A. Culture mismatch
B. Poor organizational design
C. Unsuccessful marketing approach
D. Inaccurate bookkeeping
Answer: A (LEAVE A REPLY)
The main reason for the failure of mergers and acquisitions is often a culture mismatch between the merging organizations. When two companies with different corporate cultures come together, clashes can occur if their values, beliefs, and ways of doing business do not align. This can lead to misunderstandings, conflicts, and a lack of cohesion, ultimately hindering the integration process and reducing the chances of a successful merger or acquisition.
References:
* "Mergers and Acquisitions: Managing Culture and Human Resources" by Mark E. Mendenhall and Gary
R. Oddou
* McKinsey & Company articles on mergers and acquisitions

NEW QUESTION: 29
An employee was surprised to receive low rankings from a manager on a performance evaluation. The employee was unaware that some of the goals that caused the low rankings were job expectations because the manager had never discussed the goals with the employee.
Which obstacle to effective performance management is illustrated in this example?
A. Committing a leniency error in the employee's performance evaluation
B. Showing bias in comparing the employee to other employees
C. Failing to develop a performance plan with the employee
D. Having personal standards that are too high for the employee's position
Answer: C (LEAVE A REPLY)
Effective performance management requires clear communication of job expectations, performance standards, and goals before evaluating employee performance. According toHuman Resource Management, 16th Editionby Gary Dessler, one of the most critical steps in performance management isjointly developing a performance planthat specifies what the employee is expected to accomplish and how performance will be measured. When this step is skipped, performance appraisals often appear unfair and unexpected to employees.
In this scenario, the employee received low ratings based on goals that were never discussed or clarified. This reflects a failure in the planning phase of performance management, not a rating error such as leniency or bias. Dessler emphasizes that employees must clearly understand expectations at the start of the appraisal period; otherwise, evaluations lose credibility and can damage trust, motivation, and engagement.

Performance planning aligns employee efforts with organizational objectives and provides a standard against which performance can be fairly assessed. When managers fail to develop and communicate a performance plan, employees cannot reasonably be held accountable for unmet goals. Therefore, the obstacle illustrated here isfailing to develop a performance plan with the employee.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Performance Management and Appraisal

NEW QUESTION: 30
Which factor do unions prefer when negotiating with employers over criteria for job opportunities, such as promotions and job security?
A. Experience
B. Education
C. Seniority
D. Age
Answer: C (LEAVE A REPLY)
Unions traditionally emphasize fairness, objectivity, and equal treatment when negotiating employment conditions. According toHuman Resource Management, 16th Editionby Gary Dessler,seniorityis the factor unions most strongly prefer when determining criteria for promotions, layoffs, recalls, and job security.
Seniority systems are favored because they are objective, easy to verify, and limit managerial discretion, which unions often view as a potential source of favoritism or discrimination. By basing decisions on length of service, unions help ensure predictability and transparency in employment decisions, protecting long-term members from arbitrary treatment.
Dessler notes that while employers may prefer performance- or skill-based systems to reward high performers, unions typically resist these approaches unless they are clearly defined and consistently applied.
Education and experience may be considered in some agreements, but seniority remains the dominant standard in unionized settings. Age, while correlated with seniority, is not used directly due to legal and ethical concerns.
Therefore, the correct answer isseniority.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Labor Relations and Collective Bargaining

NEW QUESTION: 31
What is an example of a situational interview question?
A. "What have you done to successfully turn a difficult customer into a satisfied and loyal customer?"

B. "How have you handled a situation in which you and a coworker could not cooperate and had to get management involved?"
C. "Which type of leadership style do you prefer from your direct manager, and why do you prefer this style?"
D. "How would you handle a scenario in which you are asked to do something that goes against company policy?"
Answer: (SHOW ANSWER)
Situational interview questions are designed to assess how candidates would handle hypothetical scenarios related to the job. The question "How would you handle a scenario in which you are asked to do something that goes against company policy?" requires the candidate to demonstrate their problem-solving abilities, ethical judgment, and adherence to organizational rules. This type of question helps employers gauge a candidate's potential behavior and decision-making skills in challenging situations.References:
* Dessler, G. (2020). Human Resource Management. Pearson.
* Campion, M. A., Palmer, D. K., & Campion, J. E. (1997). A review of structure in the selection interview. Personnel Psychology.

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NEW QUESTION: 32
What describes a bona fide occupational qualification under Title VII of the Civil Rights Act of 1964?
A. An exemption from performing essential job functions for people with specific traits
B. A quota for workforce diversity in government agencies and large organizations
C. A characteristic that is essential to the successful performance of a relevant job function
D. A provision that makes retaliation against whistleblowers illegal
Answer: C (LEAVE A REPLY)
A bona fide occupational qualification (BFOQ) under Title VII of the Civil Rights Act of 1964 allows employers to hire employees based on characteristics typically prohibited under the act, such as religion, sex, or national origin, if these characteristics are reasonably necessary to the normal operation of a particular business. This means the characteristic must be essential to the performance of the job. For example, hiring a female actor for a female role is considered a BFOQ.

References:
* Title VII of the Civil Rights Act of 1964, U.S. Equal Employment Opportunity Commission (EEOC) website

NEW QUESTION: 33
How can job design benefit an organization?
A. By creating positions that motivate managers to segment work into very simple elements, removing opportunities for creativity and increasing efficiency
B. By creating positions that enable the organization to achieve its goals while motivating employees by assigning them work based on their needs and talents
C. By creating positions that require consistent performance from employees, which increases the organization's output
D. By creating positions that can push an employee to the highest level of output for the benefit of the organization
Answer: B (LEAVE A REPLY)
Job design is the process of organizing tasks, duties, and responsibilities into a productive unit of work. By creating positions that align with employees' needs and talents, job design can significantly benefit an organization. This approach not only helps in achieving organizational goals by ensuring that work is done efficiently and effectively but also motivates employees by recognizing their individual strengths and preferences. Motivated employees tend to be more engaged, productive, and satisfied with their jobs, which in turn leads to higher retention rates and better overall organizational performance. Effective job design considers various factors such as job enrichment, job enlargement, job rotation, and the use of teams to create a fulfilling work environment.References
* Hackman, J. R., & Oldham, G. R. (1976). "Motivation through the Design of Work: Test of a Theory." Organizational Behavior and Human Performance.
* Armstrong, M. (2021). "Armstrong's Handbook of Human Resource Management Practice." Kogan Page.

NEW QUESTION: 34
Employees are allowed to have flexible work schedules.
Which form of compensation is represented in this example?
A. Direct financial compensation
B. Nonfinancial compensation
C. Variable financial compensation
D. Indirect financial compensation
Answer: (SHOW ANSWER)
Compensation includes both financial and nonfinancial rewards that employees receive in exchange for their work. According toHuman Resource Management, 16th Editionby Gary Dessler,nonfinancial compensationrefers to rewards that do not involve direct monetary payments but enhance employees' quality of work life.

Flexible work schedules are a classic example of nonfinancial compensation. Dessler explains that flexibility improves work-life balance, reduces stress, and increases job satisfaction, making it a valuable reward even though it does not increase pay. Such arrangements can improve morale, engagement, and retention without increasing direct labor costs.
Direct and variable financial compensation involve wages, bonuses, or incentives, while indirect financial compensation includes benefits such as insurance or retirement plans. Since flexible scheduling affects how and when work is performed rather than how much employees are paid, it is classified asnonfinancial compensation.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Compensation and Benefits

NEW QUESTION: 35
What is the primary purpose of progressive discipline?
A. To provide a method for managers to fairly administer performance evaluations that are free from biases
B. To make employees aware of performance problems using the least severe action necessary to motivate change
C. To ensure that the maximum corrective action is administered to correct future performance issues
D. To ensure that legal regulations are followed when collecting performance-based feedback
Answer: (SHOW ANSWER)
The primary purpose of progressive discipline is to address performance issues by making employees aware of problems in a structured manner, starting with the least severe actions. The goal is to provide employees with opportunities to correct their behavior before more severe measures are taken. This approach helps to maintain a fair and supportive work environment while ensuring that employees understand the consequences of continued poor performance. Progressive discipline typically involves a series of steps, such as verbal warnings, written warnings, and, if necessary, termination.
References
* Managing Human Capital Textbook
* "Progressive Discipline Handbook" by Paul Falcone
* SHRM (Society for Human Resource Management) guidelines on progressive discipline

NEW QUESTION: 36
Which type of benefit is typically more secure for unionized workers than for nonunionized workers?
A. Individual bonuses
B. Guaranteed pensions

C. Merit pay
D. 401 (k) plans
Answer: B (LEAVE A REPLY)
Unionized workers typically enjoy more secure benefits compared to nonunionized workers, with guaranteed pensions being one of the most secure. Unions negotiate defined benefit pension plans that promise a specified monthly benefit at retirement, which is often based on factors such as salary history and years of service.
These plans provide financial security for employees upon retirement and are less common in nonunionized workplaces, where defined contribution plans like 401(k)s are more prevalent.References:
* Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management:
Gaining a Competitive Advantage. McGraw-Hill Education.
* Freeman, R. B., & Medoff, J. L. (1984). What Do Unions Do?. Basic Books.

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