

Human Resource Management, 15e (Dessler)

Chapter 10 Employee Retention, Engagement, and Careers

1) Which of the following terms refers to educating, instructing, and training subordinates, usually related to daily tasks?

- A) mentoring
- B) coaching
- C) appraising
- D) grading

Answer: B

Explanation: B) Coaching means educating, instructing, and training subordinates. Coaching focuses on teaching daily tasks that you can easily relearn.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

2) What is defined as the occupational positions a person holds over the years?

- A) a psychological contract
- B) a promotion
- C) reality shock
- D) a career

Answer: D

Explanation: D) A career is the occupational positions a person holds over the years.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

3) John feels that he owes his organization hard work and loyalty while the company owes him fair treatment and satisfactory work conditions. This is an example of:

- A) career planning
- B) exit interview
- C) psychological contract
- D) transfer

Answer: C

Explanation: C) The psychological contract is "an unwritten agreement that exists between employers and employees." The psychological contract identifies each party's mutual expectations.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

4) The process of advising, counseling, and guiding employees is known as _____.

- A) coaching
- B) appraising
- C) assessing
- D) mentoring

Answer: D

Explanation: D) Mentoring means having experienced senior people advising, counseling, and guiding employees' longer-term career development.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

5) _____ focuses on helping an employee make long-term career plans, while _____ addresses an employee's short-term job skills.

- A) Mentoring; coaching
- B) Coaching; mentoring
- C) Recruiting; coaching
- D) Appraising; training

Answer: A

Explanation: A) Mentoring means advising, counseling, and guiding an employee towards long-term career goals. Coaching means educating, instructing, and training subordinates in performing short-term job-related skills.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

6) Which of the following is NOT supported by research as to what supervisors can do to be better mentors?

- A) set high standards
- B) invest the time and effort the mentoring relationship requires
- C) steer protégés into important projects
- D) focus on controlling the mentor

Answer: D

Explanation: D) Research suggests that mentors need to actually share control with the mentees.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

7) Dick's Sporting Goods is a sports and fitness retailer with over 300 stores in 34 states. After beginning as a small bait and tackle shop in 1948, Dick's has grown to become a leader in the sports and fitness retail industry. Many career opportunities are available in Dick's in areas as diverse as IT, product development, merchandising, and store management. Top management at Dick's realizes the importance of hiring and retaining quality employees. As a result, the firm has decided to implement policies, practices, and programs that support employees' career needs.

Which of the following, if true, would best support the argument that Dick's should assign a coach to each new employee?

- A) The turnover rate of newly hired hourly employees at Dick's Sporting Goods is higher than the industry average.
- B) Many new employees at Dick's Sporting Goods have expressed interest in the firm's tuition reimbursement program.
- C) Dick's Sporting Goods has integrated preretirement counseling and succession planning into its career management practices.
- D) Dick's Sporting Goods uses talent management software to place new employees in the most appropriate positions.

Answer: A

Explanation: A) A high turnover rate of newly hired hourly employees suggests that employees are quitting because they do not know how to perform their jobs. Coaching involves educating, instructing, and training subordinates on short-term job-related skills, and it would most likely help reduce the turnover rate.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

8) Which of the following is the main difference between coaching and mentoring?

- A) Coaching focuses on work-related behaviors.
- B) Mentoring focuses on teamwork related skills.
- C) Coaching focuses on teaching daily tasks.
- D) Mentoring is more effective for women.

Answer: C

Explanation: C) Mentoring focuses on employees' longer-term career development while coaching focuses on teaching daily tasks that a worker can easily relearn.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

9) _____ is a process for enabling employees to better understand and develop their career skills and interests and to use these skills and interests most effectively within the company and afterwards.

- A) Career management
- B) Career development
- C) Career planning
- D) Performance management

Answer: A

Explanation: A) Career management is a process for enabling employees to better understand and develop their career skills and interests and to use these skills and interests most effectively within the company and after they leave the firm. Specific career management activities might include providing realistic career oriented appraisals, posting open jobs, and offering formal career development activities.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

10) Which of the following terms refers to the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment?

- A) performance management
- B) career development
- C) career management
- D) career planning

Answer: B

Explanation: B) Career development is the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

11) Which of the following is a specific example of a career development activity?

- A) job evaluation
- B) training workshop
- C) college recruitment
- D) performance appraisal

Answer: B

Explanation: B) Career development is the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment. A training workshop is a specific method for career development.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

12) Which of the following best describes career planning?

- A) a deliberate process through which someone becomes aware of personal skills, interests, knowledge, and motivations and establishes action plans to attain specific career goals
- B) the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment
- C) a process of helping employees to better understand and develop their career skills and interests and to use these skills and interests most effectively
- D) the process of educating, instructing, and training subordinates as they develop their career interests and job skills

Answer: A

Explanation: A) Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

13) Jackie is working with a coach to identify her personal skills and interests. Afterwards, she will investigate opportunities that fit her skills and interests and set specific career goals. In which of the following activities is Jackie most likely participating?

- A) career management
- B) career development
- C) career planning
- D) job training

Answer: C

Explanation: C) Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics and establishes action plans to attain specific goals.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

14) Employers benefit from offering career development programs to employees in all of the following ways EXCEPT _____.

- A) supporting recruitment efforts
- B) boosting employee commitment
- C) enhancing employee strengths
- D) facilitating performance analysis

Answer: D

Explanation: D) Performance analysis refers to verifying and correcting an employee's performance deficiency, but it is not a benefit of career development programs. Firms that offer career development programs boost employee commitment, support recruitment and retention efforts, and equip employees with useful skills.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

15) Dick's Sporting Goods is a sports and fitness retailer with over 300 stores in 34 states. After beginning as a small bait and tackle shop in 1948, Dick's has grown to become a leader in the sports and fitness retail industry. Many career opportunities are available in Dick's in areas as diverse as IT, product development, merchandising, and store management. Top management at Dick's realizes the importance of hiring and retaining quality employees. As a result, the firm has decided to implement policies, practices, and programs that support employees' career needs.

Which of the following, if true, would best support the argument that Dick's should add a career development aspect to its human resource activities?

- A) Dick's Sporting Goods' current policies and practices categorize the firm as a high-performance work system.
- B) Dick's Sporting Goods' performance appraisals will include development plans and individual goal setting.
- C) Dick's Sporting Goods' sales volume and hourly employee needs typically fluctuate throughout the year.
- D) Dick's Sporting Goods' will screen potential candidates using structured situational interviews.

Answer: B

Explanation: B) Performance appraisals with a traditional focus include ratings and rewards, but firms that have a career development focus add development plans and individual goal setting. Such additions can better equip employees and support their career development needs more effectively than traditional appraisals. Career development is the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

16) Dick's Sporting Goods is a sports and fitness retailer with over 300 stores in 34 states. After beginning as a small bait and tackle shop in 1948, Dick's has grown to become a leader in the sports and fitness retail industry. Many career opportunities are available in Dick's in areas as diverse as IT, product development, merchandising, and store management. Top management at Dick's realizes the importance of hiring and retaining quality employees. As a result, the firm has decided to implement policies, practices, and programs that support employees' career needs.

All of the following questions are relevant to Dick's Sporting Goods' decision to implement a career development program EXCEPT:

- A) What is the average length of time that an employee works for Dick's Sporting Goods?
- B) How would the profits of Dick's Sporting Goods be affected by a change in hiring practices?
- C) What are the career needs and opportunities available to minorities and women employed by Dick's Sporting Goods?
- D) What will be the effect on recruiting and placement if employees' interests and attitudes are taken into consideration by the HR department at Dick's Sporting Goods?

Answer: B

Explanation: B) Issues such as recruiting, employee commitment, career development needs, and promotion processes are all relevant to a decision to implement a career development program. Profits and hiring practices are less relevant to the decision.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

17) In regards to an employee's career development, it is the primary responsibility of the _____ to make career plans, set goals, and utilize development opportunities.

- A) employer
- B) employee
- C) recruiter
- D) HR manager

Answer: B

Explanation: B) Employees are responsible for making career plans, setting goals, and utilizing development opportunities in respect to their own career development. Managers are responsible for providing feedback and developmental assignments, and the employer should provide training opportunities. No employee should abandon this task to others.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

18) All of the following are the role of the employer in an employee's career development EXCEPT _____.

- A) communicating policies and procedures
- B) analyzing interests, values, and skills
- C) providing performance feedback
- D) offering a variety of career paths

Answer: B

Explanation: B) It is the role of the employee to analyze his or her interests, values, and skills. Employers are responsible for communicating the firm's policies, providing training and feedback, and offering various career paths.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

19) Which of the following is primarily the role of the manager in an employee's career development?

- A) providing career information
- B) seeking development opportunities
- C) providing academic assistance programs
- D) providing accurate performance feedback

Answer: D

Explanation: D) It is the role of the manager to provide timely and accurate performance feedback to subordinates. Employees are responsible for seeking development opportunities. Employers should provide career information and academic assistance when appropriate.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

20) Which of the following is the organization's role in an employee's career development?

- A) providing mentoring opportunities to support growth
- B) participating in career development discussions
- C) providing timely performance feedback
- D) establishing goals and career plans

Answer: A

Explanation: A) It is the responsibility of an organization to provide mentoring opportunities to support an employee's growth. The employee is responsible for establishing career plans. Managers should discuss career development with employees and provide performance feedback in a timely manner.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

21) Which of the following refers to an organized learning event in which participants conduct self-assessments, set goals, and develop action plans?

- A) competency-based job analysis
- B) career planning workshop
- C) job instruction training
- D) management retreat

Answer: B

Explanation: B) A career planning workshop is "a planned learning event in which participants are expected to be actively involved, completing career planning exercises and inventories and participating in career skills practice sessions." A typical workshop includes a self-assessment, an environmental assessment, goal-setting, and action-planning.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

22) All of the following are types of career development initiatives implemented by employers EXCEPT _____.

- A) 401(k) plans
- B) career coaches
- C) appraisal committees
- D) mentoring

Answer: A

Explanation: A) Several employers provide 401(k)-type lifelong learning accounts for their employees to use for career-related education, but 401(k) plans are not oriented towards career development.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

23) All of the following are typical activities of career coaches EXCEPT helping employees to _____.

- A) make 1-5 year career plans
- B) identify development needs
- C) obtain networking opportunities
- D) negotiate with firms for higher salaries

Answer: D

Explanation: D) Career coaches help individual employees identify their development needs and obtain the training, professional development, and networking opportunities that they need to satisfy those needs. Career coaches generally help employees create 1- to 5-year plans showing where their careers with the firm may lead. Career coaches are not likely to be involved with salary negotiations.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

24) Which of the following would most likely increase employee commitment?

- A) document the psychological contract
- B) create Web-based efficiency programs
- C) establish a career development program
- D) promise lifetime employment to managers

Answer: C

Explanation: C) The employer's career development efforts, taken as a whole, should send the signal that the employer cares about the employee's career success, and thus deserves the employee's commitment.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

25) All of the following are characteristics of effective mentors EXCEPT _____.

- A) developing a trustworthy relationship
- B) guiding protégés into important projects
- C) focusing on the protégé's daily tasks
- D) setting high standards for protégés

Answer: C

Explanation: C) Coaching, not mentoring, focuses on daily tasks. Effective mentors set high standards, are willing to invest the time and effort the mentoring relationship requires, and actively steer protégés into important projects, teams, and jobs. Effective mentoring requires trust, and the level of trust reflects the mentor's professional competency, consistency, ability to communicate, and readiness to share control.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

26) Based on research studies, which of the following is most likely a true statement about mentoring programs?

- A) Traditional mentoring programs are more effective for male than for female employees.
- B) When the mentor and protégé work in different departments, mentoring is more effective.
- C) Protégés have more respect for mentors who work two levels above their own rank in a firm.
- D) Required mentoring relationships are more effective than informal mentoring relationships.

Answer: A

Explanation: A) Studies suggest that traditional mentoring is less effective for women than it is for men. For example, in one survey of employees who had "active mentoring relationships" in one recent year, 72% of the men received one or more promotions in the ensuing two years, compared with 65% of the women. Mentoring is more useful when mentors and protégés are in the same department. Trust is the main component of an effective mentoring relationship, not seniority. It makes little difference in the extent or quality of mentoring whether protégés volunteer to take part or are assigned formally to mentors.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

27) Michele's firm does not have a formal mentoring program. However, entry-level employees, such as Michele, are encouraged to form relationships with experienced workers. Michele wants to make sure that she has an effective mentor relationship. Which of the following mentor relationship guidelines would NOT be recommended to Michele?

- A) Build trust.
- B) Share control between mentor and mentee.
- C) Clarify what you expect in terms of advice.
- D) Bring personal problems to mentor.

Answer: D

Explanation: D) Because the supervisor is usually not a psychologist or trained career advisor, a mentor should often avoid giving advice on personal problems.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

28) What do firms use to coordinate career planning efforts, succession plans, and employees' career interests?

- A) outplacement counseling
- B) coaching
- C) reality shock
- D) integrated talent management software

Answer: D

Explanation: D) Integrated talent management software helps to achieve coordination between succession plans and employee career interests.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

29) Which of the following is most likely to occur when a new employee's high expectations and enthusiasm confront the reality of a boring job?

- A) halo effect
- B) reality shock
- C) disparate rejection
- D) cognitive dissonance

Answer: B

Explanation: B) Reality shock refers to what occurs when a new employee's expectations and enthusiasm confront the reality of a boring or otherwise unattractive work situation.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

30) Reality shock can most likely be prevented by providing new employees with _____.

- A) flexible schedules
- B) performance appraisals
- C) reassignments
- D) accurate job previews

Answer: D

Explanation: D) Realistic job previews, challenging first jobs, and an experienced mentor to help the new employee learn the ropes are important methods for avoiding reality shock.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

31) For many employees, professional growth opportunities act as an incentive to remain with a firm because such programs indicate that a company cares about its workers.

Answer: TRUE

Explanation: Inadequate career and professional development prospects prompt many employees to leave. Conversely, a well-thought-out training and career development program can provide a strong incentive for staying with the company.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

32) Coaching focuses on helping employees reach long term career goals.

Answer: FALSE

Explanation: Coaching focuses on teaching daily tasks that a worker can easily relearn.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

33) A quality of being an effective mentor is actively steering protégés into important projects, teams, and jobs.

Answer: TRUE

Explanation: Effective mentors set high standards, are willing to invest the time and effort the mentoring relationship requires, and actively steer protégés into important projects, teams, and jobs.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

34) Effective mentoring does not require trust.

Answer: FALSE

Explanation: Effective mentoring requires trust, and the level of trust reflects the mentor's professional competency, consistency, ability to communicate, and readiness to share control.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

35) Studies indicate that traditional mentoring is less effective for men than it is for women.

Answer: FALSE

Explanation: Studies suggest that traditional mentoring is less effective for women than it is for men. For example, in one survey of employees who had "active mentoring relationships" in one recent year, 72% of the men received one or more promotions in the ensuing two years, compared with 65% of the women.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

36) Career development is the lifelong series of activities that contributes to a person's career exploration, establishment, success, and fulfillment.

Answer: TRUE

Explanation: Career development refers to activities such as workshops, education, and training that contribute to a person's career establishment, success, and fulfillment.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

37) A career is the occupational positions one holds at a single organization.

Answer: FALSE

Explanation: The term career refers to the occupational positions a person has had over many years, but not necessarily at one organization.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

38) Most young workers entering the job market today are heavily focused on their job and their employer, unlike baby boomers who preferred to balance work and family.

Answer: FALSE

Explanation: Baby boomers—those retiring in the next few years—tended to be job- and employer-focused. Those entering the job market now often value work arrangements that provide more opportunities for balanced lives.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

39) Studies suggest that firms that support their employees' career development are rewarded with employee commitment and longer retention rates.

Answer: TRUE

Explanation: Employers benefit from offering career development. The employees, armed with better insights about their occupational strengths, should be better equipped to serve the company. Supporting your employees' career development may also boost employee commitment and support your recruitment and retention efforts.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

40) While career development ultimately should result in an employee who is more employable, such programs often result in increased employee commitment.

Answer: TRUE

Explanation: Employees who work for firms that offer career development programs become more knowledgeable, which makes them more employable. However, supporting an employee's career development may also boost employee commitment.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

41) The employee, the manager, and the employer equally share the responsibility for an employee's career development and career success.

Answer: FALSE

Explanation: Although the employer and manager have roles in guiding employees' careers, no employee should ever abandon this task to others. The consequences of a bad choice (or of no choice) are too severe to leave to others. The employee's career success or failure is ultimately the employee's responsibility.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

42) Matching individual strengths and weaknesses with occupational opportunities and threats is a key to the career planning process.

Answer: TRUE

Explanation: For the employee, career planning means matching individual strengths and weaknesses with occupational opportunities and threats. In other words, the person wants to pursue occupations, jobs, and a career that capitalize on his or her interests, aptitudes, values, and skills.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

43) A career planning workshop helps employees identify their interests, set career goals, and practice career skills.

Answer: TRUE

Explanation: A career planning workshop is "a planned learning event in which participants are expected to be actively involved, completing career planning exercises and inventories and participating in career skills practice sessions." A typical workshop includes a self-assessment, an environmental assessment, and goal-setting and action-planning segments.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

44) Succession planning, job posting, and management counseling are popular career management practices offered by organizations around the world.

Answer: TRUE

Explanation: Various employer career practices include posting job openings, formal education, career-oriented performance appraisals, counseling by managers, counseling by HR, retirement preparation, and succession planning.

Difficulty: Moderate

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

45) Organizations should schedule regular performance appraisals, and at these reviews cover whether the employee's current skills and performance are consistent with his or her career aspirations.

Answer: TRUE

Explanation: Performance appraisals are an opportunity for discussing and linking an employee's performance, career interests, and developmental needs into a coherent career plan. Having a regular performance appraisals makes sure such career plans are well aligned.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

46) Reality shock occurs when a new employee's high expectations confront the reality of a boring job.

Answer: TRUE

Explanation: Reality shock refers to the phenomenon that results when a new employee's expectations meet the reality of an unattractive work situation.

Difficulty: Easy

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

47) In a brief essay, discuss the roles and responsibilities of managers, mentors, and coaches in an employee's career development.

Answer: The manager should provide timely performance feedback, developmental assignments and support. The manager should participate in career development discussions. The manager should support employee development plans. A coach focuses on teaching shorter-term job-related skills. A mentor helps employees navigate longer-term, hard-to-reverse issues.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

48) What is reality shock? What efforts can be taken by an employer to prevent reality shock?

Answer: Reality shock occurs when a new employee has high expectations for a new job but then finds that the job is boring and/or unchallenging. Employers can prevent this by providing realistic job previews and challenging first jobs. A realistic job preview can help prospective employees more accurately gauge whether the job is really for them and whether the job's demands are a good fit with a candidate's skills and interests.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

49) What are the characteristics of an effective mentor?

Answer: Effective mentors set high standards, are willing to invest the time and effort the mentoring relationship requires, and actively steer protégés into important projects, teams, and jobs. Effective mentoring requires a level of trust that reflects the mentor's professional competency, consistency, ability to communicate, and readiness to share control. A mentoring program may help reduce involuntary employee turnover by providing an employee with a support system for discussing issues, office politics, promotion opportunities, and performance goals.

Difficulty: Hard

Chapter: 10

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 10.1 Discuss what employers and supervisors can do to support employees' career development needs.

50) With a(n) _____, a supervisor and employee jointly merge the employee's past performance, career preferences, and developmental needs into a formal career plan.

- A) career-oriented appraisal
- B) exit interview
- C) promotion
- D) employee qualification databank

Answer: A

Explanation: A) With career-oriented appraisals, the supervisor and employee jointly merge the latter's past performance, career preferences, and developmental needs into a formal career plan.

Difficulty: Moderate

Chapter: 10

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 10.2 Explain why career development can improve employee engagement.

51) Which of the following statements most likely suggests that an employee is engaged?

- A) "I work with intensity."
- B) "I take frequent breaks."
- C) "I daydream at my desk."
- D) "I enjoy talking to co-workers."

Answer: A

Explanation: A) Engaged employees are focused and work with intensity at their jobs.

Disengaged workers take unnecessary breaks, daydream, and make idle conversation with co-workers.

Difficulty: Moderate

Chapter: 10

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 10.2 Explain why career development can improve employee engagement.

52) The tool managers use to meet employees' career development where the manager and employee jointly merge the latter's past performance, career preferences, and developmental needs into a formal career plan is called:

- A) orientation sessions
- B) career-oriented appraisals
- C) interest inventories
- D) graphic-rating scales

Answer: B

Explanation: B) In career-oriented appraisals the supervisor and employee jointly merge the latter's past performance, career preferences, and developmental needs into a formal career plan.

Difficulty: Moderate

Chapter: 10

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 10.2 Explain why career development can improve employee engagement.

53) With career-oriented appraisals, the supervisor and employee jointly merge the latter's past performance, career preferences, and developmental needs into a formal career plan.

Answer: TRUE

Explanation: Career-oriented appraisals involve the supervisor and employee jointly merging the employee's past performance, career preferences, and developmental needs into a formal career plan.

Difficulty: Easy

Chapter: 10

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 10.2 Explain why career development can improve employee engagement.

54) In a career-oriented appraisal, a manager matches an employee's strengths and weaknesses with a feasible career path and developmental needs.

Answer: FALSE

Explanation: With career-oriented appraisals, the supervisor and employee jointly merge the latter's past performance, career preferences, and developmental needs into a formal career plan.

Difficulty: Moderate

Chapter: 10

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 10.2 Explain why career development can improve employee engagement.

55) The rate at which employees leave a firm is best known as _____.

A) downsizing

B) retirement

C) turnover

D) retention

Answer: C

Explanation: C) Turnover is the rate that workers leave an employer. Turnover occurs for many reasons and it is costly.

Difficulty: Easy

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

56) Which of the following industries has one of the highest turnover rates, at around 100% per year?

- A) food services
- B) financial services
- C) healthcare services
- D) educational services

Answer: A

Explanation: A) The turnover in many food service organizations is around 100% per year. In contrast, voluntary turnover in the educational services industry is about 12%.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

57) As an employer, what is the primary benefit of cutting a high turnover rate?

- A) selling stock
- B) saving money
- C) attracting applicants
- D) meeting legal obligations

Answer: B

Explanation: B) High turnover rates have tangible and intangible costs for employers.

Recruiting, screening, interviewing, testing, and training are costly. Intangible costs, such as lost productivity and supervising a new worker, waste time.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

58) Which term refers to actions intended to place physical or psychological distance between employees and their work environments?

- A) employee disengagement
- B) workplace separation
- C) job withdrawal
- D) attrition

Answer: C

Explanation: C) Job withdrawal has been defined as "actions intended to place physical or psychological distance between employees and their work environments." Poor attendance and voluntary turnover are two job withdrawal examples.

Difficulty: Easy

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

59) A(n) _____ describes the criteria by which the firm awards promotions.

- A) job posting policy
- B) employee qualification databank
- C) formal promotion policy
- D) 9-box plot

Answer: C

Explanation: C) The formal promotion policy describes the criteria by which the firm awards promotions.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

60) Robin, the HR manager at Rightway Enterprises, believes that job withdrawal has become a significant problem at the firm. Robin most likely came to this conclusion after observing all of the following employee behaviors EXCEPT _____.

- A) frequent vacation time requests
- B) idle employee conversations
- C) undeserved work breaks
- D) excessive absences

Answer: A

Explanation: A) Poor attendance and voluntary turnover are two job withdrawal examples.

Other types of job withdrawal include "taking undeserved work breaks, spending time in idle conversation and neglecting aspects of the job one is obligated to perform." Requesting vacation is not necessarily indicative of job withdrawal.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

61) Which of the following would most likely reduce voluntary turnover?

- A) performance appraisal systems
- B) high unemployment rates
- C) numerous job opportunities
- D) downsizing requirements

Answer: B

Explanation: B) High unemployment reduces voluntary turnover, and some locales have fewer job opportunities (and thus turnover) than do others.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

62) What is a crucial first step in retaining employees over time?

- A) providing employees with proper training
- B) discussing career plans with workers
- C) selecting the right workers
- D) identifying worker goals

Answer: C

Explanation: C) Retention starts up front, in the selection and hiring of the right employees. Selection refers not just to the worker but to choosing the right supervisors as well.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

63) According to research cited in the text, what is the primary reason that top-performing/high commitment employees gave for voluntarily leaving an organization?

- A) career development
- B) work-life balance
- C) promotions
- D) salary

Answer: D

Explanation: D) The five top reasons high commitment/top-performing employees gave for leaving (ranked from high to low) were pay, promotional opportunities, work-life balance, career development, and health-care benefits.

Difficulty: Easy

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

64) Apex Carpet has a very high voluntary turnover rate, which executives at the firm want reduced. What is the most effective way to retain top-performing employees at Apex?

- A) conducting more performance reviews
- B) developing new recruitment strategies
- C) establishing a talent management program
- D) revising the organization's mission statement

Answer: C

Explanation: C) Employers can address turnover issues by instituting effective and comprehensive talent management (recruitment, selection, training, appraisal, and compensation) practices. The manager should understand that retaining employees is a talent management issue, and that the best retention strategies are therefore multifunctional.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

65) Apex Carpet has a very high voluntary turnover rate, which executives at the firm want reduced. Which of the following should Apex most likely do first in its attempt to retain top-performing employees?

- A) administer attitude surveys to all employees
- B) provide an across-the-board wage increase
- C) evaluate the firm's promotion methods
- D) develop online training courses

Answer: A

Explanation: A) Identifying the issues is an important first retention strategy. Many employers routinely administer attitude surveys to monitor employees' feelings about matters such as supervision and pay. Salary, promotions, and training may not necessarily be the reasons for high turnover.

Difficulty: Moderate

Chapter: 10

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

66) Retaining employees is a _____ issue and the best retention strategies are therefore multifunctional.

- A) talent management
- B) career management
- C) strategic management
- D) human resources management

Answer: A

Explanation: A) Retaining employees is a talent management issue, and the best retention strategies are therefore multifunctional. Turnovers (both voluntary and involuntary) often start with poor selection decisions, compounded by inadequate training, insensitive appraisals, and inequitable pay.

Difficulty: Hard

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

67) According to research, the turnover rate is relatively the same across all industries in the U.S.

Answer: FALSE

Explanation: Turnover—the rate at which employees leave the firm—varies markedly among industries. Thus, turnover in the accommodation and food services industry is chronically high, with over half the industry's employees voluntarily leaving each year. In contrast, voluntary turnover in the educational services industry is about 12%.

Difficulty: Easy

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

68) Boring jobs, low pay, inadequate supervision, and poor working conditions are likely to lead to job withdrawal.

Answer: TRUE

Explanation: Job withdrawal occurs when employees mentally and physically separate themselves from their work environments. Boring jobs, poor management, and low pay are some of the many reasons for job withdrawal.

Difficulty: Easy

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

69) Describe at least 4 ways organization can work to boost the retention of employees.

Answer:

RAISE PAY The most obvious explanation for why employees quit is often also the correct one: low pay. Particularly for high performers and key employees, enhanced pay has recently been the retention tool of choice for many employers.

HIRE SMART "Retention starts up front, with the selection and hiring of the right employees." This refers not just to the worker but also to hiring the right supervisors. For example, FedEx conducts periodic employee attitude surveys. The supervisor then meets to review the results with his or her employees to address any leadership problems the surveys raise.

DISCUSS CAREERS One expert says, "Professionals who feel their company cares about their development and progress are much more likely to stay." Periodically discuss with employees their career preferences and prospects, and help them lay out career plans.

PROVIDE DIRECTION People can't do their jobs if they don't know what to do or what their goals are. Therefore, retaining employees requires making it clear what your expectations are regarding their performance and what their responsibilities are.

OFFER FLEXIBILITY In one survey, workers identified "flexible work arrangements" and "telecommuting" as the two top benefits that would encourage them to choose one job over another.

USE HIGH-PERFORMANCE HR PRACTICES In one study, call centers that made more use of high involvement work practices (for instance, employee empowerment, problem-solving groups, and self-directed teams) had lower rates of quitting, dismissals, and total turnover. So did those that "invested" more in employees (for instance, in terms of promotion opportunities, high relative pay, pensions, and full-time jobs).

COUNTEROFFER? If a valued employee says he or she is leaving, should you make a counteroffer? Many argue against doing so, calling it a "Band-Aid for a head wound." Employers who do allow counteroffers need a policy that specifies what people and positions are eligible for counteroffers, allowable compensation enhancements, and how to determine the offer.

Difficulty: Hard

Chapter: 10

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 10.3 Describe a comprehensive approach to retaining employees.

70) Miranda wants to make partner at her law firm. However, she is worried because 70-hour work weeks are the norm for someone striving to make partner. Miranda wants to be fair to her family as well as excel at work. The best way for the law firm to address this problem is by _____.

- A) providing Miranda with a female career coach
- B) persuading Miranda to temporarily work in a less competitive law firm
- C) offering a flexible career track that allows Miranda to periodically reduce her work load
- D) providing a career planning workshop to help Miranda determine a more appropriate occupation

Answer: C

Explanation: C) Inflexible promotional ladders can put women—who often have more responsibility for child-raising chores—at a disadvantage. One solution is to institute career tracks (including reduced hours and more flexible year-round work schedules) that enable women to periodically reduce their time at work, but remain on a partner track. Career coaches and career planning workshops are more appropriate for people who are not sure about the direction of their careers, which is not Miranda's problem.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

71) Chelsea Bank employs a diverse group of employees, and the firm wants all of its workers to have equal career advancement opportunities. Which of the following most likely undermines Chelsea Bank's attempt to meet the career development needs of its diverse workforce?

- A) scheduling meetings in the early morning or late evening
- B) offering career advancement seminars for women and minorities
- C) identifying mentors for women and minorities
- D) adopting flexible year-round work schedules

Answer: A

Explanation: A) Early morning or late evening meetings can be stressful for employees with children because of childcare issues. Career advancement seminars, mentors, and flexible schedules are all effective methods for meeting the various career development needs of a diverse workforce.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

72) Smith Industries has established a career development program for its employees that offers career coaching and workshops. However, a recent employee survey indicates that many women still feel dissatisfied about their career opportunities at the firm. Which of the following would most likely improve the attitudes of female employees at Smith Industries?

- A) Smith installs an electronic performance support system for telecommuters.
- B) Smith provides hardship allowances to all minority employees.
- C) Smith increases the number of performance appraisals.
- D) Smith implements a flexible career track system.

Answer: D

Explanation: D) Inflexible promotional ladders can put women—who often have more responsibility for child-raising chores—at a disadvantage. One solution is to institute flexible career tracks that enable women to periodically reduce their time at work, but remain on a partner track. Although performance appraisals can be used to discuss career needs, merely increasing the number of appraisals will not likely improve the attitudes of women.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

73) Which of the following best explains the meaning of the term "glass ceiling"?

- A) formal corporate policies that prevent women from receiving the training needed to advance their careers
- B) spoken opinions by corporate leaders that women lack the knowledge and skills required for career advancement
- C) structural yet subtle barriers in corporate environments that inhibit the rise of talented women to leadership positions
- D) inadequate educational opportunities which ultimately limit the network opportunities available to women in the workforce

Answer: C

Explanation: C) Many refer to the subtle and not-so-subtle barriers to women's career progress as the glass ceiling. Several types of career development programs—fast-track programs, individual career counseling, and career planning workshops—are less available to women than to men.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

74) While women constitute more than 40% of the workforce, they hold only about _____ of top management positions.

- A) 2%
- B) 13%
- C) 25%
- D) 30%

Answer: A

Explanation: A) Women still don't reach the top of the career ladder in numbers proportionate to their numbers in U.S. industry. Women constitute more than 40% of the workforce, but hold less than 2% of top management positions.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

75) Dick's Sporting Goods is a sports and fitness retailer with over 300 stores in 34 states. After beginning as a small bait and tackle shop in 1948, Dick's has grown to become a leader in the sports and fitness retail industry. Many career opportunities are available in Dick's in areas as diverse as IT, product development, merchandising, and store management. Top management at Dick's realizes the importance of hiring and retaining quality employees. As a result, the firm has decided to implement policies, practices, and programs that support employees' career needs.

Which of the following, if true, would best support the argument that the firm should institute a flexible career track program?

- A) Executive positions at Dick's Sporting Goods are rewarded for a combination of seniority and competency.
- B) Situational interviews are used at Dick's Sporting Goods to screen potential store managers.
- C) Executive positions at Dick's Sporting Goods are predominantly held by men.
- D) Over half of all Dick's Sporting Goods stores are run by female managers.

Answer: C

Explanation: C) A firm with few female executives may have inflexible promotional ladders that put women with child-raising duties at a disadvantage. If Dick's implemented a flexible career track with reduced hours and flexible work schedules, women would most likely stay at the firm and rise to high-level positions.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

76) ABC Consulting has a formal mentoring program in which senior-level managers are paired with less-experienced employees. Which of the following employees most likely needs a mentor?

- A) Raj, who is uncertain how to navigate office politics
- B) Jason, who does not perform tasks as quickly as required
- C) Michele, who is experiencing personal problems at home
- D) Haley, who is working and attending graduate school simultaneously

Answer: A

Explanation: A) Mentoring traditionally means having experienced senior people advising, counseling, and guiding employees' longer-term career development. An employee who agonizes over which career to pursue or how to navigate office politics might need mentoring. Jason would benefit from coaching rather than mentoring, and Haley already has a career plan. Mentors should not discuss personal problems.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

77) Which of the following terms refers to advancements to positions of increased responsibility?

- A) transfers
- B) appraisals
- C) promotions
- D) recruitments

Answer: C

Explanation: C) Promotions traditionally refer to advancements to positions of increased responsibility. Transfers are reassignments to similar positions within a firm.

Difficulty: Easy

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

78) Which of the following terms refers to reassignments to similar positions in other parts of a firm?

- A) transfers
- B) layoffs
- C) dismissals
- D) promotions

Answer: A

Explanation: A) Transfers are reassignments to similar positions within a firm.

Difficulty: Easy

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

79) Competence rather than seniority is most likely the basis for promotion when _____.

- A) corporate competitiveness is necessary
- B) union agreements are involved
- C) civil service regulations apply
- D) compensation packages are limited

Answer: A

Explanation: A) Today's focus on competitiveness favors competency. However, union agreements sometimes contain clauses that emphasize seniority, and civil service regulations that stress seniority rather than competency often govern promotions in many public-sector organizations.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

80) What can diminish positive feelings toward the promotion process?

- A) rewards
- B) responsibilities
- C) secrecy
- D) job descriptions

Answer: C

Explanation: C) Most people crave promotion, which usually means more pay, responsibility, and (often) job satisfaction. Yet the promotion process isn't always a positive experience. Unfairness or secrecy can diminish the process.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

81) Which of the following is the simplest and most often used method for predicting the future performance of a candidate for promotion?

- A) prior performance
- B) aptitude tests
- C) assessment centers
- D) psychological exams

Answer: A

Explanation: A) Most employers use prior performance as a guide, and assume that (based on exemplary prior performance) the person will do well on the new job. This is the simplest method. Many others use tests or assessment centers to evaluate promotable employees and to identify those with executive potential.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

82) All of the following are characteristic of a formal promotion process EXCEPT _____.

- A) open positions are posted
- B) promotion criteria are made available
- C) job postings are circulated to all employees
- D) promotions are based on unpublished requirements

Answer: D

Explanation: D) Informal promotion processes are based on unpublished criteria. With formal promotion processes, employers set formal, published promotion policies and procedures, and employees receive a formal promotion policy describing the criteria by which the firm awards promotions. A job posting policy states the firm will post open positions and their requirements, and circulate these to all employees.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

83) Tanya accused a male superior of sexual harassment. Later, Tanya was turned down for a promotion because the accused superior persuaded Tanya's current supervisor not to promote Tanya. This is most likely an example of _____.

- A) demotion
- B) retaliation
- C) dissonance
- D) defensive behavior

Answer: B

Explanation: B) The U.S. Circuit Court of Appeals case allowed a claim of retaliation to proceed when a female employee provided evidence that her employer turned her down for promotion because a supervisor she had previously accused of sexual harassment made comments that persuaded her current supervisor not to promote her.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

84) According to the court system, promotions based on subjective assessments _____.

- A) support employers in adverse impact claims
- B) violate the Americans with Disabilities Act
- C) must be supported by objective evidence
- D) are valid under the Civil Rights Act of 1991

Answer: C

Explanation: C) Courts have indicated that while subjective reasons can justify "adverse employment decisions, an employer must articulate any clear and reasonably specific factual bases upon which it based its decision." In other words, you should be able to provide objective evidence supporting your subjective assessment for promotion.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

85) An employer may transfer an employee for all these reasons EXCEPT _____.

- A) to vacate a position that is no longer needed
- B) personal enrichment
- C) to find a better fit position for the employee
- D) to give a displaced employee a chance for another assignment

Answer: B

Explanation: B) Personal enrichment is a reason an employee may seek a transfer, not the employer.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

86) Why are an increasing number of firms focusing on retirement planning?

- A) concerns about future labor shortages
- B) surveys of current employee attitudes
- C) modifications to the promotion process
- D) increases in health insurance premiums

Answer: A

Explanation: A) Retirement planning is a significant long-term issue for employers. In the United States, the number of 25- to 34-year-olds is growing relatively slowly, and the number of 35- to 44-year olds is declining. So, with many employees in their 50s and 60s moving toward traditional retirement age, employers face a longer-term labor shortage.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

87) All of the following are true statements about retirement EXCEPT _____.

- A) most employees who plan to work after 65 must do so for financial reasons
- B) most employees expect to continue working after normal retirement age
- C) most employees who plan to work after 65 want a part-time position
- D) many retirement age workers want to stay active through working

Answer: A

Explanation: A) Seventy eight percent of employees in one survey said they expect to continue working in some capacity after normal retirement age (64% said they want to do so part-time). Only about a third said they plan to continue work for financial reasons; about 43% said they just wanted to remain active.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

88) All of the following methods are used by firms to recruit and retain retirement-age workers EXCEPT _____.

- A) implementing phased retirement programs
- B) offering them flexible work arrangements
- C) using psychometric selection tests
- D) offering them part-time positions

Answer: C

Explanation: C) Firms trying to recruit or retain older workers are using techniques such as creating a culture that honors experience, offering them part-time positions, hiring them as consultants or temporary workers, offering them flexible work arrangements, encouraging them to work past traditional retirement age, providing training to upgrade skills, and instituting a phased retirement program.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

89) The barriers for women to advance at work are referred to as the glass ceiling because federal legislation has enabled women to earn an equal number of top-level positions as men.

Answer: FALSE

Explanation: The subtle barriers to the career progress of women are known as the glass ceiling because women can see the top positions but are prevented from reaching them. Although women constitute 40% of the workforce, they have only 2% of the top management jobs.

Difficulty: Easy

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

90) A focus on competitiveness and motivation suggests that a company should promote on the basis of seniority.

Answer: FALSE

Explanation: Probably the most important decision is whether to base promotion on seniority or competency, or some combination of the two. Today's focus on competitiveness favors competency.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

91) Women constitute approximately 40% of the workforce, but hold less than 2% of top management positions.

Answer: TRUE

Explanation: Similarly, women still don't make it to the top of the career ladder in numbers proportionate to their numbers in U.S. industry. Women constitute more than 40% of the workforce, but hold less than 2% of top management positions.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

92) An employer's promotion processes are free of the requirements imposed by anti-discrimination laws.

Answer: FALSE

Explanation: In general, the employer's promotion processes must comply with all the same antidiscrimination laws as do procedures for recruiting and selecting employees or any other HR actions.

Difficulty: Easy

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

93) Many U.S. firms are concerned about labor shortages because of the rapidly rising number of 25-44 year olds in the workforce and the small number of workers near retirement age.

Answer: FALSE

Explanation: In the United States, the number of 25- to 34-year-olds is growing relatively slowly, and the number of 35- to 44-year olds is declining. So, with many employees in their 50s and 60s moving toward traditional retirement age, employers face a longer-term labor shortage.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

94) Most employees who continue working after retirement age must do so because of their financial instability.

Answer: FALSE

Explanation: Only one-third of retirement age workers who continue working do so for financial reasons. Most of them work to remain active.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

95) Conducting a demographic analysis of employees is one of the first steps that a firm should take when determining the labor and financial effects of retiring workers.

Answer: TRUE

Explanation: A reasonable first step in planning for the effects of retiring workers is to conduct numerical analyses of pending retirements. This should include a demographic analysis (including a census of the company's employees), a determination of the average retirement age for the company's employees, and a review of how retirement is going to affect the employer's health care and pension benefits. The employer can then determine the extent of the "retirement problem" and take fact-based steps to address it.

Difficulty: Moderate

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

96) How can firms benefit from retirement planning programs?

Answer: Retirement planning is no longer just for helping current employees slip into retirement, but it can also enable the employer to retain, in some capacity, the skills and brain power of those who would normally retire and leave the firm. A reasonable first step is to conduct numerical analyses of pending retirements. Employers seeking to recruit and/or retain retirees need to take several steps. The general idea is to institute human resource policies that encourage and support older workers. Other techniques employers use to keep older workers include offering them part-time positions, hiring them as consultants or temporary workers, offering them flexible work arrangements, encouraging them to work past traditional retirement age, providing training to upgrade skills, and instituting a phased retirement program. The latter lets senior workers ease into retirement with gradually reduced work schedules. Not surprisingly, studies show that employees who are more committed and loyal to the employer are more likely to stay beyond their normal retirement age.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

97) What steps can an employer take to enhance the career development needs and promotional prospects of its female employees?

Answer: There are several steps companies can take to enhance the prospects for women. First, organizations should take the career interests of women employees seriously. They should identify institutional barriers and eliminate them. For instance, requiring late evening meetings disproportionately affects women. Unfortunately, many career development programs are not consistent with the needs of minority and nonminority women. For example, many such programs underestimate the role played by family responsibilities in many women's lives. Similarly, some programs assume that career paths are continuous; however, the need to stop working for a time to attend to family needs often punctuates the career paths of many people of color and women. Inflexible promotional ladders (such as "You must work 8 years of 50-hour weeks to apply for partner") can put women—who often have more responsibility for child-raising chores—at a disadvantage. One solution is to institute career tracks (including reduced hours and more flexible year-round work schedules) that enable women to periodically reduce their time at work, but remain on a partner track. Companies should improve the opportunities for networking and mentoring. They should eliminate the glass ceiling; though this is a difficult challenge. Finally, companies can institute flexible schedules to provide women the opportunity to meet their obligations at home and at work successfully.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

98) In a brief essay, discuss the four decisions that affect a firm's promotion process.

Answer: The first decision is whether to base promotions on seniority or competency or some combination of the two. A focus on competitiveness and motivation favors promotion based on competency. But when union or civil service regulations are involved, seniority may be favored. The second decision occurs if the firm chooses to base the promotional process on competency. If it does, the firm must then decide how to define and measure competency. Past performance is based on defining the job, setting standards, and appraising performance. For promotional purposes, the organization must decide whether this past performance is also predictive of a candidate's future performance. The third decision is whether the process is formal or informal. If the process is informal, employees may feel like one's personal network is more important than performance. Formal procedures include formal promotion policies that are distributed to all employees. They may also include a job-posting policy and the use of employee qualification briefs. The fourth decision is whether the promotion will be vertical or horizontal or something else. This may be an issue if a company is downsizing. Promotions can involve different types of positions aside from supervisory positions.

Difficulty: Hard

Chapter: 10

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 10.4 List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

99) _____ is reducing, usually dramatically, the number of people employed by a firm.

- A) Career development
- B) Coaching
- C) Transfer
- D) Downsizing

Answer: D

Explanation: D) Downsizing means reducing, usually dramatically, the number of people employed by a firm.

Difficulty: Easy

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

100) Pablo Industries needs to send home a number of workers due to lack of work, although it expects they will return at a future time. This is an example of a:

- A) transfer
- B) downsizing
- C) promotion
- D) layoff

Answer: D

Explanation: D) Layoffs are when the employer sends workers home for a time for lack of work and is usually not a permanent dismissal (although it may turn out to be). Rather, it is a temporary one, which the employer expects will be short term.

Difficulty: Easy

Chapter: 10

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

101) Roberto is leaving Smith Industries and before he actually leaves the company wants to do a meeting where they elicit information aimed at giving the employer insights into the company. This is known as a(n):

- A) layoff
- B) transfer
- C) exit interview
- D) termination interview

Answer: C

Explanation: C) Exit interviews are interviews, usually conducted by a human resource professional just prior to the employee leaving, that elicit information aimed at giving employers insights into their companies.

Difficulty: Moderate

Chapter: 10

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

102) When an employer arranges for an outside firm to provide terminated employees with career planning and job search skills it is called:

- A) outplacement counseling
- B) a layoff
- C) a transfer
- D) career management

Answer: A

Explanation: A) Outplacement counseling is when the employer arranges for an outside firm to provide terminated employees with career planning and job search skills.

Difficulty: Moderate

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

103) Willful disregard or disobedience of the boss's authority or legitimate orders is known as _____.

- A) dismissal
- B) terminate at will
- C) reality shock
- D) insubordination

Answer: D

Explanation: D) Insubordination is willful disregard or disobedience of the boss's authority or legitimate orders or criticizing the boss in public.

Difficulty: Moderate

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

104) Dwight has just been in an interview in which he was informed of the fact that he had been dismissed. This is called a(n):

- A) exit interview
- B) termination interview
- C) outplacement interview
- D) reality shock interview

Answer: B

Explanation: B) The exit interview in which an employee is informed of the fact that he or she has been dismissed.

Difficulty: Easy

Chapter: 10

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

105) The two basic categories of insubordination are unwillingness to carry out the manager's orders and disrespectful behavior toward the manager.

Answer: TRUE

Explanation: The two basic categories of insubordination are unwillingness to carry out the manager's orders and disrespectful behavior toward the manager.

Difficulty: Easy

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

106) The prevailing rule in the United States has been that without an employment contract, either the employer or the employee can terminate at will the employment relationship.

Answer: TRUE

Explanation: For more than 100 years, the prevailing rule in the United States has been that without an employment contract, either the employer or the employee can terminate at will the employment relationship.

Difficulty: Moderate

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

107) Termination interviews are interviews, usually conducted by a human resource professional just prior to the employee leaving, that elicit information aimed at giving employers insights into their companies.

Answer: FALSE

Explanation: It is the exit interview that is usually conducted by a human resource professional just prior to the employee leaving, that elicit information aimed at giving employers insights into their companies.

Difficulty: Easy

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

108) What are the 4 major grounds for dismissal?

Answer: Unsatisfactory performance refers to a persistent failure to perform assigned duties or to meet prescribed standards on the job. Specific reasons include excessive absenteeism, tardiness, a persistent failure to meet normal job requirements, or an adverse attitude.

Misconduct is deliberate and willful violation of the employer's rules and may include stealing and rowdy behavior. Insubordination, a form of misconduct, is sometimes the grounds for dismissal. The two basic categories of insubordination are unwillingness to carry out the manager's orders and disrespectful behavior toward the manager.

Lack of qualifications for the job is an employee's inability to do the assigned work, although he or she is diligent. Because this employee may be trying to do the job, it is reasonable to try to salvage him or her—perhaps through further training or by assigning the employee to another job.

Changed requirements of the job is an employee's incapability of doing the job after the nature of the job has changed. Similarly, you may have to dismiss an employee when his or her job is eliminated. Again, the employee may be industrious, so it is reasonable to retrain or transfer this person, if possible.

Difficulty: Hard

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

109) Since dismissing an employee is one of the most difficult tasks a manager can face at work, what are the guidelines a manager should use in a termination interview?

Answer: These are the guidelines for the termination interview.

- Plan the interview carefully
- Get to the point
- Describe the situation
- Listen
- Review the severance package
- Identify the next step

Difficulty: Moderate

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.

110) When the organization desires to cut cost and raise profitability, downsizing could be an option. In a brief essay, discuss the matter that needs to be carefully considered in reducing the number of people employed by a firm.

Answer: Downsizing means reducing, usually dramatically, the number of people employed by a firm. The basic idea is to cut cost and raise profitability. Downsizing (some call them "productivity transformation programs") require careful consideration of several matters:

- 1) First make sure the right people are let go; this requires having an effective appraisal system in place
- 2) Second is compliance with all applicable laws, including WARN
- 3) Third is executing the dismissal in a manner that is just and fair
- 4) Fourth is security, for instance, retrieving keys and ensuring that those leaving don't take prohibited items with them
- 5) Fifth is to reduce the remaining employees' uncertainty and to address their concerns. That typically involves a post-downsizing announcement and program, including meetings where senior managers field questions from the remaining employees.

Difficulty: Hard

Chapter: 10

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 10.5 Explain each of the main grounds for dismissal.