

Chapter 1: Introduction to Human Resource Management

Test Bank

Multiple Choice

1. _____ refers to the constellation of decisions and actions associated with managing individuals throughout the employee life cycle to maximize employee and organization effectiveness in attaining goals.

- A. Knowledge revolution
- B. People decisions
- C. Human resource management
- D. Organizational culture

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

2. Filling out an application is part of the human resource management _____ function.

- A. training
- B. selection
- C. hiring
- D. screening

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

3. Ultimately, HRM is about “people decisions,” which means _____.

- A. decisions made about people
- B. decisions people make
- C. decisions made managers
- D. decisions made by applicants

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge
SHRM: Workforce Management

4. _____ bias is the tendency to rely more on information that is readily available to us and thus we discount alternative information.

- A. Availability
- B. Anchoring
- C. Overconfidence
- D. Ethical

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

5. _____ bias is the tendency to rely too much on the first piece of information given.

- A. Availability
- B. Anchoring
- C. Overconfidence
- D. Ethical

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

6. _____ bias is the tendency to seek confirmation of one's own beliefs or expectations.

- A. Availability
- B. Anchoring
- C. Overconfidence
- D. Ethical

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

7. When making decisions, Larry tends to rely more on information that is readily available to him and to discount alternative information. It is likely that Larry is guilty of _____ bias.

- A. availability
- B. anchoring
- C. overconfidence
- D. ethical

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Cognitive reasoning and individual behaviors in organizations and society

SHRM: Structure of the HR Function

8. A small construction company with all male workers is hiring. The human resource manager does not consider placing ads that might be targeted toward women because he believes the work is better suited for men. This is an example of _____.

- A. a clan culture
- B. bias
- C. the Hawthorne Effect
- D. perspective

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

9. Suzanne, a human resource manager, interviews Carol. Carol shares that she currently works at ABC Hospital. Suzanne has hired others from ABC Hospital before, and they have performed well. She decides to hire Carol instead of another equally qualified applicant from an unknown hospital based on her past experience hiring from ABC Hospital. This is an example of _____ bias.

- A. availability
- B. anchoring
- C. overconfidence
- D. ethical

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

10. Malcolm, a human resource manager, hears that an internal applicant for an open position calls out sick frequently. During an interview, the applicant explains that a recent issue in her current position was absences related to recovering from pneumonia but that she is better now. Malcolm worries frequent call outs will be an issue if he moves this applicant into a new position. This is an example of _____ bias.

- A. availability
- B. anchoring
- C. overconfidence
- D. ethical

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

11. Kathleen, a human resource manager, believes all nurse educators should be nurses rather than professional trainers. She discusses her belief with the Director of Nursing for confirmation, even though the Director of Training has explained that professional trainers can provide the required trainings assigned to the opened position. This is an example of _____ bias.

- A. availability
- B. anchoring
- C. overconfidence
- D. ethical

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

12. Which of the following is an example of availability bias?

- A. The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion.
- B. The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee.
- C. The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from.
- D. The human resource manager carefully weighs the information about a new hire before making a decision.

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Analysis

Answer Location: What Is Human Resource Management?

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

13. Which of the following is an example of anchoring bias?

A. The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion.

B. The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee.

C. The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from.

D. The human resource manager carefully weighs the information about a new hire before making a decision.

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Analysis

Answer Location: What Is Human Resource Management?

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

14. Which of the following is an example of overconfidence bias?

A. The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion.

B. The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee.

C. The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from.

D. The human resource manager carefully weighs the information about a new hire before making a decision.

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Analysis

Answer Location: What Is Human Resource Management?

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

15. Research shows that only about _____ of all decisions made within organizations are successful.

A. 25%

B. 35%

C. 50%

D. 60%

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Organizational Effectiveness & Development

16. When making a decision, if you answer "no" to the question "Would I be proud to have my course of action shared on the Internet or on the front page of the local newspaper?" it is likely that your decision does not have the _____ characteristic of good decision-making.

A. Is this decision ethical?

B. Is this decision based on evidence and data?

C. Does this course of action take a systematic perspective and consider various stakeholders?

D. Is this course of action time and resource efficient?

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

17. While decisions should not be made based solely on past experiences, considering the _____ characteristic of good decision-making allows you to leverage what is possible to know to rule out alternative courses of action.

A. Does this course of action take a systematic perspective and consider various stakeholders?

B. Is this decision based on evidence and data?

C. Will pursuing this course of action help to make the organization healthier?

D. Is this course of action time and resource efficient?

Ans: B

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

18. Making a decision that will help employees in your department without considering how the decision will impact employees in other departments violates the _____ characteristic of good decision-making.

A. Is this decision ethical?

- B. Is this decision based on evidence and data?
- C. Will pursuing this course of action help to make the organization healthier?
- D. Is this course of action time and resource efficient?

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

19. Stopping to consider the _____ characteristic of good decision-making allows a manager to consider whether a decision is likely to help or hinder positive employee–employer relations and could help avoid problems down the line.

- A. Is this decision ethical?
- B. Is this decision based on evidence and data?
- C. Will pursuing this course of action help to make the organization healthier?
- D. Does this course of action take a systematic perspective and consider various stakeholders?

Ans: C

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

20. Decisions that lead to resource constraints including employee energy and burnout as well as financial constraints likely do not consider the _____ characteristic of good decision-making.

- A. Is this decision ethical?
- B. Is this decision based on evidence and data?
- C. Does this course of action take a systematic perspective and consider various stakeholders?
- D. Is this course of action time and resource efficient?

Ans: D

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

21. The _____ characteristic of good decision involves many people in the decision-making process and is a helpful way of securing acceptance of a decision.

- A. Does this course of action take a systematic perspective and consider various stakeholders?
- B. Is this decision based on evidence and data?
- C. Will pursuing this course of action help to make the organization healthier?
- D. Is this course of action time and resource efficient?

Ans: A

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: Manager's Toolbox: Am I Making a Good Decision?

Difficulty Level: Medium

TOP: AACSB Standard: Reflective thinking

SHRM: Organizational Effectiveness & Development

22. The _____ framework suggests influence in an organization happens through who is attracted to join the organization, who is selected to join the organization, and who decides to remain or leave the organization.

- A. A-S-A
- B. selection impact
- C. KSAO
- D. organizational

Ans: A

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: People Matter

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

23. Human capital refers to _____.

- A. people's decision-making capabilities
- B. an individual's influence over peers
- C. the amount of diversity in the workforce
- D. people's knowledge, skills, and abilities

Ans: D

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: People Matter

Difficulty Level: Easy

TOP: AACSB Standard: Reflective Thinking

SHRM: Workforce Management

24. Lower share prices may be an indicator of a(n) _____ workforce.

- A. diverse
- B. overtrained
- C. older
- D. disengaged

Ans: D

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Comprehension

Answer Location: People Matter

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

25. Damaris attended a mandatory training at her company. At the end of the training, Damaris was tested on what she learned and did not pass the test. The company values honest feedback and coaching. Given the stated values of the company, what could you assume happened next?

A. Damaris was provided honest feedback and asked to resign from the company.

B. Damaris was provided feedback and demoted to a role that better matches her skill set.

C. Damaris was provided feedback and suspended to allow time for her to study.

D. Damaris was provided feedback and coached to master the necessary knowledge and skills.

Ans: D

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Analysis

Answer Location: Organizational Culture Matters

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

26. Jill works in the marketing division of her company. There is emphasis on team work and she is empowered to reach out to internal business partners for collaboration. Jill feels she is part of a cohesive group and enjoys working on a team where people matter. Jill works in a(n) _____ culture.

A. clan

B. adhocracy

C. market

D. hierarchy

Ans: A

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Application

Answer Location: Organizational Culture Matters

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

27. Organizational _____ is the shared, "taken-for-granted" assumptions that members of the organization have that affect the way they act, think, and perceive their environment.

A. culture

- B. structure
- C. strategy
- D. hierarchy

Ans: A

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Organizational Culture Matters

Difficulty Level: Easy

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

28. Organizational culture is _____.

- A. the degree of diversity within an organization
- B. the shared assumptions about an organization
- C. the value placed on differences
- D. the entrepreneurial spirit of employees

Ans: B

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Comprehension

Answer Location: Organizational Culture Matters

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

29. _____ cultures are collaboration-oriented and are characterized by valuing being cohesive, people-oriented, team players, and empowering employees.

- A. Clan
- B. Adhocracy
- C. Market
- D. Hierarchy

Ans: A

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Types of Organizational Culture

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

30. _____ cultures focus on creating and emphasize being entrepreneurial, flexible, taking risks, and being creative.

- A. Clan
- B. Adhocracy
- C. Market
- D. Hierarchy

Ans: B

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Types of Organizational Culture

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

31. _____ cultures are characterized by competition and value being aggressive, competitive, and customer-oriented.

A. Clan

B. Adhocracy

C. Market

D. Hierarchy

Ans: C

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Types of Organizational Culture

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

32. _____ cultures focus on controlling and value being efficient, timely, and consistent.

A. Clan

B. Adhocracy

C. Market

D. Hierarchy

Ans: D

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Types of Organizational Culture

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

33. Joe is a project manager for a start-up company. The team is working to design a line of products and needs to move quickly to meet deadlines. Joe notices that the team leads are willing to take risks and think creatively “outside of the box” when barriers arise. There is an expectation for people to adapt quickly to change, understanding that the entrepreneurial spirit of a start-up requires flexibility. Joe works in a(n) _____ culture.

A. adhocracy

B. hierarchy

C. clan

D. market

Ans: A

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Application

Answer Location: Types of Organizational Culture

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

34. Renee is a sales representative at a major pharmaceutical company. She is frequently on the road visiting clients and works aggressively to meet exceed her sales goals. Renee's boss values her competitiveness. Renee works in a(n) _____ culture.

A. adhocracy

B. clan

C. hierarchy

D. market

Ans: D

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Application

Answer Location: Types of Organizational Culture

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

35. Liam works in a call center. The supervisors are always present and walking around the floor. There is a lot of emphasis on scripting and the metrics such as time to answer a call and one call resolution. Liam works in a(n) _____ culture.

A. adhocracy

B. market

C. hierarchy

D. clan

Ans: C

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Application

Answer Location: Types of Organizational Culture

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

36. By 2030, _____ or more of those in the United States are projected to be aged 65 or older, which is more than double the percentage in 1970.

A. 10%

B. 20%

C. 30%

D. 40%

Ans: B

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Changing Demographics

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

37. In 2015, for every dollar a Caucasian male employee made, Asian male employees made _____.

A. 1.20

B. 0.76

C. 0.68

D. 1.75

Ans: A

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Changing Demographics

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

38. By 2055, Caucasians are estimated to make up less than _____ of the population in the United States.

A. one third

B. one fourth

C. one half

D. three fourth

Ans: C

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Changing Demographics

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

39. Which of these is an example of a glass ceiling?

A. Companies are more hesitant to hire women because of concerns about legal claims.

B. Women and people of color are more likely to participate in a gig economy than White males.

C. African American male employees make 76 cents for every dollar a Caucasian male makes.

D. Only a handful of large multinational corporations are run by CEOs of Hispanic descent.

Ans: D

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Analysis

Answer Location: Changing Demographics

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

40. A _____ economy is characterized by the prevalence of temporary employment positions, and individuals are employed as independent workers rather than actual employees of an organization.

A. gig

B. product

C. market

D. freelance

Ans: A

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Application

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

41. A(n) _____ is defined as a single project or task that a worker is hired to do on demand.

A. competency

B. benchmark

C. signal

D. gig

Ans: D

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Application

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

42. Sue and many of her colleagues accept work as independent workers moving from project to project on demand. They are instructional designers and find a prevalence of freelance opportunities. This is an example of _____.

A. a weak economy

B. a gig economy

C. a slow economy

D. an interest-based economy

Ans: B

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Application

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

43. Kelsi recently was hired by a company, on a temporary basis, to design a new product. This is an example of a(n) _____.

A. job

B. side hustle

C. gig

D. extraction

Ans: C

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Application

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

44. Paige finds that gigs work best for her because she has young children and needs to adapt to their changing schedules. A characteristic of gigs that attract people like Paige is _____.

A. flexibility

B. stability

C. mobility

D. adaptability

Ans: A

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Application

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

45. Most gigs do not offer _____.

A. benefits

B. flexibility

C. experience

D. knowledge

Ans: A

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Comprehension

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

46. Which are the fastest growing economies?

A. United States and China

B. India and Korea

C. China and India

D. United States and India

Ans: C

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Globalization

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

47. _____, put forth in 1965, states the capacity of computer chips would double roughly every 2 years at around the same cost.

A. Hawthorne effect

B. Law of Big Data

C. Law of Capacity

D. Moore's law

Ans: D

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Comprehension

Answer Location: Availability of Data

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

48. _____ refers to data that are large in volume, variety, and velocity.

A. Analytics

B. Predictive modeling

C. Big data

D. General data

Ans: C

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Comprehension

Answer Location: Availability of Data

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

49. _____ is a system of principles that govern how a business operates, how decisions are made, and how people are treated.

A. Organizational culture

B. Business ethics

C. Hierarchy

D. Adhocracy

Ans: B

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Ethical Challenges and Corporate Social Responsibility

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

50. Who is involved in human resource management?

A. human resource managers

B. recruiters

C. everyone in the organization

D. leadership teams

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HRM as a Profession

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

51. How many years of human resource-related experience do most HR manager jobs require?

A. 5–7 years

B. 4–6 years

C. 3–5 years

D. 1–2 years

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Line Managers and HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

52. Sarah is looking for a job at a new company in human resources. She has worked for the past couple of year in human resources and particularly likes the training functions of the job. She often wishes she could just focus on this one aspect of her job. What role is well-matched to Sarah's desire to focus on one aspect of human resource management?

- A. human resource generalist
- B. human resource business partner
- C. human resource specialist
- D. human resource assistant

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Application

Answer Location: HR Careers

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

53. In an HR _____ function, the employee attends to all aspects of one specific HRM function such as recruitment, compensation, or training.

- A. generalist
- B. business partner
- C. specialist
- D. assistant

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HR Careers

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

54. In an HR _____ function, the employee's work spans multiple HR functions.

- A. generalist
- B. business partner
- C. specialist
- D. assistant

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HR Careers

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

55. Alexandra's work in human resource management spans across multiple human resource functions. Her job description fits the role of a _____.

- A. human resource business partner
- B. human resource generalist
- C. human resource manager
- D. human resource assistant

Ans: B

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Comprehension

Answer Location: HR Careers

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

56. The second most frequently advertised job in human resource management is _____.

- A. human resource business partner
- B. human resource generalist
- C. human resource specialist
- D. human manager

Ans: A

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HR Business Partners and HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

57. An HR _____ serves as a consultant to management on HR-related Issues.

- A. business partner
- B. generalist
- C. specialist
- D. assistant

Ans: A

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HR Business Partners and HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

58. Elaine serves as a consultant about human resource matters to various areas of the business at her company. She works closely with business areas to help align business objectives with employees and management. She also helps to address small concerns before they become large concerns. What job title does Elaine's job description support?

- A. human resource specialist
- B. human resource manager
- C. human resource associate
- D. human resource business manager

Ans: D

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Application

Answer Location: HR Business Partners and HRM

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

59. _____ is the first thing a hiring manager considers about an applicant when looking to fill a human resource position.

- A. Level of education and experience
- B. Involvement with a professional organization
- C. The applicant's credential compared to the internal talent pool
- D. Other offers the applicant may have

Ans: A

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: What Employers Look for in HR Applicants

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

60. Given the projected growth rate of 9% for human resource management jobs over the next decade, this field is considered _____.

- A. to have moderate risk associated to it
- B. to have decreasing opportunities
- C. to have a positive job outlook with solid career opportunities
- D. to have high risk associated to it

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Comprehension

Answer Location: Salary and Job Outlook

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

61. A _____ is a cluster of knowledge, skills, abilities, and other characteristics (KSAOs) necessary to be effective at one's job.

- A. forte
- B. competency
- C. technical skill
- D. leadership vision

Ans: B

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Competencies

Difficulty Level: Easy

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

62. Shane provides human resource management job applicants a self-assessment to rate themselves on their ability to communicate effectively and manage relationships with colleagues. This is an attempt to assess the _____ competency cluster.

A. business competencies

B. interpersonal competencies

C. core technical competencies

D. leadership competencies

Ans: B

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Analysis

Answer Location: HRM Competencies

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

63. _____ occurs when a human resource manager compares a company metric to that same metric achieved by another similar company.

A. Comparing

B. Contrasting

C. Analyzing

D. Benchmarking

Ans: D

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Comprehension

Answer Location: Staying Up to Date: Evidence-Based Management

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

64. A _____ is a number that conveys two important pieces of information: sign and magnitude.

A. p value

B. regression coefficient

C. correlation coefficient

D. statistical significance

Ans: D

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Data and Analytics Exercise: Correlation Does Not Equal Causation

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

65. A _____ occurs when a correlation is found between two variables that are not directly related but that may share a common cause.

A. regression coefficient

B. *t* test

C. spurious correlation

D. *p* value

Ans: C

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Data and Analytics Exercise: Correlation Does Not Equal Causation

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

66. The _____ refers to the alteration of one's behavior to fit what you think is wanted of you, due to the knowledge of being studied or observed.

A. benchmark

B. Hawthorne effect

C. observation bias

D. overconfidence bias

Ans: B

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Data and Analytics Exercise: Correlation Does Not Equal Causation

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

67. To improve productivity and efficiency, _____ emphasized the study of actions in order to establish the most efficient possible way to do a task.

A. scientific management

B. adhocracy

C. benchmarking

D. industrial studies

Ans: A

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Early Years

Difficulty Level: Easy

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

68. Balancing how much weight a worker could lift and sustainability so that the worker was not too tired, a _____ study determined that 21 pounds was the optimal amount to be shoveled at one time.

- A. benchmarking
- B. Hawthorne
- C. scientific management
- D. human capital

Ans: A

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Early Years

Difficulty Level: Easy

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

69. In the _____, the idea that specific competencies can be identified for effectiveness and that data can help individuals within organizations be more effective became more commonplace.

- A. Industrial Revolution
- B. Strategic and Technology HR and Competencies and Analytics Eras
- C. Human Relations Era
- D. World War II and Post-War Era

Ans: B

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Modern HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

70. Cornell University establishing the School of Industrial and Labor Relations as the first university program to focus on HRM issues was a key event in the _____ of the evolution of HRM.

- A. Industrial Revolution
- B. Strategic and Technology HR and Competencies and Analytics Eras
- C. Human Relations Era
- D. World War II and Post-War Era

Ans: D

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Modern HRM

Difficulty Level: Hard

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

71. Until the _____, workers were thought of as interchangeable parts of the organizational machine with little attention paid to how their own thoughts or desires might influence how much or how well the work was done.

- A. Industrial Revolution
- B. Strategic and Technology HR and Competencies and Analytics Eras
- C. Human Relations Era
- D. World War II and Post-War Era

Ans: D

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Modern HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of Knowledge

SHRM: Workforce Management

True/False

1. "How should we motivate and reward employees to be effective, innovative, and loyal?" is the type of questions those involved in HRM need to ask.

Ans: T

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

2. Small, unconscious biases are harmless in HRM.

Ans: F

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Knowledge

Answer Location: What Is Human Resource Management?

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

3. Overreliance on the first piece of information given to us is called the availability bias.

Ans: F

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Comprehension

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

4. Regardless of your major, understanding human resource management is beneficial for you and your career.

Ans: T

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Why HRM Matters

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

5. Engaged employees are busier and thus have more errors in their work.

Ans: F

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Comprehension

Answer Location: People Matter

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

6. Employing people who are valued, highly supported, and engaged promotes company success.

Ans: T

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: People Matter

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

7. The Competing Values Framework characterizes types of cultures by their emphasis on collaboration, creating, controlling, or competing.

Ans: T

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Knowledge

Answer Location: Types of Organizational Culture

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

8. A factory where there is much focus on control and efficiency is an example of a clan culture.

Ans: F

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Comprehension

Answer Location: Types of Organizational Culture

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge
SHRM: Workforce Management

9. A start-up company where the focus is on being entrepreneurial and taking risks is an example of an adhocracy culture.

Ans: T

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Comprehension

Answer Location: Types of Organizational Culture

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

10. A gig economy ensures the stability of consistent income and security of health-care benefits.

Ans: F

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Comprehension

Answer Location: Emergence of the Gig Economy

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

11. Descriptive analytics focus on what is happening in the present.

Ans: F

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Knowledge

Answer Location: Availability of Data

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

12. Predictive analytics allow managers to project needs for upcoming years based on what is currently known.

Ans: T

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Comprehension

Answer Location: Availability of Data

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

13. Everyone in a business organization is involved in human resource management.

Ans: T

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Comprehension

Answer Location: HRM as a Profession

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

14. Top management teams set the tone for how much human resource management is valued as strategic function to enhance an organization's effectiveness.

Ans: T

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Knowledge

Answer Location: Top Management Teams and HRM

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Workforce Management

15. An organization with more 35,000 employees is more likely to hire human resource specialists than a smaller company with only 100 employees.

Ans: T

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Comprehension

Answer Location: HR Careers

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

Essay

1. Describe human resource management (HRM).

Ans: Human resource management refers to the constellation of decisions and actions associated with managing individuals throughout the employee life cycle to maximize employee and organizational effectiveness in attaining goals. This includes functions that range from analyzing and designing jobs; managing diversity and complying with local, national, and global employee laws; recruiting individuals to apply for jobs; selecting individuals to join organizations; training and developing people while they are employed; helping to manage their performance; rewarding and compensating employee performance while maintaining healthy labor relations and helping to keep them safe; and managing their exit, or departure, from the organization.

Ultimately, HRM is about making decisions about people. This decision-making process involves many questions that those within an organization must ask and answer. Over time, the answers may change as the firm experiences growth or decline, external factors change, or the organizational culture evolves

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

2. Describe how HRM systems can be used to overcome one of the following biases: availability, anchoring, or confirmation.

Ans: Varies but should address the following biases:

Availability bias: The tendency to rely more on information that is readily available to us and thus we discount alternative information.

Anchoring bias: The tendency to rely too much on the first piece of information given.

Overconfidence bias: The tendency to seek confirmation of one's own beliefs or expectations.

KEY: Learning Objective: 1.1: Define human resource management (HRM).

REF: Cognitive Domain: Application

Answer Location: What Is Human Resource Management?

Difficulty Level: Medium

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

3. Provide an example of each type of culture included in the Competing Values Framework. Analyze why the example works for the assigned culture.

Ans: Varies but should include the types of cultures: clan cultures, adhocracy cultures, market cultures, and hierarchy cultures. Example should also be included along with an analysis as to why the example works for that type of culture.

Clan cultures are collaboration-oriented and are characterized by valuing being cohesive, people-oriented, team players, and empowering employees. An example could be a surgical team at a hospital. Surgical teams need to work together to collaborate toward a common goal. They must be team players because they need to count on one another and should be empowered to act in the best interest of their patients.

Adhocracy cultures focus on creating and emphasize being entrepreneurial, flexible, taking risks, and being creative. An example would be a start-up technology company. A successful start-up is made up of people who are comfortable building a business from the ground up and taking the necessary risks to develop a competitive edge. They must also be creative and able to think outside of the box to differentiate themselves in the market and approach problems in a way that maximizes resources, rather than depletes them.

Market cultures are characterized by competition and value being aggressive, competitive, and customer-oriented. An example could be an insurance company's sales organization. Insurance companies need aggressive, competitive sales teams to win market share and need to be customer service to sustain customers over the long term.

Hierarchical cultures focus on controlling and value being efficient, timely, and consistent. A factory is an example of a hierarchical culture. Control over processes and

procedures maximizes efficiency and safety, standardizes work for consistency, and reduces errors and other sources of waste preventing timely rework.

KEY: Learning Objective: 1.2: Articulate why HRM matters, giving concrete examples.

REF: Cognitive Domain: Analysis

Answer Location: Types of Organizational Culture

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

4. Apply what you have learned about changing demographics to show the impact on the work of human resource management.

Ans: Varies but should include a statement about changing demographics being one of the largest factors impacting human resource management work. Examples should also apply how an aging workforce and increasing diversity impact the way human resource management is delivered. For example, human resource management teams need to plan for baby boomers retiring. Another example includes how human resource management addresses the issue of equal pay for equal work among members of different races.

KEY: Learning Objective: 1.3: Explain the changing context of HRM and the developing role of analytics and technology.

REF: Cognitive Domain: Analysis

Answer Location: Changing Demographics

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management

5. Based on what you have learned from the textbook, write a job description for a human resource manager including job duties, education and experience requirements, and a salary.

Ans: Varies but should include job duties like planning, directing, and coordinating administrative functions; as well as overseeing recruiting, interviewing, and hiring activities; consulting on strategic planning; and serving as a liaison between management and employees. Education is a bachelor's degree, and experience required is 5 years. A starting salary is about \$110,000.

KEY: Learning Objective: 1.4: Summarize the HRM profession.

REF: Cognitive Domain: Analysis

Answer Location: Salary and Job Outlook

Difficulty Level: Hard

TOP: AACSB Standard: Analytical thinking

SHRM: Workforce Management