Strategic Human Resource Management - An International Perspective 3rd edition Rees Test Bank

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Multiple-Choice Test Bank

Chapter 1: An introduction to the organization, its environment and human resource management.

1. A model of HRM that focuses more on ensuring that HR strategy fits and is driven by the overall corporate strategy is known as a ______ Model.

a. Systems

b. Soft

c. Hard

d. Planning

Ans: C

2. According to Robbins, a cost minimization strategy is best suited to what of the following types of structure?

a. loose

b. tight control

c. low specialization

d. low formalization

Ans: B

3. Who provides the following definition of organizational structure?
'The structure of an organization can be defined simply as the sum of the total ways in which it divides labour into distinct tasks and then achieves coordination among them'.

a. Deal and Kennedy

b. French, Rayner, Rees and Rumbles

c. Guest

d. Mintzberg

Ans: D

4. One of the most leading authors in the field of HRM posited that there are rhetorics and realities of HRM practices. Who is this?

a. Karen Legge

b. Michael Beer

c. John Kotter

d. Jay Barney

Ans: A

5. Who posits the following three strategic options in order to gain competitive advantage: cost reduction, quality enhancement and innovation?

a. David Farnham

b. Michael Porter

c. David Guest

d. David Porter

Ans: B

6. Rees and Smith (2021) refer to which of the following three elements that make up the external triangle for HRM/Strategic HRM?

a. Strategy, Structure and Staff

b. Strategy, Culture and Environment

c. Strategy, Structure and Culture

d. Environment, Strategy and Structure

Ans: C

7. Buchannan and Huczynski (2010) define structure as ‘the formal system of task and reporting relationships that control, ______ and motivate employees to work together to achieve organizational goals’.

The missing word is:

a. lead

b. manage

c. reward

d. co-ordinate

Ans: D

8. Whose model is known as the matching model of HRM, linking mission and strategy with HRM and Organizational Structure?

a. Mintzberg

b. Fombrun

c. Child

d. Legge

Ans: B

9. Boxall and Purcell (2003) argue that ‘HRM includes anything and everything associated with the management of the ______ in the firm’.

a. people

b. employees

c. employment relationship

d. strategy

Ans: C

10. What is the following descriptor an example of?

An organization that has widespread use of project teams and networks that typically separate functions and hierarchical levels, leading to greater flexibility.

a. networked organization

b. bureaucracy

c. boundaryless organization

d. adhocracy

Ans: C

11. Beer's Harvard model is otherwise known as ______.

a. the hard model of HRM

b. the soft model of HRM

c. the integrative model of HRM

d. there is no such thing as the Beer Harvard model

Ans: B

12. Which of the following IS NOT a type of structural configuration for organizations?

a. matrix

b. functional

c. complex

d. strategic

Ans: D

13. The term 'human resources' became distinctive and accepted from work done by which of the following academics:

a. Penrose

b. Herzberg

c. Chandler

d. Fombrun

Ans: D

14. The ‘seat spot’ where organizations need to balance long term planning and playing safe together with flexibility and innovation is attributable to which of the following:
a. Porter
b. Mintzberg
c. Ansoff
d. Barney
Ans: B

Chapter 2: Human resource management through a strategic perspective

1. Pisano et al. (2021) identified two main approaches to corporate strategy, namely ______.
a. prescriptive and predictive
b. prescriptive and emergent
c. nascent and emergent
d. none of these
Ans: B

2. Which of the following was identified by Grant (2008) as the common element of a successful strategy?
a. having a clear vision
b. having a clear mission
c. having a profound understanding of the competitive environment
d. having conducted a thorough stakeholder analysis
Ans: C

3. Pisano et al. (2021) identified three core areas of corporate strategy, namely, ______.
a. strategic formation, strategic analysis and strategic implementation

b. corporate scanning, strategic analysis and strategic implementation

c. corporate scanning, environmental analysis and strategic implementation

d. strategic formulation, strategic analysis and strategic implementation

Ans: D

4. Which of the following IS NOT included within the analysis of the external environment?

a. understanding stakeholder views

b. surveying participants regarding the purpose and performance of the organization

c. understanding the factors affecting the industry, the economy communities and the environment

d. understanding the maturity of the organization in terms of deriving and supporting strategy

Ans: D

5. Which of the following IS NOT included within the process of strategic analysis?

a. SWOT

b. internal analysis

c. external analysis

d. stakeholder analysis

Ans: D

6. Porter’s forces of competition framework consists of how many forces?

a. three

b. four

c. five

d. six

Ans: C

7. Who defined a business model whereby the union of four blocks that create and deliver value – customer value proposition, profit formula, key resources and processes?

a. Porter (1999)

b. Johnson (2008)

c. Miles and Snow (2011)

d. Kotler (2000)

Ans: B

8. Which of the following IS NOT part of a red ocean strategy?

a. beating the competition

b. exploiting existing demand

c. creating uncontested market space

d. making the value/cost trade-off

Ans: C

9. When considering the content, context and process framework, which of the following three questions are directly related to these three areas in sequence?

a. what, why and when

b. what, when and why

c. why, what and when

d. none of these

Ans: A

10. In a world of uncertainty where investments once made are irreversible, flexibility is ______.

a. irrelevant

b. valuable

c. invaluable

d. risky

Ans: B

11. Whose work stressed the importance of product and market selection in strategy?

a. Ohmae (1982)

b. Kim and Mauborgne (2004 and 2005)

c. Mintzberg (2005)

d. Ohmae (1982) and Kim and Mauborgne (2004 and 2005)

Ans: D

12. Substantial change to the range of offerings or to the markets served, or both, is known as ______.

a. intensification

b. diversification

c. differentiation

d. none of these

Ans: B

13. Which of the following is the blueprint that defines how the company creates value for itself while providing value to the customer?

a. customer value proposition

b. profit formula

c. net present value

d. none of these

Ans: B

14. Discounted Cash Flow (DCF) methodology is used to value which of the following three aspects?

a), Individual projects, individual business units and alternative business strategies

b). Individual business units, alternative business strategies and innovation

c). Innovation, strategic business units and alternative policies

d). Innovation, alternative business solutions and emergent strategies