

Multiple-choice Tests

Chapter 1

1. Which of the following statements is false?
 - A Careers are very important to most people's lives
 - B Careers need not have much to do with personal attributes
 - C People's career priorities tend to change as they age
 - D Career planning is often of assistance to career success
 - E Career activities should usually be balanced against home and family commitments

2. Which of the following is always true of careers as defined in this book?
 - A A single or major occupation
 - B Upward mobility
 - C Little time spent out of the workforce
 - D A sequence of work-related experiences
 - E A clear, steady direction

3. A term for the externally observable part of career such as job title and salary is
 - A Objective career
 - B Visible career
 - C Public career

- D Formal career
 - E Occupational career
4. According to the authors, most people when asked, 'Tell me about your career'
- A Change the subject
 - B Resent the intrusion
 - C Enjoy talking about it
 - D Become quite emotional
 - E Talk only about their current job
5. When did the word 'career' acquire its contemporary meaning?
- A In medieval times
 - B During the Industrial Revolution
 - C In the 19th century
 - D In the 20th century
 - E In the current century
6. According to the perspective taken in this book, what is the maximum number of careers a person can have?
- A One
 - B Three
 - C Ten
 - D No limit
 - E The question is meaningless
7. The Chicago School of career research pioneered
- A Psychological approaches to career
 - B Methods of career guidance
 - C Organizational career management practices
 - D Sociological studies of career
 - E Mental tests predicting success in different occupations
8. The use of 'true reasoning' to match people with jobs was first advocated by
- A Max Weber
 - B Everett Hughes
 - C Frank Parsons
 - D John Holland
 - E Daniel Levinson
9. The most common metaphor for careers is that of a
- A Ladder
 - B Pyramid
 - C Square peg in round hole

- D Theatrical role
 - E Journey
10. The case of Max is intended to demonstrate that
- A Most careers can be best explained by understanding personal make-up
 - B Career success is largely unpredictable
 - C Career patterns tend to be linked to the person's country of origin
 - D One career is pretty much like any other
 - E Taking a range of perspectives on a career helps us to understand it

Chapter 2

1. The main point illustrated by the case of Fleur is that
- A Most careers zigzag
 - B People often make bad career choices
 - C Career success is largely determined by individual talent and effort
 - D Choosing an artistic career is risky
 - E Careers are substantially affected by contextual factors
2. Bourdieu called the system of internal, personal, enduring dispositions through which we perceive the world
- A Ideology
 - B Attitudes
 - C Field
 - D Habitus
 - E Values
3. Which of the following was *not* a contextual change affecting careers in Western societies in the late 20th century and beyond?
- A More market-oriented economic policies after 1980
 - B A declining average age in the population
 - C Organizational restructuring for lower costs and greater efficiencies
 - D Greater female participation in the workforce
 - E The increased professionalization of many occupations
4. In recent years, according to Rousseau 'psychological contracts' concerning employment have moved from being 'relational' to being
- A Formal
 - B Casual
 - C Structured
 - D Multi-directional
 - E Transactional

5. According to Weldon, China's 'little emperors' are
- A Small-time employers who exploit their positions as Communist Party members
 - B Demanding young people who have been spoiled due to the 'one-child' policy
 - C Officials who distort people's careers through their autocratic control over jobs
 - D People whose careers prosper because small stature is revered in some regions
 - E The owners and bosses of hi-tech organizations exploiting cheap labor in the cities
6. Which of the following was *not* one of Hofstede's dimensions of national culture?
- A Extraversion
 - B Uncertainty avoidance
 - C Power distance
 - D Masculinity
 - E Individualism
7. The force changing careers through the development of free trade, international labor markets, the growth of multinationals, etc. is usually referred to as
- A Internationalization
 - B Acculturation
 - C Diversification
 - D Transcontinentalization
 - E Globalization
8. The belief that any person, even from the humblest of backgrounds, can aspire, through hard work, to increasing wealth, health and happiness is called
- A Self-efficacy
 - B Societal optimism
 - C Serendipity
 - D Pollyanna
 - E American Dream
9. According to Dries' research on 'blue-collar' workers they tend to see work mainly as
- A A route to the top
 - B Intrinsically interesting
 - C Highly alienating
 - D Just a job
 - E A source of sociability

10. Which of the following work values is *not* thought to be characteristic of Generation Y (born 1981–2001)?
- A Passion
 - B Loyalty
 - C Balance
 - D Learning
 - E Civic mindedness

Chapter 3

1. What is the statistical relationship between a person's height and their career success?
- A Highly positive
 - B Positive
 - C Unrelated
 - D Negative
 - E Highly negative
2. A term often used in career studies to express this idea of individuals acting to control their own careers is
- A Proactivity
 - B Career energy
 - C Efficacy
 - D Agency
 - E Action
3. Which of the following is true?
- A People tend to start their careers with equal resources and opportunities
 - B People tend to start their careers with unequal resources but equal opportunities
 - C People tend to start their careers with equal resources but unequal opportunities
 - D People tend to start their careers with unequal resources and opportunities
 - E None of them is true
4. Which of the following would not be used as a measure of social class?
- A Intelligence
 - B Property ownership
 - C Qualifications
 - D Power
 - E Occupation

5. If the occupations below were listed in order of social class, which would come third?
- A Secretary
 - B Truck driver
 - C Judge
 - D Teacher
 - E Street sweeper
6. De Botton labelled the desire for higher social superiority to others as
- A Social standing
 - B Upward mobility
 - C Snobbery
 - D Status anxiety
 - E Inferiority complex
7. What is the average relationship between parents' social class and that attained by their children?
- A Perfectly positive
 - B Strongly positive
 - C Mildly positive
 - D Little or no relationship
 - E Negative relationship
8. Which of the following statements is *not* true?
- A Work has always been segregated according to gender
 - B Men have usually had most paid work
 - C During the 20th century, women did more paid work than before
 - D Women are as constrained as ever from doing paid work
 - E Men continue to have more power, status and earnings than women
9. In relation to women's careers, 'horizontal segregation' is
- A The division of work into 'men's jobs' and 'women's jobs'
 - B The practice, in hiring decisions, of giving men preference
 - C The favoring of men for more senior and responsible jobs
 - D The bias against women through providing inadequate facilities
 - E The tendency for women to occupy sequences of casual jobs
10. Which of the following statements best sums up children's thinking about careers?
- A Many children have decided on their occupation before the age of 10
 - B Influenced by the media, children move from rationality to fantasy
 - C Personalized consideration of careers gradually becomes more important

- D Children's vocational thinking is largely determined in their school settings
- E 'Vocational identity' seldom emerges before adulthood

Chapter 4

1. The fourth of the five career stages described by Super was
 - A Establishment
 - B Disengagement
 - C Consolidation
 - D Crisis
 - E Maintenance
2. In Levinson's theory of male career development, the 'Dream' is
 - A A state of mature reflection back on one's career
 - B The 'American Dream' of career and material success
 - C A personal view of one's own life and values
 - D A sense of security gained through one's family circumstances
 - E The recognition that one's life is not all one wants it to be
3. Which of the following is true of Levinson in relation to women's careers
 - A His studies suggested women's careers were very different from men's
 - B He thought the 'seasons' of women's lives were similar to men's
 - C He thought that the sequencing of transitions was delayed for women
 - D He reviewed prominent women's biographies but found no common pattern
 - E He never studied women's careers
4. Hall's idea of 'mini-cycles' in a career was closely tied to the notion of
 - A Balance
 - B Motivation
 - C Family cycle
 - D Learning
 - E Aging
5. On the whole, how does the job performance of older workers compare with that of younger workers?
 - A Older workers perform much better
 - B Older workers perform somewhat better
 - C Older workers perform about the same
 - D Older workers perform somewhat worse
 - E Older workers perform much worse

6. According to Erikson, generativity is
 - A The ability to have children
 - B Accomplishments that contribute to future generations
 - C Strong energy shown towards the end of a person's life
 - D Promotion to senior positions at any point in one's career
 - E The product of the early, exploratory phase of a career
7. In the SOC Model of late-career coping, the letters stand for
 - A Socialization–Optimization–Characterization
 - B Specialization–Optimization–Co-operation
 - C Systematization–Optimization–Calculation
 - D Selection–Optimization–Compensation
 - E Synchronization–Optimization–Communication
8. Gottfredson showed the age-related changes of career conceptualizations for
 - A Children
 - B Adolescents
 - C Women
 - D Non-Western cultures
 - E Long-term unemployed
9. A special term for working on a part-time or temporary contract after retirement from a full-time position is
 - A Semi-retirement
 - B Phased retirement
 - C Senior contract
 - D Encore career
 - E Bridge employment
10. Most people who retire are ... by the experience.
 - A Exhilarated
 - B Traumatized
 - C Relatively unaffected
 - D Substantially affected, positively or negatively
 - E Psychologically sedated

Chapter 5

1. According to the analysis in the book, Madonna's career was successful due to her
 - A Luck
 - B Family background
 - C Agency

- D Values
 - E Ability
2. In Krumboltz's social learning theory, which of the following factors is *not* identified as a critical factor in determining career decisions?
- A Innate genetic endowment
 - B Environmental conditions and events
 - C Personality characteristics
 - D Learning experiences
 - E Task approach skills
3. Super and Savickas agreed that careers were basically about
- A Growing through life's stages gracefully
 - B Seizing every opportunity
 - C Implementing a self-concept
 - D Being sensitive to contexts
 - E Making a difference
4. Which of the following is *not* one of the four career 'adapt-abilities' identified by Savickas and Porfeli?
- A Becoming concerned about the vocational future (Concern)
 - B Taking control of trying to prepare for one's vocational future (Control)
 - C Displaying curiosity by exploring possible selves and futures (Curiosity)
 - D Strengthening the confidence to pursue one's aspirations (Confidence)
 - E Being sensitive to the views and concerns of others (Communication)
5. Savickas's extension of career construction theory was called
- A Grand theory of careers
 - B Life design
 - C Self-architecture
 - D The creativity approach to careers
 - E Success through Agency (STA)
6. Protean careers are controlled by
- A The individual not the organization
 - B The organization not chance
 - C Chance not purpose
 - D Purpose not context
 - E The context not the individual
7. Protean careers are self-directed and ... -driven
- A Ability
 - B Money
 - C Success

- D Values
 - E Adaptability
8. Proteus was a Greek god who
- A Was the god of trade and commerce
 - B Could change his form at will
 - C Was resistant to being controlled by others
 - D Had immense physical strength
 - E Was able to bend others to his will
9. Recent career theorists emphasize the importance of ... career success.
- A Subjective
 - B Objective
 - C Material
 - D Social
 - E Relative
10. The 'pop' songs quoted in the book are all about career
- A Resources
 - B Values
 - C Flexibility
 - D Control
 - E Security

Chapter 6

1. Which of the following is *not* a personal characteristic to be fitted to appropriate jobs or occupations?
- A Personality
 - B Organization
 - C Skills
 - D Interests
 - E Values
2. The approach to occupational choice based on measurement of human characteristics is known as
- A Career development theory
 - B Human abilities theory
 - C Trait and factor theory
 - D Psychometric measurement theory
 - E Personal attribute theory

3. Which of the following statements is *not* true concerning psychometric measures in career guidance?
- A Psychological characteristics tend to be distinctive and easy to measure
 - B Psychological measures should ideally be pre-tested with large samples
 - C Counselors need to be thoroughly familiar with the devices they use
 - D Test scores do not provide a clear guide to suitable occupations
 - E Test validity shows that a test measures what it is intended to measure
4. Which of the following is *not* one of the 'Big Five' personality factors?
- A Openness to experience
 - B Agreeableness
 - C Neuroticism
 - D Conscientiousness
 - E Intelligence
5. Measures named after Kuder, Holland and Strong all measure
- A Personality
 - B Interests
 - C Values
 - D Abilities
 - E Attitudes
6. The US Department of Labor's O*NET facility enables users to
- A Find suitable vacancies online
 - B Access free guidance for vocational choices
 - C Match themselves against different jobs
 - D Measure their own IQ
 - E Assess the long-term security of 20,000 different occupations
7. According to TWA (the Theory of Work Adjustment), what are the two factors that combine to create work adjustment?
- A Satisfaction and satisfactoriness
 - B Satisfactoriness and freedom from stress
 - C Freedom from stress and social integration
 - D Social integration and self-actualization
 - E Self-actualization and satisfaction
8. In Holland's RIASEC categorization of vocational interests, 'R' and 'I' stand for
- A Radical and Integrative
 - B Restorative and Intelligent
 - C Reductive and Inquiring

- D Retail and Insurance
 - E Realistic and Investigative
9. The emphasis of Holland's work is on
- A Making personal changes to suit the occupation you are in
 - B Finding out about your personal traits without matching them to occupations
 - C Developing your interests to match your abilities
 - D Finding work that matches your personal profile
 - E Developing a pure theory of how people develop their careers
10. Ed Schein proposed a theory of
- A Career attributes
 - B Career adjustment
 - C Career ladders
 - D Career values
 - E Career anchors

Chapter 7

1. What does the book claim is the most common type of metaphor used to characterize careers?
- A Path
 - B Journey
 - C Boundary crossing
 - D Ladder
 - E Road
2. Which of the following is *not* true of Gunz's notion of a career 'climbing frame'?
- A Climbers choose their own movements
 - B Climbers always move upwards
 - C Climbing frames change over time
 - D Climbers change the structure of the frame
 - E All of the above are true
3. The case of Helga in the XBC organization demonstrates the principle of climbing the organizational ladder by
- A Acquiring core specialist skills and sticking to them
 - B Moving periodically to other organizations
 - C Learning the power dynamics of the organization and pleasing senior people

- D Showing loyalty and waiting for the right opportunities
 - E Moving strategically between different functions and roles
4. Which of the following is *not* one of the major career patterns identified by Kanter?
- A Entrepreneurial careers
 - B Bureaucratic careers
 - C Boundaryless careers
 - D Professional careers
 - E All of the above were included by Kanter
5. Which of the following is true of most organizational careers?
- A Career actors are confined to a single occupation
 - B Advancement in the organization is usually impossible
 - C Rewards tend to be delayed to encourage loyalty
 - D Career actors tend to be independent of their organizations
 - E They are beyond the control of the employing company
6. Which of the following is *not* true of boundaryless careers (Arthur and Rousseau)?
- A They are really boundary-*crossing* careers
 - B They are helped by boundaries becoming more permeable
 - C They are inter-organizational in nature
 - D They always cross international boundaries
 - E They utilize expertise that goes beyond the current employer
7. According to Rodrigues and Guest, the statistical evidence that boundaryless careers are increasing in frequency is
- A Overwhelming
 - B Strong
 - C Ambiguous
 - D Weak
 - E Negative – they seem to be decreasing in frequency
8. In the book, SiE stands for
- A Self-initiated expatriation
 - B Solo-initiated enterprise
 - C Systematically informed expertise
 - D Schein industrial examination
 - E Semi-informal (organizational) entry
9. The ability to be sensitive to, and to be able to respond to, cultural differences between countries and societies and societies is called
- A Acculturation
 - B Social sensitivity

- C Internationalism
 - D Ethnic flexibility
 - E Cultural intelligence
10. Boundaryless career theory has been criticized as being potentially damaging to
- A people in low-skill occupations
 - B introverts
 - C professionals
 - D men
 - E people with scarce skills

Chapter 8

1. The career of Angelina Jolie is described in the text to illustrate
 - A Career stress
 - B The 'family' problem in women's careers
 - C Triumph over adversity
 - D Multiple roles
 - E Outer success concealing inner failure
2. According to the Chicago School, the concept of role provides a link between
 - A Personal identity and institutions
 - B Occupations and organizations
 - C Career and society
 - D Head and heart
 - E Stress and conflict
3. The type of person you could have been today if certain things had happened differently in the past is referred to in the text as your
 - A Potential self
 - B Ideal self
 - C Ought-to self
 - D Alternative self
 - E Aspirational self
4. A person's social identity is derived substantially from his or her
 - A In-built personality
 - B Occupational experiences
 - C Defense mechanisms
 - D Long-term aspirations
 - E Reference groups

5. 'Emotional labor' is about
- A Work that workers feel passionate about
 - B Feeling sympathy with co-workers performing roles they don't like
 - C 'Faking' emotions to please customers and others
 - D Dealing with conflicts of social identity
 - E Having the role of providing services to clients who are emotionally distressed
6. The third of Nicholson's four stages of role transition is
- A Encounter
 - B Adjustment
 - C Adaptation
 - D Reality check
 - E Stabilization
7. In Katz and Kahn's theory, a 'role set' is
- A A set of people with role expectations
 - B A set of behaviors to be conducted within the role
 - C A set of role expectations
 - D A set of role models
 - E A set of sometimes conflicting roles
8. Which of the following is *not* included in Super's 'life/career rainbow'?
- A Internal determinants of career behavior, e.g. attitudes
 - B External determinants of career behavior, e.g. social structure
 - C Stages of career development
 - D Eight different roles operating in the person's life
 - E The person's typical decision-making strategies
9. Mainiero and Sullivan's model of balance in women's careers was based on the metaphor of a
- A Multi-layered onion
 - B Russian doll
 - C Flower garden
 - D Kaleidoscope
 - E Symphony
10. The career of Sienna, the typist who became an advertising executive, is used in the text to demonstrate
- A Role expectations
 - B Capitalization on role opportunities
 - C Role innovation
 - D Role conflict
 - E Role adjustment

Chapter 9

1. Research quoted in the book on the advertising industry suggests that career success there is assisted by
 - A Individual creativity
 - B Finding one's correct niche
 - C Community
 - D Power brokers
 - E Specialization

2. Hofstede called the cultural tendency to view aspects of behavior from the perspective of groups not individuals
 - A Collectivism
 - B Group dynamics
 - C Femininity
 - D Socialism
 - E Interdependence

3. Which of the following statements is *not* true of *guanxi*?
 - A Creates a moral obligation to help others
 - B Networks are essentially temporary
 - C If obligation isn't honored, loss of face results
 - D Can limit one's choices of jobs and careers
 - E Often spans international boundaries

4. The practice of favoring one's family members over others in filling jobs is known as
 - A Familialism
 - B Collectivism
 - C Paternalism
 - D Nepotism
 - E Preferentialism

5. Sosik and Jung distinguish five impression management strategies. Which is *not* among them?
 - A Ingratiation
 - B Self-deprecation
 - C Intimidation

- D Exemplification
 - E Supplication
6. Granovetter's research suggested that the majority of workers report that they find their jobs by means of
- A Formal application
 - B 'Political' maneuvering
 - C Personal contacts
 - D Going to the employer and asking
 - E Group membership
7. Network members are expected to help others in the network as well as using their network contacts. This is called
- A Sense of obligation
 - B Network balance
 - C Social structure
 - D Obligation
 - E Reciprocity
8. Which of the following is *not* true of 'social capital'?
- A Represents the resources able to be accessed through one's networks
 - B Enables the building of other forms of career capital
 - C Tends to improve career success
 - D May partly reflect social structural variables
 - E Is individual property: can't be used by employers
9. According to Granovetter, the types of networks most helpful to careers are characterized by
- A High density
 - B Many weak ties
 - C Few strong ties
 - D High localization
 - E Emotional energy
10. Which of the following statements about mentorship tends to be true?
- A There is little evidence that mentorship benefits the career of the person mentored
 - B Teachers are more significant than parents as mentors to young people
 - C The quality of the mentoring relationship is less important than its informality
 - D Formal mentoring programs in organizations are rare
 - E Mentorship can assist the mentor as well as the mentored person

Chapter 10

1. The case of Adam Lovelock is used in the book to demonstrate
 - A The exploitation of career actors as resources by their organizations
 - B The long-term collaboration of a lifetime employee with his organization
 - C The reciprocal investment of resources by employer and employee
 - D The use of HRM for effective career development
 - E The resource-based view of the firm

2. The resource-based view of the firm argues that resources should be
 - A Material, valuable and rare
 - B Valuable, rare and inimitable
 - C Rare, inimitable and utilizable
 - D Inimitable, utilizable and material
 - E Utilizable, material and valuable

3. According to the resource-based view, companies build and sustain competitive advantage by developing appropriate
 - A Human resource management
 - B Career structures encouraging employees to remain loyal
 - C A future-oriented view of resource needs
 - D Core competencies
 - E Long-term staffing strategies

4. Which of the following is *not* true of 'careerists'?
 - A They believe individual and organizational goals are incompatible
 - B They seek to advance in organizations even if they don't deserve to
 - C They pursue career advancement, power and prestige
 - D They deceive others by pretending to be less successful than they are
 - E They will use both positive and negative methods to get what they want

5. Which of the following is *not* one of the four forms of career capital defined by Farndale et al.?
 - A Social capital
 - B Cultural capital
 - C Financial capital
 - D Political capital
 - E Human capital

6. The two determinants of human capital used by Lepak and Snell to differentiate appropriate styles of human resource management were
- A Value and potential
 - B Potential and cohesiveness
 - C Cohesiveness and complexity
 - D Complexity and uniqueness
 - E Uniqueness and value
7. A career actor's motivation and values are reflected in his or her _____ competencies (DeFillippi and Arthur)
- A Knowing what
 - B Knowing how
 - C Knowing why
 - D Knowing whether
 - E Knowing which
8. 'Employability' refers to
- A The condition of having a job
 - B The likelihood to obtain or retain a job
 - C The current labor market for getting a job
 - D The supply of potential employees for a particular job
 - E The attractiveness of an individual to a specific employer
9. Psychological contracts appear in recent years to have changed to de-emphasize employee
- A Skills
 - B Loyalty
 - C Networks
 - D Remuneration
 - E Self-actualization
10. The case of Naima, the programmer who specialized in Florex software, demonstrates that career prospects can be negatively affected by
- A Non-transferable skills
 - B Lack of education
 - C Bad luck
 - D Organizational restructuring
 - E An inadequate psychological contract

Chapter 11

1. The 'cocktail waitress's story' is used in the book to illustrate that
 - A The same career may generate different stories to explain it
 - B People from humble backgrounds may suddenly achieve great career success
 - C Most career stories include an element of mentorship
 - D Women's career stories frequently involve overcoming gender stereotypes
 - E Career stories can help reveal the fundamental truth about any particular career
2. The idea that individual reality is created in a social process involving shared experiences is known as
 - A Social narrative
 - B Constructivism
 - C Interpersonal creativity
 - D Social constructionism
 - E Shared consciousness
3. According to Ibarra and Lineback, which of the following is *not* an essential element in a good story?
 - A A protagonist the listener cares about
 - B A background situation requiring the protagonist to act
 - C Facilitating factors to help the protagonist along
 - D A turning point when things must change
 - E A resolution in success or failure
4. The story of Sharon H, who moved from work in the sports industry to project engineering, is used in the book to illustrate ... in careers
 - A The role of chance
 - B The productiveness of telling a good story
 - C The fact that there is no single 'true story' about a career
 - D Retrospective sensemaking
 - E The use of storytelling to create a new future
5. Which of the following is true of contemporary career counseling?
 - A It uses clients' storytelling about the past to help them create new futures
 - B It rejects storytelling as being too subjective to base important decisions on
 - C It uses storytelling mainly as a means to help clients write good résumés
 - D It confines storytelling to counselors' stories about good role-model careers
 - E It uses interrogative storytelling as a means for the counselor to establish facts

6. The stories about academic engineering careers are used in the text to illustrate that
- A Each career is unique but common factors may be seen
 - B Each career is so unique that common factors can't be seen
 - C Such careers are largely linear and identical
 - D Such careers are determined more by social structure than by agency
 - E Such careers are dictated by chance factors
7. Lance Armstrong's career story, as told in *It's Not About the Bike*, was essentially
- A A self-justifying account of a career that had been shown to be based on lies
 - B A truthful and heroic account of triumph over adversity
 - C A factual statement of Armstrong's life and achievements
 - D A compelling story that was later shown to be highly deceptive
 - E A vague story that might be subject to many different interpretations
8. Many stories are characterized by 'fundamental attribution error', which is
- A Confusion about who is the true author of the story
 - B Overestimating the contribution of individuals and underestimating that of context
 - C Taking the blame for failures while indicating success is due to other factors
 - D Making inaccurate assessments of the personal attributes that led to success
 - E Attributing blame for failure rather than praise for success
9. According to the text, a résumé is
- A Not worth much, because of its inherent biases and untruths
 - B A totally factual summary of one's career
 - C A tool for marketing oneself
 - D Superior to a curriculum vitae in value
 - E A statement that must be totally rewritten for each new job opportunity
10. Career scripts, as outlined in the text, are
- A Unique individual stories through which each career actor understands their roles
 - B Résumés embellished to maximize favorable impressions
 - C Career descriptions – job descriptions extended over time through different jobs
 - D Collectively understood recurrent patterns reflecting institutional practice
 - E Scripts used in the media in documentaries and plays about careers

Chapter 12

1. Which of the following do the authors of this book *not* criticize self-help books and websites for?
- A Using non-validated questionnaires
 - B Making 'one size fits all' assumptions

- C Encouraging 'success at all costs' attitudes
 - D Overestimating the obstacles to career success
 - E Focusing on the short term rather than the long term
2. The most popular career self-help book over many years is called
- A *Think and Grow Rich*
 - B *I Could Do Anything, If I Knew What It Was*
 - C *The Start-Up of You*
 - D *What Color Is Your Parachute?*
 - E *How to Become Taller than the Trees*
3. The starting point of Greenhaus et al.'s model of career management is
- A Gathering information
 - B Setting time aside
 - C Setting goals
 - D Becoming grounded
 - E Doing well at school
4. The accuracy of self-assessments of ability has been generally found to be
- A High
 - B Moderate
 - C Very low
 - D Zero
 - E Negative
5. Which of the following is *not* characteristic of changing current career contexts?
- A Move to outsourcing
 - B Change to relational rather than transactional contracts
 - C More flexible work practices
 - D More 'precarious work'
 - E Alienation of young from structured careers
6. Gubler et al. suggest that effective career management is based on four characteristics suggested by the concept of the protean career. Which of the following is *not* one of them?
- A Having clear identity
 - B Crossing many boundaries
 - C Being values-driven
 - D Being adaptable
 - E Being self-directed

7. 'Planned happenstance' is
- A Making things happen through positive visualization
 - B Building future events on precise planning and timetabling
 - C Acting so as to maximize the likelihood of apparently chance events
 - D Fitting chance events retrospectively into a rational pattern
 - E Using determination to ensure one's long-term objectives are met
8. The principle of reciprocity applied to career help means that
- A Career actors need to be aware of their weaknesses as well as their strengths
 - B Those who seek help may also need to be prepared to give help
 - C Any assistance given will eventually result in rewards to the giver
 - D Career advice is suitably compensated on a payment-for-results basis
 - E Career actors need to balance their employers' interests against their own
9. Which of the following is *not* advocated by the authors as a key job-hunting skill?
- A Active job search
 - B Strong focus on formal job opportunities
 - C Persistence, review and reflection
 - D Customized applications
 - E Good interview skills
10. Which of the following is *not* advocated by the authors in relation to use of social media for career development?
- A Avoid comments you would not make face-to-face
 - B Make your content career-focused
 - C Use the job opportunities sections of sites
 - D Utilize lists, circles and groups
 - E Constantly promote yourself

Chapter 13

1. Which of the following statements is *not* true?
- A Most tertiary institutions have careers centers
 - B Most countries have an integrated system of career counseling for adults
 - C Career counselors are not necessarily accredited
 - D Career counselors can be found by checking national professional associations
 - E Parents and friends are often used as sources of career information and advice

2. Historically, the emphasis in career counseling has been on helping clients to
 - A Achieve work–life balance
 - B Prepare long-term plans
 - C Set ambitious goals
 - D Achieve career satisfaction, if necessary at the expense of career success
 - E Make good occupational choices
3. A career counseling approach that stresses 'fit' is known as the ... approach.
 - A Psychometric
 - B Developmental
 - C Profiling
 - D Trait and factor
 - E Diagnostic
4. In non-directive counseling, the counselor
 - A Facilitates the client's problem-solving
 - B Minimizes contact with the client
 - C Presents multiple options but leaves the client to choose
 - D Tells the client what to do
 - E Leads by example rather than by command
5. In counseling based on narrative
 - A The client tells the story of his/her career, and the counselor suggests conclusions
 - B The client fantasizes about career stories to increase his/her vision
 - C The counselor listens to the client, then constructs a new career story
 - D The counselor and client co-construct a story of past, present and future
 - E The counselor and client read stories of others' careers as role models
6. Which of the following will most career counselors *not* do?
 - A Help you to clarify the problem
 - B Facilitate you to find your preferred outcomes
 - C Tell you what they think you should do
 - D Suggest that some actions might be unrealistic
 - E Help you to become aware of additional skills needed
7. Egan suggested a ... model of career counseling.
 - A Proactive
 - B Psychoanalytic
 - C Client-centered
 - D Actively engaged
 - E Skilled helper

8. According to the book, ... percent of career counseling clients score better on outcome measures than those who do not receive counseling.
- A 20
 - B 30
 - C 40
 - D 50
 - E 70
9. In suggesting ways of giving effective help to others about their careers, the book recommends paying special attention to which type of helper response?
- A Evaluative
 - B Interpretive
 - C Supportive
 - D Probing
 - E Understanding
10. What are the three stages of Egan's model?
- A Establishing rapport, clarifying the situation and formulating strategies
 - B Establishing rapport, clarifying the situation and developing preferred solutions
 - C Clarifying the situation, developing preferred solutions and action planning
 - D Clarifying the situation, action planning and establishing implementation
 - E Developing preferred solutions, action planning, and establishing implementation

Chapter 14

1. The case of Josie emphasizes that
- A Career actors can build their careers without assistance from their organization
 - B Organizations can be used by career actors to develop their careers
 - C Organizations can provide culture and practices to support employees' careers
 - D Rigid organization structures are often damaging to their employees' careers
 - E Career success is facilitated when left to career actors' capable organizations
2. Sonnenfeld and Peiperl characterize an organization that is open to external recruitment at all levels and promotes on the basis of merit as being like a
- A Baseball team
 - B Academy
 - C Club
 - D Fortress
 - E Market

3. 'Contest mobility' refers to a career mobility system in which employees compete for higher positions within the framework of
- A Political connections
 - B An open market
 - C High-level sponsorship
 - D Ruthless and sometimes unfair competition
 - E Sophisticated HRM
4. Since the 1980s, organizational careers have been weakened by various trends in organizational design. Which of the following was *not* one of them?
- A Downsizing
 - B Delayering
 - C Casualization
 - D Specialization
 - E Outsourcing
5. Recent studies by Clarke, Rodrigues and Guest, Hall and Las Heras and others show that organizational careers
- A Have disappeared
 - B Are increasing in frequency
 - C Are still practiced by some people
 - D Reduce organizational competitiveness
 - E Continue to be the norm for most workers
6. Cascio changed his view that careers should be managed by organizations, and went on to maintain that they should be controlled and managed by
- A HRM departments
 - B The government
 - C Career actors
 - D Trade unions and professional associations
 - E They are essentially unmanageable
7. The relationship between career self-management (CSM) and organizational career management (OCM) tends to be
- A Highly negative
 - B Somewhat negative
 - C Neither negative or positive
 - D Somewhat positive
 - E Very positive

8. 'PDP' is an organizational career management technique. It stands for
- A Personnel development process
 - B Productive dialogue planning
 - C Personal development plan
 - D Plan for departmental progress
 - E People development process
9. According to the book, the key starting-point to the organizational management of careers is for the organization to
- A Know what OCM is supposed to achieve
 - B Appoint a specialist manager to manage the function
 - C Feel empathy towards employees
 - D Have low labor turnover
 - E Have a loyal workforce
10. According to the book, which of the following is *not* beneficial to OCM practices?
- A Investment in organizational resources
 - B Fair selection for participation in development exercises
 - C Avoiding follow-up of development activities due to the negative reactions it causes.
 - D Separation of performance ratings from OCM
 - E Connection of OCM to organizational HRM and strategy