

Part 4: Advanced Organizational Management

Sample Questions

CAP Exam Only

Directions: Each of the numbered questions is followed by suggested answers. Select the **ONE** letter response that is **BEST** in each case.

Use the answer sheet on page 24. Check your answers with the answer key on page 25.

The Child Care Worker

Smith is a child care worker who has worked for 8 years at KidLand. Her only training, 8 years ago, was a six-month program that licensed her to work with children. KidLand has changed owners recently. After the acquisition, Smith had some concerns about job security but thought her job was safe.

On the second day of work the supervisor discovers Smith does not meet current state requirements. The state law regarding certification had changed a number of years ago to require two years of training. Smith had heard about changes in the law but had ignored these changes; she did not think that the changes would affect her.

1. How should the new owners communicate the changes to Smith?
 - A) Report Smith to the state agency
 - B) Hold organization-wide staff meeting regarding credentials
 - C) Put layoff notices with pay check
 - D) Conduct an individual job specification review for each employee
2. How could KidLand assist Smith?
 - A) Provide a recertification/work program
 - B) Change Smith's job title
 - C) Give Smith a list of schools
 - D) Offer Smith a housekeeping position
3. Whose responsibility was it for Smith to meet the new requirements?
 - A) Insurance carrier
 - B) Smith
 - C) The state agency
 - D) KidLand
4. If Smith wants to continue as a child care worker, what is the best action for her to pursue?
 - A) Contact an attorney
 - B) Attempt to acquire a waiver while completing the training
 - C) Request a change in job title
 - D) Apply to another child care facility
5. The new owners want to insure quality care and feel that additional training is warranted. The first step should be to
 - A) develop trainers
 - B) design the program
 - C) conduct a needs assessment
 - D) determine the methods to be used

Maxillian & Associates

Maxillian & Associates is a small public relations firm best described as a simple structure with little formalization. Decision making is concentrated with the three partners. However, the partners have hired Harmon as office administrator in charge of day-to-day operations. Harmon manages two full-time researchers, a receptionist, a bookkeeper and one part-time employee. In addition, a friend of one of the partners subleases some office space and occasionally requests secretarial assistance from Harmon's staff.

Harmon was excited when she accepted the job, but after one month is discouraged. The bookkeeper is not knowledgeable—often asking Harmon fundamental questions. By contrast, one of the researchers attends the local college and believes he knows all the answers. The partners hold Harmon accountable for costs, though she has little authority to control costs. One of the partners is thinking about restricting use of the photocopier because “we can save paper by communicating electronically.”

One high point of Harmon's job is the part-time employee who is easy to work with and highly motivated. As a result, Harmon is spending too much time with him. He is genuinely interested in efficiency and makes effective use of technology. Harmon likes his initiative; it reminds her of her own drive and determination.

The receptionist calls Harmon saying “the caterer called to ask when you can come in to get information for Maxillian's son's wedding.” Harmon shrugs her shoulders, indifferent to this latest affront.

6. The major problem of the partners at Maxillian & Associates is
 - A) establishing parity between Harmon's responsibilities and her authority
 - B) not monitoring costs
 - C) hiring Harmon
 - D) avoiding upward delegation
7. Partners could better delegate to Harmon if they
 - A) define their mission
 - B) hold a weekly staff meeting
 - C) clarified her role and responsibilities
 - D) each communicate their individual priorities
8. If the partners empower Harmon, she can
 - A) be more effective
 - B) motivate the partners
 - C) increase organizational inefficiency
 - D) ignore motivational techniques
9. The part-time employee reminds Harmon of her own drive and determination. Harmon's attention to this employee illustrates
 - A) the bureaucratic process
 - B) the leader-member exchange theory
 - C) role ambiguity
 - D) initiating structure
10. Harmon's response to the caterer's call indicates that she feels stress. Some of this stress is due to
 - A) incompetency
 - B) role ambiguity
 - C) initiating structure
 - D) span of control



For Your Review

Directions: For each question, circle the correct answer.

Case 1: Microchip Downturn

Smith and Cho own and manage a midsized microchip manufacturing facility. Although the company has maintained the highest quality ratings for the past several decades, there are emerging problems with employee satisfaction, waste, productivity, and customer satisfaction recently. Worse, a financial downturn has begun and is predicted to last for more than a year. Smith and Cho recognize that the situation must be addressed because just one or two of the problems mentioned can force the company into bankruptcy. They do not believe that they can solve the problems immediately, and they may not be able to take them on all at once.

- The most important and difficult task that all managers confront is
 - satisficing
 - optimizing
 - bounded rationality
 - decision making
- Smith has to make a decision about re-designing the out-of-date plant. The *ideal* model for decision making is
 - personal decision making
 - problem solving
 - optimizing
 - classical theory of decision making
- Cho has identified a problem in his engineering of the new plant design. The objectives for solving the problem using classical theory of decision making are determined. The next step is
 - determining the risks
 - gathering information on alternatives
 - making a decision
 - satisficing
- It is discovered that the problem is more complex, the problem is unclear, and the objectives are also not clear. Smith uses the behavioral theory of decision making after identifying problems. He discusses the findings with Cho and explains that
 - they need to take careful observations from everyone
 - this is a complex decision and only incomplete information is now available
 - they need to separate each problem because the problems are unrelated
 - they need to control all actions and allow no intuition into the decisions made
- Many of the employees in the plant have worked for Smith and Cho since the plant was first built and started production. Cho emphasizes that personal feelings must be set aside for
 - proper problem solving
 - results that would be considered satisficing
 - effective data collection
 - organizational success

Case 2: Web.com

The Internet-based company Web.com had a few years of excellent growth and development. Without much planning, it was successful. People invested money into the company. Conservative organizational behaviors were absent. Workers did not dress in a traditional, professional manner. The environment for work resembled an unorganized warehouse. Many employees, including top management, were considered arrogant by those outside the computer industry. Employees of Web.com were devoted to their company and spent many hours at work. Then, the “dot.com” crash occurred. Investors stopped offering money to technology businesses in general. However, through the downturn Web.com has survived. Today, the owners and employees have an uncertainty about where they should go from here.

6. What should Web.com do first to go forward with planning?
 - A) Use contingency planning
 - B) Focus on operational planning
 - C) Implement management by objectives
 - D) Adjust its strategic plan
7. As Web.com makes needed changes to survive in the new reality, it needs to
 - A) perform a complete analysis of internal and external environments
 - B) focus its plan on internal operations at this time
 - C) emphasize external changes in the environment
 - D) create a company policy on professional behavior
8. After Web.com has performed both an internal and an external audit, the next step is to
 - A) do operational planning at once
 - B) put a single-use plan into place
 - C) implement MBO
 - D) set objectives to implement the plan
9. Web.com has finished planning and has decided to communicate its new mission and values to the organization at large. Which one of the following will provide the next logical step?
 - A) Complete the tactical planning
 - B) Undertake a gap analysis
 - C) Formulate policy to reflect new values
 - D) Adjust its strategic plan
10. Web.com discovered during its analysis of the external environment that the public in general has a negative perception of its corporate image. The company should consider
 - A) performing a SWOT
 - B) setting objectives for day-to-day operations
 - C) revising its MBO plans
 - D) stating its corporate values

Case 3: W&M Enterprises

Wu and McGinty have successfully operated a business in their home country of Ireland for five years. They want to expand into more countries and build an international company. They have decided that their company first should expand to the European mainland or to North America. Though they have personal preferences, they have not carefully analyzed which countries would hold the greatest potential for their business. They have also not decided how extensive their expansion should be, although they have a strong financial base to work from.

Wu speaks French as well as English, but McGinty does not speak any language other than English. Both have had little experience in traveling through Europe, though both have visited several of the major cities.

5. The issue of the reduced training budget is resolved when the HRM department realizes that
- A) performance appraisals will pinpoint weaknesses
 - B) computers and technology are the solution
 - C) hiring techniques can solve this problem
 - D) proper training can actually save money

Case 2: Publishing Professionals

Chou is an executive at a major publishing company. The corporation has just finished recruiting for the next round of their management training program. They have hired the best and brightest graduates from top universities in the country. These new employees are under Chou's supervision during their six-month probationary training period. The new employees are working with managers in areas in which they were hired to work, such as marketing, copyediting, production, and so on. Each trainee will work with as many as six managers in his or her assigned area. Chou has been receiving calls from managers concerning the trainees almost since the day they started their employment. Chou is hearing similar complaints from many other staff members. Some of the complaints are that the trainees are not appropriately dressed for the position; that some walk into offices without knocking; several address others on a first-name basis in front of major clients; and there have been other numerous protocol errors.

6. The publishing company's problem is that the
- A) mission statement needs to be rewritten
 - B) culture of the company needs to change
 - C) quality control system needs to be reviewed
 - D) training and development policies need to be modified
7. Chou could conduct management training more successfully if
- A) HRM is incorporated into staffing
 - B) total quality management is used
 - C) management is sensitized to good labor relations
 - D) the employee appraisal process is clarified
8. If Chou were to utilize the total quality management approach advocated by Deming, which one of the following would address the trainee problem?
- A) Developing pride of workmanship
 - B) Eliminating useless slogans
 - C) Inspecting products or services continuously
 - D) Eliminating fear of innovation
9. Chou should change the
- A) performance appraisal policy
 - B) grievance procedures
 - C) HRM policy statement
 - D) hiring and training policy
10. The management trainees can ensure their job success by
- A) following job performance criteria
 - B) paying attention in training class
 - C) learning grievance procedures
 - D) joining the union

Case 3: Belford's Department Stores

Belford's is a big retailer in the United States. Belford's uses a sales campaign that emphasizes that its products are made in the United States. News stories have accused some of the suppliers of making their products in foreign countries using child labor and where the working conditions are considered inhumane.

Since the news stories broke, Belford's stores have had a downturn in sales in the areas disclosed by the news stories. Immediate contact was made with suppliers to determine the country of origin and the labor conditions for each of the products.

Case 2: The New Junior Manager

After several years of working as a claims adjuster for Plains Insurance, a multinational insurance company, Montoya has finally been promoted to the first level of management. The company always moves its managers from regional office to regional office as part of a long-term training and managerial development program. Montoya will begin as a manager of a group of claims adjusters, but eventually will be moved to manage another type of office.

Montoya was promoted because of excellent work and additional education acquired over the past few years. Because of the promotion from an adjuster position, Montoya already possessed the skills that would be overseen. However, there are many aspects of the corporate culture in the company and many administrative tasks that must be learned. The company has a mentor program, and Montoya's mentor is Davis, a senior executive at the regional office. Davis will probably send Montoya to many training and development exercises.

6. The method of management promotion at Plains Insurance is properly considered employee development because it
 - A) hires from within the company rather than externally
 - B) focuses on current skills needed for the job
 - C) involves little or no orientation to the new workplace
 - D) targets skills that will be important in the employee's future
7. Davis's role as mentor will help Montoya because
 - A) mentors help establish crucial relationships
 - B) mentors can locate needed specialized training
 - C) protégés have less pressure to succeed
 - D) protégés learn best through continuous reinforcement
8. The administrative duties and tasks will be best learned in programs that focus on
 - A) technical skills
 - B) interpersonal skills
 - C) problem-solving skills
 - D) basic literacy skills
9. The long-term management development program at Plains Insurance resembles
 - A) junior boards
 - B) job rotation
 - C) the on-site off-job method
 - D) business games
10. Davis sends Montoya to an activity that involves a business simulation designed to determine areas of training Montoya will need in the future. This activity is called a/an
 - A) leadership match
 - B) assessment center
 - C) teleconference
 - D) decision-making exercise

Case 3: Training Consultants

Executives at Trans-State Airlines have decided that its poor employee training programs hamper prospects for future growth. The consulting firm of Meier, Hong, and LeMoyne has received the contract to review, evaluate, and assess both the training needs and the current programs. The firm will then recommend a comprehensive overhaul of the training programs at Trans-State Airlines.

The process begins with Meier, Hong, and LeMoyne sending associates to observe both training and actual operations. They examine areas of customer service, baggage handling, aircraft maintenance, flight crews, sales, and the central office.

Case 2: Barton and Associates, Market Research Specialists

Directors of an international conglomerate are considering making a major investment and entering the cable market. To keep the exploratory option out of the press, they have hired a market research team through a third party. Barton and Associates has been contracted to research the business opportunity and prepare a comprehensive initial report in 90 days for delivery to the client.

Simmons, a senior administrative staff member, has been assigned as team leader for the project. The challenges are exciting, particularly since the project seems fairly wide open, and the charge is to conduct a thorough analysis of the market and business opportunities.

Simmons chooses a team composed of individuals who have demonstrated their skills in the past. Each brings a special area of expertise to the team.

6. Simmons determines that a preliminary examination of information about current businesses in the cable industry will be the best place to begin. Simmons would find the most reliable sources by directing the team to research
 - A) the Internet
 - B) cable company records
 - C) at libraries and archives
 - D) using consultants
7. Since the project calls for an analysis of the entire market, which one of the following would be a useful external source about cable customers?
 - A) Records of the clients international conglomerate
 - B) Team member opinions
 - C) Analysis of sales by products
 - D) The cable trade association
8. During one phase of the project, Simmons and the team administer questionnaires to a broad selection of people, including customers and potential subcontractors, to determine what kinds of obstacles the client may need to overcome. This research is based on
 - A) sales analysis
 - B) secondary data sources
 - C) job analysis
 - D) primary data sources
9. Simmons must determine the consumers' acceptance of the client as a new entry into the cable industry. This phase of the research is called
 - A) market analysis
 - B) sales analysis
 - C) task analysis
 - D) statistical analysis
10. In order to make appropriate project assignments within the team and match skills to work, Simmons should conduct a
 - A) time-and-motion study
 - B) sales analysis
 - C) performance observation
 - D) task analysis

Case 3: Productivity Reporting

Nelson, the plant general manager, has asked Gassett to compile a special report on recent changes in productivity and the outlook for the next year. Gassett is neither a statistician nor a production manager. Gassett has been asked because Nelson believes a neutral person will make a more objective report. Nelson assigns several other staff to provide support, and these include an accountant and a data manager (who has the skills to conduct statistical analysis).

The accountant is known for presenting excruciating details when a bigger picture would do. The data manager enjoys "crunching the numbers" using every statistical process available. Gassett must ask the accountant to reduce the numbers to a manageable size and the data manager not to run every statistical test. Fortunately, they are both cooperative and will do an excellent job if Gassett can keep them focused.

For Your Review

Directions: For each question, circle the correct answer.

Case 1: Leaders Lead at Halls, Incorporated

McNally has been chief executive officer of Halls, Incorporated for about five years. Prior to becoming CEO, McNally served in progressively more important positions in almost every division of the company. As a shift supervisor, McNally worked directly with about 75 employees, and then as a plant manager worked with 7 shift and staff supervisors with a total of about 500 employees overall. McNally moved to the headquarters after a period of time as a regional manager and then held several key senior executive positions.

McNally has always been known as a person who had worked up through the ranks and not only understood the workers but also had actually worked with them. The series of positions educated McNally about the inner workings and culture of Halls, Incorporated.

1. The employees at Halls like McNally and trust that McNally knows the company and its work. McNally's apparent fitness as a leader indicates
 - A) reward power
 - B) acceptance of authority
 - C) coercive power
 - D) zone of indifference
2. Through a long presence at Halls, McNally has knowledge that allows careful balance between all the competing interests within the company. This knowledge of the interests of others is called
 - A) political knowledge
 - B) bureaucratic knowledge
 - C) technical knowledge
 - D) professional knowledge
3. Rotation through jobs and plants at Halls and the systematic increase in responsibility with each new job means that McNally has built personal power based on
 - A) creating a sense of obligation
 - B) developing expertise and confidence
 - C) recognizing costs, risks, and benefits
 - D) taking control of power
4. In the years leading to being appointed chief executive officer, McNally formed many friendships and collaborated with many other Halls employees. This contributed to the development of leadership ability through
 - A) gaining technical knowledge
 - B) learning production and operations processes
 - C) finding compatible work style
 - D) acquiring affiliation and support
5. McNally depends on subordinates working together to solve problems and engage in planning. Which one of the following would be identified as the organizational style used by McNally?
 - A) Theory Y
 - B) Unity of command
 - C) Participatory management
 - D) Informal leadership

For Your Review

Directions: For each question, circle the correct answer.

Case 1: Groups at Smith and Associates

As part of the role of human resource trainer, Noki has taken on the task of describing all the various types of formal and informal interactions in the office of Smith and Associates, the public relations and advertising firm where Noki works. Not only must the association and affiliations be charted, but also a description of the relationships that are the foundation of the groups needs to be written. The goal is to be able to inform new associates about group interactions that are so critical to Smith and Associates' success. The company is highly successful because its many groups and teams have made it flexible and responsive. As the company grows, however, new associates need to be indoctrinated into the almost latticelike structure.

To accomplish the task Noki has, in the tradition of the company, assembled a team to help identify and describe this fluid process.

1. Noki recognizes that most teams are composed of members who are at the same level in the company. This describes a/an
 - A) special-purpose team
 - B) horizontal team
 - C) vertical team
 - D) cross-functional team
2. A few of the groups are permanent, with specific leaders who do not change. These groups perform regular, routine, and repeating functions like accounting and payroll. The groups would be called
 - A) special-purpose teams
 - B) command groups
 - C) task forces
 - D) horizontal teams
3. Some groups and teams are formed for special projects, whereas others form as resources for support. These informal groups reflect a basic human need for
 - A) affiliation
 - B) work arrangement
 - C) common goals
 - D) unit of command
4. Which one of the following types of groups best describes the group Noki assembled to help define the team structure at Smith and Associates?
 - A) Vertical team
 - B) Quality circle
 - C) Informal group
 - D) Task force
5. Another feature of the groups and teams at Smith and Associates is that the team members often form relationships that extend beyond work. These groups are called
 - A) interest groups
 - B) mutual aid groups
 - C) friendship groups
 - D) cross-functional teams

Case 2: Office Politics at Lifeline Health Insurance Company

In the competitive atmosphere of Lifeline Health Insurance Company, Crotty and Kym are at constant odds. Their jobs are very similar, though they each handle slightly different types of accounts. Crotty manages corporate accounts for several agents who specialize in small businesses, and Kym manages government accounts for agents who work with counties and small cities and towns. They frequently turn to the same resource people for contributions to health insurance plans that they must customize for agents. Consequently, they frequently find themselves in competition.

Conflicts between them have begun to spread to the resource people they depend upon. Each has made what appear to be alliances and encouraged favoritism. The office is nearing a point of jeopardy that may undermine the company's effectiveness.

6. Which one of the following group problem-solving techniques would help Crotty and Kym work through the problem that they have created?
 - A) T-group
 - B) Delphi technique
 - C) Nominal group technique
 - D) Quality circle
7. The source of the conflict between Crotty and Kym, as it is described, is
 - A) diversity
 - B) scapegoating
 - C) approach-avoidance conflict
 - D) competition
8. As the conflict spreads from being one between Crotty and Kym to involving many of their coworkers, the conflict would be called
 - A) horizontal organizational conflict
 - B) intrapersonal conflict
 - C) topic conflict
 - D) double approach-avoidance conflict
9. Managers who supervise Crotty and Kym could work toward resolving the conflict between them by first
 - A) leaving each person a means of escaping the conflict
 - B) engaging in fact-finding about the problem
 - C) defusing the causes
 - D) isolating factors causing the conflict
10. Which one of the following strategies would be best for Crotty, Kym, and Lifeline Health?
 - A) Approach-approach
 - B) Win/win
 - C) Double approach-avoidance
 - D) Win/lose

Case 3: In-Balance Tire, International

In-Balance Tire, International is out of balance. Quality is suffering, productivity is dropping, and factory and office workers have lost their motivation. In-Balance has contracted with Life Harmony to develop and to conduct a series of workshops to help restore the company to its former glory. Some of the workshops will focus on improving motivation, and some will become part of the continuing effort to improve quality and productivity.

Several major problems may be at the core of In-Balance's recent woes. More of the workforce is now composed of recent immigrants, increasing material costs have led to manufacturing and assembly shortcuts, and a stagnant economy has meant fewer wage increases and higher benefit costs. Trainers at Harmony believe that the place to start is with the people.

5. After each meeting with a client, the client completes an evaluation. Rankin reviews each evaluation and discusses the results with each staff member individually. This type of meeting is called a/an
- A) office meeting
 - B) evaluation meeting
 - C) committee meeting
 - D) impromptu meeting

Case 2: Better Body Works, Incorporated

The personal health and hygiene company, Better Body Works, Incorporated, holds monthly executive meetings attended by department and division heads. Some of the attendees are present via teleconference technology that connects them with those physically present at headquarters in a technology-equipped conference room. Ramsey is responsible for preparing the meeting agenda and delivering packets of information to all participants. The regular executive meeting is often preceded by a series of less formal planning meetings. The costly time of the executives is considered too valuable to waste on unproductive meetings. Many kinds of activity can take place during the meetings including external vendors making presentations, special project reports, and discussion of regular business cycle issues. Ramsey briefs the external presenters so that their presentations will mesh with the technology. Ramsey must also establish ground rules for anyone presenting materials to the group.

6. The monthly meeting of the department and division heads at Better Body Works is most similar to a typical
- A) business conference
 - B) external general meeting
 - C) board meeting
 - D) departmental meeting
7. Since the main business of the monthly meeting is to convey reports, hear proposals from internal and external presenters, and explain new procedures, the main purpose of the meeting would be considered
- A) decision making
 - B) information
 - C) inspiration
 - D) evaluation
8. The informal meetings that Ramsey conducts with external vendors prior to their making presentations at the monthly executive meetings have the purpose of
- A) performance review
 - B) inspiration
 - C) brainstorming
 - D) education
9. After any meeting in which a problem occurs—whether it is with technology, someone talking too long, or any confusing incident—Ramsey gathers the staff in an impromptu and informal session in which anyone can offer analysis or solutions. The central purpose of this session would be
- A) brainstorming
 - B) inspiration
 - C) information
 - D) education
10. Which one of the following represents a common pitfall of informal meetings that may occur at the Goliath Hotel business center?
- A) Inability to share ideas
 - B) Intimidation by senior managers
 - C) Lack of a useful record
 - D) Failure to identify concerns

Case 3: Meeting Manners

Gracy's Department Stores, Incorporated has a division at its headquarters with a primary task of planning the inventory and promotions for each annual season, for holidays, and for special sales periods. Every Monday at 10 A.M., department head Douglas holds a staff meeting.

Case 2: Lindstrom and Associates

Morella is the office manager at Lindstrom. Morella has worked with Lindstrom, the owner, since the business was started 20 years ago. Morella has a “difficult” personality and does not know how to delegate work to the office staff.

Lindstrom recently hired an accounting graduate to work in the office. Morella, who does not have a degree, feels threatened and refuses to give the accountant the checkbook. The new accountant is considering leaving. The turnover rate in the office is much higher than would be expected for a business like this.

6. Though Morella is still dedicated to Lindstrom and Associates, the negative feelings toward the new accountant will still be communicated through
 - A) paralanguage
 - B) oral channels
 - C) written messages
 - D) nonverbal channels
7. Which one of the following features of managerial communication suggests that Morella should not express the sense of being threatened by subordinates?
 - A) The responsibility to communicate ethics and appropriate behavior
 - B) The fact that nonverbal communication is continuous
 - C) Communication across cultures
 - D) Choosing channels to communicate
8. When talking with the accountant, Morella’s body language may be expressing anxiety through
 - A) crossed arms and legs
 - B) the six basic emotions
 - C) relaxed posture
 - D) frequent eye contact
9. The increase in turnover begins with the arrival of the new accountant. Though Morella has never said anything, tension has been communicated. This event is a result of
 - A) confused encoding of oral messages
 - B) the power of nonverbal messages
 - C) others being threatened by the accountant also
 - D) the loss of intimate distance in the work group
10. Morella has always kept tight control over the work and has basically assigned menial tasks to others in the office while completing critical tasks alone. The accountant views the refusal to grant access to the checking account as a direct affront or challenge. The presence of these two different interpretations shows how
 - A) much better written communication would be
 - B) nonverbal messages have hidden messages
 - C) oral messages have precision and clarity
 - D) nonverbal messages can be ambiguous

Case 3: Custom Art and Design, Incorporated

Adams, the vice president, is director of the art department at Custom Art and Design, Incorporated. The company uses highly technical equipment to produce art and designs quickly and inexpensively. Of all the custom art companies in the country, Custom has a reputation for creativity and quality.

Designers need both an artistic flair and the ability to design using computers. The art department is small and includes a number of full- and part-time artists. One of the part-time employees, Luria, is skilled at using the computer programs to prepare the high quality of design

Case 3: Commonwealth Health Systems

Commonwealth Health Systems manages health and related benefit packages for large employers. The company customizes health insurance plans of major insurance providers and then negotiates annual health plans for their clients. It serves as the contact between human resource managers and health insurance companies once a contract is in place. Essentially, Commonwealth manages the benefits contract for the client while advocating for the client's employees. The success of the company has resulted in significant growth.

Commonwealth needs to recruit and select a large number of new employees. It needs information technologists, customer service representatives, office managers, and claims representatives. Miklavcic has been placed in charge of the recruitment program.

11. Miklavcic should create a plan that recruits new employees from outside
 - A) at all levels of the company
 - B) for entry-level positions only
 - C) as a last resort
 - D) before considering current employees for promotion
12. Newspaper ads, Internet announcements, radio promotions, and employment agencies support
 - A) internal hiring
 - B) minority recruitment
 - C) external hiring
 - D) entry-level hiring
13. Miklavcic wants to have aggressive minority recruitment and hiring component of the plan. Which one of the following is the law governing this plan?
 - A) Equal Pay Act of 1967
 - B) Equal Employment Opportunity Act of 1972
 - C) Health Maintenance Organization Act of 1973
 - D) Americans with Disabilities Act of 1990
14. Which one of the following techniques for screening can actually result in discrimination if used in the minority recruitment plan?
 - A) Personal interviews
 - B) Employment tests
 - C) Resumes
 - D) Job references
15. As the recruitment phase begins, Miklavcic has several highly qualified information technology people apply who are wheelchair-bound. If hired, what must Commonwealth provide for these people?
 - A) Reasonable accommodations
 - B) Access without undue hardship for the employees
 - C) Opportunities that include transportation
 - D) Complete and unrestricted access

For Your Review

Directions: For each question, circle the correct answer.

Case 1: First Job

The very first impression in a hiring situation is often the most important. In a small New England town, a local shoe store typically hired two 16-year-olds each fall for part-time, after-school work. One family with three children supplied two of their children as workers for a number of years. After the two had worked successfully at the store, the turn came for the youngest child, Casey, to apply for the job. Casey was not hired. Surprised by the decision, the parents pursued this issue with the shoe storeowner. Their intent was not to make them hire Casey; they merely wanted to know what they observed in the interview with their youngest child. The owner explained that Casey seemed to “have an attitude.” This attitude overpowered the owner’s experiences with the child’s two older siblings’ work records and desirable work ethics. Apparently, impressions count immensely to the owner and are a major determining factor as to whether or not a candidate is hired.

- The revelations to the parents could be a surprise if there are major differences between their experiences with Casey’s attitudes and the storeowner’s impression derived during the interview. Long-lasting and accurate impressions of an individual are typically formed by
 - supervisors
 - coworkers
 - family members
 - social acquaintances
- On the subject of Casey, the parents sought from the storeowner a/an
 - impression
 - representation
 - self-presentation
 - self-disclosure
- Which one of the following would account for Casey’s attitude?
 - The job was an entitlement
 - Casey was using flattery
 - Self-description is more honest
 - Casey was attempting ingratiation
- The parents later discovered that Casey perceived that the job was being forced onto him, so Casey purposefully sabotaged the interview. This is a highly successful form of
 - self-promotion
 - ingratiation
 - impression management
 - performance appraisal
- Given the importance of following proper protocol, the effort of the parents to investigate as to why the job was not offered to Casey may have been a/an
 - effort at ingratiation
 - scripted event
 - effort for honest appraisal
 - violation of privacy rights