

INSTITUTE OF MANAGEMENT TECHNOLOGY, GHAZIABAD

Human Resource Management (S 1 & S 2)

12 HRM

End Term Examination

Time: 2 Hrs.

Max. Marks: 50

INSTRUCTIONS

1. This is a open-book examination.
2. This question paper contains 4 pages.
3. There are 3 questions in the paper. Choices are given in all the questions. Read the instructions carefully before attempting questions.

Question 1:

(Marks 20)

Answer briefly any two of the following:

- (a) Define Potential Appraisal and the appropriate tool(s) to assess potential appraisal.
- (b) What is HR planning and how it is linked to organizational strategy? Examine.
- (c) While allotting land for setting up of a production unit, the State Government has laid down a condition that 70% of the work force shall consist of domiciles of the state. What strategies should be adopted by HR to ensure availability of competent manpower?

Question 2:

(Marks 15)

There are two situations/cases (a) and (b) given in this question. Select any one of the two options.

(a) Read the following situations and answer the question given at the end of the case.

A senior Filipino executive of an American subsidiary based in Manila and an American executive from the Chicago headquarters together interviewed a Filipino seeking promotion from payroll assistant manager to payroll manager.

When they came to the dimension of "integrity" the interviewers asked, "Every-one has to bend or break the rules sometime. Can you give an example of when you did this?"

The candidate, Felix, never had broken any company rules.

"But.....," he hesitated.

"But what?" the American demanded.

"I once helped Jaime."

He explained that Jaime, a member of his work group, had asked him to issue a letter certifying his salary at a higher level than was true.

"Why did he ask for that?"

"So he could qualify for a bank loan. I thought it over carefully and asked my wife. Then I decided that I could not deny Jaime. He is a close friend, and the time he was having serious difficulties. His child was ill and needed hospital treatment. And he had to make repairs to his house. Also, I knew that if Jaime did not get the loan many people would think that he had been badly treated. Other people in the work group would become angry. The work group would become impossible to manage."

Felix had calculated Jaime's salary at a figure that included bonus and other allowances, and certified this as the basic salary.

When Felix had left the room, the two interviewers discussed the ratings. The Filipino had rated Felix as acceptable on the dimension of integrity.

"Why?" queried the American, surprised.

"Because I like his sensitivity to his friend's need. Also, he considered the harmony of the work group."

"Only because he was frightened of unpopularity. But a good manager must expect to be unpopular at some times—perhaps all the time."

"Perhaps. But he is certainly correct that productivity would have suffered. No, I don't consider the subterfuge to be serious. After all, Jaime repaid the loan to the bank. No one suffered."

The American disagreed. "Felix knew the company rules and he should have denied the request. Company rules apply to everyone, regardless of rank. They apply equally to you and me. The company cannot make exceptions. Felix has not given a good reason for his behavior. He was weak."

"But he felt strong enough to admit to the incident."

"That is not the point. His integrity cannot be trusted."

The differences between the interviewers were only resolved when the American washed his hands of the process, insisting that he make a written report of his objection to the promotion and that his Filipino colleague take responsibility for any problems that might arise from making it.

**Explain the attitudes of the two interviewers in terms of their national cultures with reference to cross-cultural studies.**

OR

Question 2 (b):

Joe Black was trying to figure out what to do about a problem salary situation he had in his plant. Black recently took over as president of XYZ. The company was family owned and located in a small eastern Arkansas town. It had approximately 250 employees and was the largest employer in the community. Black was the member of the family that owned XYZ, but he had never worked for the company prior to becoming the president. He had an MBA and a law degree, plus five years of management experience with a large manufacturing organization, where he was senior vice president for human resources before making his move to XYZ.

A short time after joining XYZ, Black started to notice that there was considerable inequity in the pay structure for salaried employees. A discussion with the human resources director led him to believe that salaried employees pay was very much a matter of individual bargaining with the past president. Hourly paid factory employees were not part of this problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 25 employees, ranging in pay from that of the president to that of the receptionist. A closer examination showed that 14 of the salaried employees were female. Three of these were front-line factory supervisors and one was the human resources director. The other 10 were non management.

This examination also showed that the human resources director appeared to be underpaid, and that the three female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female job incumbents. When asked, the HR director said she thought the female supervisors may have been paid at a lower rate mainly because they were women, and perhaps the former president, did not think that women needed as much money because they had working husbands. However, she added she personally thought that they were paid less because they supervised less-skilled employees than did the male supervisors. Black was not sure that this was true.

The company from which Black had moved had a good job evaluation system. Although he was thoroughly familiar with and capable in this compensation tool, Black did not have time to make a job evaluation study at XYZ. Therefore, he decided to hire a compensation consultant from a nearby university to help him. Together, they decided that all 25 salaried jobs should be in the same job evaluation cluster, that a modified ranking method of job evaluation should be used, and that the job descriptions recently completed by the HR director were current, accurate, and usable in the study.

The job evaluation showed that the HR director and the three female supervisors were being underpaid relative to comparable male salaried employees.

Black was not sure what to do. He knew that if the underpaid female supervisors took the case to the local Govt. Authority, the company could be found guilty of sex discrimination and then have to pay considerable back wages. He was afraid that if he gave these women an immediate salary increase large enough to bring them up to where they should be, the male supervisors would be upset and the female supervisors might comprehend the total situation and want back pay. The HR director told Black that the female supervisors had never complained about pay differences.

The HR director agreed to take a sizable salary increase with no back pay, so this part of the problem was solved. Black believed he had four choices relative to the female supervisors:

1. To do nothing.
2. To gradually increase the female supervisors salaries.
3. To increase their salaries immediately.
4. To call the three supervisors into his office, discuss the situation with them, and jointly decide what to do.

Question: Which of the above option would you suggest? Give reason for your choice of the alternative.

**Question 3:**

(Marks 15)

There are two options (a) and (b) given in question 3. Select any one of the two options.

(a) A recent survey conducted by a consulting firm in the US indicates that a greater number of employees resist to go on expatriate assignments for longer duration, even though monetary reward has not been the matter of concern in these assignments. The survey found the following reasons that discourage senior employees to take foreign assignments, and is often reasons for expatriate failures in many cases. First and the most commonly known reason that the report provides are, the personal and family reasons such as adjustment to new culture, schooling for children, jobs for working spouse, security, food, social groups, etc. Second reason, which was found to be growing concern today, is the feelings of the managers that going away from the corporate office also means away from the decision making power. They feel that if they go on a foreign assignment for longer time (two years or more), they might miss the opportunity to get challenging assignments or the assignments of their choice. As a result they feel that they may also miss the career growth opportunities to grow within the organization. Third major concern has been the repatriation issue. There has been a feeling that after coming back to the parent country employee and family will have problems of readjustment both in and off the job.

You are the HR manager a large global company, which has subsidiaries in over 75 countries. The company is rapidly restructuring and expanding, and in last ten years they have almost doubled the number of subsidiaries globally. As a result the company needs a large number of senior executives at head office in the US who are motivated to take up foreign assignments particularly for the newer subsidiaries. Now you have been asked to design a comprehensive HR policy for the company addressing the expatriate issues, keeping in view the above mentioned findings of the survey.

Describe what kind of HR policy (strategies and initiatives) you would like to suggest to the company in this regard?

OR

(b) What are the different actors, contexts and the ideology? Discuss in the light of Dunlop's systems approach of IR. Also explain the dispute resolution machinery provided in Industrial Disputes Act 1947?

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HUMAN RESOURCE MANAGEMENT

END - TERM EXAMINATION Term III

12 HRS

Exam for S3, S4, S5, S6, S7

Max. Marks: 45

Time allowed: 2.30 Hours

Please Note: 1. Answer any two questions out of the first three questions.

Closed Book Exam

2. Question No. 4 and any two short notes from Q. 5 are compulsory.

Q. I How do results of Performance Appraisal affect other HR subsystems?

10 Marks

(Page limit – strictly two pages only, i.e. 2 sides only)

Q. II Discuss strategic challenges (with illustrations) faced by a Human Resource Manager in any one area of Human Resource Management.

10 Marks

(Page limit – strictly two pages only, i.e. 2 sides only)

Q. III What are the causes of industrial disputes in India? Make suggestions for minimization of industrial disputes.

10 Marks

(Page limit – strictly two pages only, i.e. 2 sides only)

Q. IV Case –Brunt Hotels, PLC

15 Marks

Brunt Hotels, PLC, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget. Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably priced.

Most guests stay for one to three nights and are a combination of business and leisure travelers. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms.

The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries. The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Europe. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries.

#### Question 1

Brunt management decided that because this is their first venture into a country outside the UK, they want to use PCNs (parent country nationals) to set up the new hotels and that only internal candidates should be considered. They think that this is important so they can incorporate the organization's values. However, they believe that once the hotels are up and running, HCNs (host country nationals) could be hired. The management vacancies must be filled as soon as possible. In their company literature, the organization states that their core values are to:

- Provide excellent levels of customer service to all guests.
- Provide a clean and comfortable environment for guests and staff.
- Recruit and retain excellent staff.
- Support and develop staff so they can reach their full potential.
- Continuously strive to improve all aspects of the business.
- Ensure that all hotel buildings, fixtures and fittings are well-maintained in a proactive manner.

It is important that the management consultants for this project take these core values into account when making their recommendations.

Q-1: Write a recruitment advertisement for the new positions which can be sent to existing managers by e-mail. Your advertisement should include, at a minimum, the following information:

- Main responsibilities of the new job
- The skills you are looking for in the position

#### Question 2

The management team liked your recruitment advertisement, but realized that they did not consider the salary for these new positions! Since the organization has never hired managers to work outside the UK before, they do not know how to start determining the compensation. They provide you with the following information that they found on the Internet:

- Existing salary for managers is £30,000 (45,000 Euros) plus bonuses.
- Surveys show that the average salary for hotel managers in France is 60,000 Euros with no opportunity to earn bonuses.

The directors want to have a consistent approach as to how they compensate expatriates because they expect their overseas business to expand in the future. They also want existing employees to be enticed into working abroad and want to have a good range of incentives.

Q-2 Design a compensation package for the hotel management position. Explain the rationale for your design. You may also include non-financial benefits.

Q. V Short Notes: Answer any two of the following:

10 Marks

1. Trade Unions.
2. Collective Bargaining
3. Grievance handling

(5 Marks each)

(Page limit – strictly two pages only, i.e. 2 sides only)

EXAM Date: 29/11/2015  
15.11.15

INSTITUTE OF MANAGEMENT TECHNOLOGY GHAZIABAD

HUMAN RESOURCE MANAGEMENT

END-TERM EXAMINATION 2015 (Term III), *BAT/11/2015-1/1*

PGDM Sections A, B, C, D, E, and F (Dr. Hardik Shah, Dr. Seeta Gupta, Dr. Suryatapa Kar, Dr. Uday Bhaskar)

Max. Marks: 40

Time allowed: 90 Minutes

Exam type: Closed Book

Q. 1 Case – Quick Coffee.....

Marks: 5+5

- 1.1 How should Pathak manage the learning requirements of the organization?
- 1.2 Design a training program, keeping in mind the business strategy, content, delivery, and evaluation metrics.

Q. 2 Case – Inserting the Team concept...

Marks: 5+5

- 2.1 What mistakes did Regina and Sandy make in adopting and communicating the new salary plan? How might Sandy have approached this major compensation change differently?
- 2.2 Assuming the new pay-plan is eventually accepted, how would you address the fact that in the new performance evaluation system, employees' input affects their peers' pay levels?

Q. 3 Case – Wrongful discharge or simply poor....

Marks: 5+5

- 3.1 Explain, which side, Majestic or Angelo, stands a better chance to prevail in this case and why?
- 3.2 Explain, how would Majestic prevent litigation of this type from occurring in the future?

Q. 4. Answer any 3 from the following four questions.

Marks: 3+3+3

- 4.1 Differentiate Job analysis and Job evaluation.
- 4.2 Explain yield ratio and its importance.
- 4.3 Explain Collective bargaining.
- 4.4 Differentiate polycentric, ethnocentric, and geocentric approach.

Qwik Coffee started off as a five-store chain from Chennai, but it soon became successful enough for Kuppuswamy to think about taking it to the rest of the country. Accommodating fast growth also meant putting in systems to recruit and hire employees and store managers. There were already established players such as Café Coffee Day, Barista and now Costa, who were competing for the same limited lot of talent in the market. Qwik Coffee had intentionally adopted the low-cost model as its differentiator in the market. For obvious reasons, they did not have the luxury to hire all experienced baristas in the job and were looking at a hybrid mix of experienced people and freshers in their stores. Gunjan Pathak, the Head of Human Resources, had taken care of the learning requirements of the organization by empowering the operations team to handle it. There was one person from the Human Resource (HR) team who would coordinate with the respective store managers to ensure that all new recruits were getting the required attention. The system had worked well in keeping the staff well trained to service the business well.

It was not apparent, but every employee hired for a retail job at a Qwik Coffee store had to be trained on a long list of items. These would be history of coffee, knowledge of the different kinds of coffee and then preparation of the perfect cup of coffee. Beverage preparation occupied even more training time, involving activities such as grinding the beans, steaming milk, learning to pull perfect shots of espresso, memorizing the recipes of all the different drinks, practicing making the different drinks and learning how to make drinks to customer specifications. They had to be trained on how to clean the milk wand on the espresso machine, explain the Italian drink names to customers, sell the merchandize, make eye contact with customers and take personal responsibility for the cleanliness of the coffee bins. A cup of coffee meant not only the quality of the coffee, but the quality of the experience of the customer, so the baristas needed to be trained on not only coffee but also customer service and retail skills. The stores were not big enough to afford different people for different roles, so the baristas had to be trained in using the cash register, weighing beans, opening the bag properly, capturing the beans without spilling them on the floor, holding the bag in a way that keeps air from being trapped inside and affixing labels on the package, exactly one-half inch over the Qwik Coffee logo. And there were rules to be memorized: milk had to be steamed to at least 150°F, but never more than 170°F, so on and so forth.

Apart from the baristas, management trainees were being hired to act as store managers. Their training had to go much deeper, covering not only the information imparted to baristas but also the details of store operations, practices and procedures as set forth in the company's operating manual, information systems and the basics of managing people. It was important for these future store managers to understand and appreciate the cost leadership strategy of the organization and innovate processes to ingrain the same in their behaviour as well as the behaviour of the operational staff in the stores. All store managers were not management trainees, some of them were lateral hires from the industry. While these recruits knew the basics of their job, they had to be culturally aligned to the mission of the organization.

In the initial stages of the business, since the store managers were held accountable for the training of the new recruits, they would more often than not take the onus of training the new recruits themselves or have a buddy, i.e., the more experienced ones, and the training was usually successful as it had a personal touch to it. However, now the chain was expanding at the rate of one store each fortnight. Each time Qwik Coffee opened stores in a new market, it undertook a major recruiting effort. Eight to ten weeks before opening, the company placed advertisements to hire baristas and begin their training. In the beginning, the sheer number of new people coming into the system had thrown the old system off guard because there were not enough experienced people to take charge of training the new recruits. Later on, relying on the skills of the store manager was

causing two problems: (1) it distracted them from their focus on the store management and customer service, and one could never be sure whether all had been covered in the training or not; (2) then there was the problem of attrition. Apart from coping with the new recruits, all stores had a steady stream of baristas leaving either to get back to studying or to switch to a more paying one.

Gunjan Pathak knew this would not work, so she had to change the way in which the learning requirements of the organization were being handled. The problem was not only of the volume but also the added complexity of the business now. There were many more specialized departments, and with that it was getting difficult to have everybody speak the same language and look at a situation similarly.



## CASE: 2

### Inserting the Team Concept into Compensation—or Not

In his new position at Hathaway Manufacturing, one of the first things Sandy Caldwell wanted to do was improve productivity through teamwork at every level of the firm. As the new human resource manager for this plant, Sandy set out to change the culture to accommodate the team-based approach he had become so enthusiastic about in his most recent position.

Sandy started by installing the concept of team management at the highest level, to oversee the operations of the entire plant. The new management team consisted of manufacturing, distribution, planning, technical, and human resource plant managers. Together they developed a new vision for the 500-employee facility, which they expressed in the simple phrase "Excellence Together." They drafted a new mission statement for the firm that focused on becoming customer driven and team based, and that called upon employees to raise their level of commitment and begin acting as "owners" of the firm.

The next step was to convey the team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea of a "workforce of owners" begin to take shape. Teams trained together, developed production plans together, and embraced the technique of 360-degree feedback, in which an employee's performance evaluation is obtained from supervisors, subordinates, peers, and internal or external customers. Performance and morale improved, and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in place.

Sandy decided to change one more thing. Hathaway's long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina Cioffi, Sandy sent a memo to all employees announcing the change to team-based pay for performance.

The reaction was immediate and 100% negative. None of the employees was happy with the change, and among their complaints, two stood out. First, because the 360-degree feedback system made everyone responsible in part for someone else's performance evaluation, no one was comfortable with the idea that pay raises might also be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put the firm's commitment to team effort in doubt. Simply put, employees felt left out of the decision process.

Sandy and Regina arranged a meeting for early the next morning. Sitting in her office, they began a painful debate. Should the new policy be rescinded as quickly as it was adopted, or should it be allowed to stand?

## WRONGFUL DISCHARGE OR SIMPLY "POOR PERFORMANCE"?

Angelo LaRossa experienced a very successful four years as western sales representative for Majestic Sound Systems, a national manufacturer and distributor of high-quality car audio systems and components. In December 1997, Angelo, at age forty-one, had been hired away from Magnum Stereo, Inc., a competitor of Majestic. At Magnum Stereo, Angelo had acquired a track record as a top salesperson based on his high sales goals and performance. His reputation was one of a hard driver capable of making a difficult sale.

Since joining Majestic Sound Systems, Angelo had helped boost the sluggish sales of the western region from \$2.7 million in 1998 to more than \$5.1 million in 2002. He continually received awards as the top salesperson at Majestic's annual recognition dinners.

Angelo worked hard and was not averse to living well and spending his large commission checks on material goods. He owned a spacious home in Malibu, California, and purchased a new Cayenne sport-utility vehicle manufactured by Porsche. In fact, sales had gone so well that he caught the special attention of James Carson, Majestic's Vice President of marketing and sales.

During dinner with Angelo one evening while Carson was visiting Angelo's territory, Carson remarked that Angelo should invest in a new manufacturing venture recently begun by Carson and several of his business associates. The venture was a start-up company to produce car telephone equipment. Carson asked Angelo to invest \$50,000 in the new company, for which he would receive 5 percent of the outstanding stock with complete voting rights. (As Angelo testified in court later, when Carson asked for the investment, it was not so much a request as a requirement. When questioned on this point by his lawyer, Angelo stated that Carson's remarks were: "If I don't get the \$50,000, your career at Majestic could be affected.") Angelo agreed to consider the investment opportunity, but after some lengthy investigations and evaluation he declined the offer. (Angelo's attorney had two of Majestic's former sales representatives testify that they also were suddenly fired after refusing to invest in Carson's side company.)

In the fifth year of Angelo's employment with Majestic, his sales success and commissions declined appreciably. Shortly after he declined Carson's investment offer, Angelo's sales quota for the western region was increased by 45 percent. Since high sales commissions were achieved only after meeting sales quotas, Angelo's opportunity to continue his substantial salary was lowered. Furthermore, on several occasions he was refused promotional assistance and support sales services when courting new accounts. Three of these potential accounts, if the sales had been made, would have paid Angelo large commissions.

In January 2003, Angelo was suddenly called to Majestic's headquarters in Phoenix, Arizona, where he was promptly fired without reason. In fact, the termination notice was served in a two-minute meeting by an individual from the accounting department. The word of Angelo's termination spread quickly throughout the company and with account managers in his sales region. One account manager described Angelo's behavior toward senior managers at Majestic as "really mad." Furthermore, believing that his reputation as a quality salesperson and his ability to maintain his lifestyle had been unjustly affected, Angelo filed suit against Majestic in March 2003. The suit alleged wrongful discharge, denial of due process, and infliction of "unnecessary" distress. He sought a settlement of \$1.75 million plus payment of attorney fees and other related court costs. The settlement was based on an average of Angelo's yearly salary and performance bonuses during his period of employment.

During the trial, Janet Sell, Majestic's attorney, argued strongly the following points: (1) Under the employment-at-will principle, Majestic need not give Angelo a reason for termination. Majestic violated no federal or state employment laws in Angelo's discharge. (2) Angelo was fired solely for poor work performance and for not meeting his newly established sales quota. (3) Majestic in no way defamed Angelo's reputation through his termination. Additionally, it was not possible for Majestic to adequately defend itself because James Carson had left Majestic and was currently working overseas and, therefore, was unable to testify.

# INSTITUTE OF MANAGEMENT TECHNOLOGY

## Human Resource Management (HRM), Term-3

### Quiz 1

Name:

Roll No.:

A) Directive      B) nondirective       C) unformatted      D) standardized

E) administrative

12. How do situational interviews differ from behavioral interviews?

A) situational interviews are based on an applicant's responses to actual past situations

B) situational interviews are based on how an applicant might behave in a hypothetical situation

C) situational interviews ask applicants job-related questions to assess their knowledge and skills

D) behavioral interviews ask applicants to describe their emotions in different hypothetical situations

E) behavioral interviews probe for an applicant's weaknesses by occasionally asking rude questions

13. Dr. Ross is interviewing for a position as Head-Business Development for the one of Pharma Company. His interview is conducted by a team of Board members who interview him simultaneously and then combine their ratings into one score. This is an example of a/an \_\_\_\_\_ interview.

A) Serial       B) panel      C) sequential      D) one-on-one      E) mass

14. An employer can most likely increase the reliability of a panel interview by \_\_\_\_\_.

A) using an unstructured interview format

B) asking all candidates different puzzle questions

C) interviewing multiple candidates simultaneously

D) providing interviewers with scoring sheets and sample answers

E) requiring candidates to participate in work sampling techniques

15. Which of the following terms refers to helping new employees appreciate the values and culture of a firm?

A) Onboarding      B) outsourcing      C) organizing      D) offshoring      E) outplacing

16. James, an HR manager, is currently identifying the specific job performance skills required for a telemarketing position at Newman Enterprises. He is also assessing the skills of prospective trainees. James is most likely involved in which of the following aspects of the training process?

A) needs analysis      B) program evaluation       C) program implementation

D) instructional design      E) budget estimation

17. Trainees should be provided adequate practice and be allowed to work at their own pace during a training session in order to \_\_\_\_\_.

A) screen applicants based on ability       B) transfer skills more easily to the job

C) provide employers with feedback      D) determine appropriate pay scales

E) save the employer time and money

18. \_\_\_\_\_ is a detailed study of the job to determine what specific skills the job requires.

A) Needs analysis      B) Task analysis      C) Performance analysis

D) Training strategy      E) Development planning

19. Which of the following training methods is most frequently used by employers?

A) job instruction training      B) apprenticeship training      C) informal learning

D) on-the-job training      E) lectures

20. The methods used to give new or present employees the skills they need to perform their jobs are called \_\_\_\_\_.

A) Orientation      B) training      C) development

D) appraisal      E) management

# INSTITUTE OF MANAGEMENT TECHNOLOGY

## Human Resource Management (HRM), Term-3

### Quiz 1

Name: SANA elovel

Roll No.: 150103147

- 10
- In the management process, which of the following is an activity associated with the leading function?  
A) maintaining employee morale  
B) setting performance standards  
C) establishing departments  
D) training new employees  
E) developing procedures
  - A reliable employment test will most likely yield \_\_\_\_\_.  
A) consistent scores when a person takes two alternate forms of the test  
B) improved scores when a person takes the same test more than once in a single day  
C) high scores when a person takes two alternate forms of the test on different occasions  
D) similar scores when two different people are administered the test at different times  
E) similar scores when two different people are administered the test at the same time
  - All of the following are used for estimating reliability of a test EXCEPT \_\_\_\_\_.  
A) internal consistency  
B) retest estimate  
C) internal comparison estimate  
D) equivalent form estimate  
E) content validity measurement
  - When an interview is used to predict future job performance on the basis of an applicant's oral responses to oral inquiries, it is called a(n) \_\_\_\_\_ interview.  
A) Verbal  
B) group  
C) selection  
D) benchmark  
E) background
  - A line manager's human resource responsibilities most likely include all of the following EXCEPT \_\_\_\_\_.  
A) maintaining department morale  
B) training employees in new positions  
C) controlling labor costs  
D) protecting employees' health  
E) marketing new products and services
  - Which of the following terms refers to the background investigations, tests, and physical exams that firms use to identify viable candidates for a job?  
A) selection tools  
B) job analysis methods  
C) job specifications  
D) personnel techniques  
E) forecasting tools
  - In a stress interview, the interviewer \_\_\_\_\_.  
A) provides an applicant with a task to complete in a set amount of time  
B) tries to make the applicant uncomfortable in order to spot sensitivity  
C) gives a word problem to see how the candidate thinks under pressure  
D) describes a hypothetical situation to assess how the applicant responds  
E) tries to assess an applicant's motivation and conscientiousness
  - Which of the following terms refers to the procedure used to determine the duties associated with job positions and the characteristics of the people to hire for those positions?  
A) job description  
B) job specification  
C) job analysis  
D) job context  
E) job standard
  - Ashok, an HR manager for Samsung, must decide what positions the firm should fill in the next six months., which means Ashok is currently working on \_\_\_\_\_.  
A) employee contracting  
B) screening job candidates  
C) personnel planning  
D) interviewing job candidates  
E) writing job descriptions
  - During the job analysis process, the primary purpose of having workers review and modify data collected about their current positions is to \_\_\_\_\_.  
A) confirm that the information is correct and complete  
B) provide a legal benchmark for employer lawsuits  
C) enable participants to understand their job strengths  
D) encourage employees to seek additional job training  
E) validate the job specification list provided by HR
  - Which of the following is another term for an unstructured interview?