

Fundamentals of HR Management, 8e (Noe)
Chapter 1 Managing Human Resources

1) Managers and economists traditionally have seen human resource management as a source of value to their organizations.

Answer: FALSE

Explanation: Managers and economists traditionally have seen human resource management as a necessary expense rather than as a source of value to their organizations.

Difficulty: 1 Easy

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

2) Human resources cannot be imitated.

Answer: TRUE

Explanation: Human resources cannot be imitated. To imitate human resources at a high-performing competitor, one would have to figure out which employees are providing the advantage and how. Then you would have to recruit people who can do precisely the same thing and set up the systems that enable those people to imitate your competitor.

Difficulty: 1 Easy

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Remember

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3) High-performance work systems have been essential in making organizations strong enough to weather the storm of a recession and remain profitable when the economy begins to expand after the recession.

Answer: TRUE

Explanation: High-performance work systems have been essential in making organizations strong enough to weather the storm of a recent recession and remain profitable when the economy slowly begins to expand again. Maintaining a high-performance work system may include development of training programs, recruitment of people with new skill sets, and establishment of rewards for such behaviors as teamwork, flexibility, and learning.

Difficulty: 1 Easy

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Remember

AACSB: Analytical Thinking

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4) No two human resource departments have precisely the same roles and responsibilities.

Answer: TRUE

Explanation: No two human resource departments have precisely the same roles because of differences in organization sizes and characteristics of the workforce, the industry, and management's values. Many HR tasks may be performed by supervisors or others inside or outside the organization.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

5) An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

Answer: TRUE

Explanation: Selection refers to the process by which the organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

6) Establishing and administering personnel policies allows a company to handle problematic situations more fairly and objectively than if it addressed such incidents on a case-by-case basis.

Answer: TRUE

Explanation: Organizations depend on their HR department to help establish policies related to hiring, discipline, promotions, and benefits. Establishing and administering personnel policies allows the company to handle problematic situations more fairly and objectively than if it addressed such incidents on a case-by-case basis.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

7) When a person evaluating performance is not familiar with the details of a job, outcomes tend to be easier to evaluate than specific behaviors.

Answer: TRUE

Explanation: The human resource department may be responsible for developing or obtaining questionnaires and other devices for measuring performance. The performance measures may emphasize observable behaviors, unobservable behaviors, or both. When a person evaluating performance is not familiar with the details of a job, outcomes tend to be easier to evaluate than specific behaviors. The evaluation may focus on the short term or long term and on individual employees or groups.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

8) Human resource management requires the ability to communicate through a variety of channels.

Answer: TRUE

Explanation: For employees to comply with policies in an organization, they have to know and understand the policies. Therefore, human resource management requires the ability to communicate through a variety of channels. Examples include teaching policies by giving presentations at meetings, posting documents online, writing e-mail messages, and setting up social-media pages for employees.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

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9) Human resource management is increasingly becoming a purely administrative function.

Answer: FALSE

Explanation: At one time, human resource management was primarily an administrative function. As more organizations have come to appreciate the significance of highly skilled human resources, however, many human resource departments have taken on a more active role in supporting an organization's strategy.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

10) Evidence-based HR refers to the practice of initiating disciplinary action against employees only in the presence of clear and demonstrable proof of undesirable behavior.

Answer: FALSE

Explanation: Evidence-based human resource refers to demonstrating that human resource practices have a positive influence on a company's profits or key stakeholders (employees, customers, community, shareholders).

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

11) In organizations with sustainable strategies, the HR departments focus on employee development and empowerment rather than short-term costs.

Answer: TRUE

Explanation: In an organization with a sustainable strategy, human resource departments focus on employee development and empowerment rather than short-term costs, on long-term planning rather than smooth turnover and outsourcing, and on justice and fairness over short-term profits.

Difficulty: 1 Easy

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

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12) HR competencies are the sets of knowledge and skills associated with successful human resource management.

Answer: TRUE

Explanation: The Society for Human Resource Management has defined sets of knowledge and skills associated with success, grouping these into nine categories it calls HR success competencies.

Difficulty: 1 Easy

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

13) The clusters of competencies needed by human resource professionals include technical, interpersonal, business, and leadership competencies.

Answer: TRUE

Explanation: Success competencies fall into four clusters of competencies: technical, interpersonal, business, and leadership. In other words, it is not enough to know how to perform tasks specific to human resource management. HR professionals also must be able to work effectively with others, contribute to business success, and lead others ethically.

Difficulty: 1 Easy

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

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14) The supervisors in an organization play a key role in employee relations because they are most often the voice of management for the employees.

Answer: TRUE

Explanation: Supervisors play a key role in employee relations because they are most often the voice of management for their employees, representing the company on a day-to-day basis. In their activities, supervisors can participate in HRM by taking into consideration the ways decisions and policies will affect their employees.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-04 Explain the role of supervisors in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

15) The right of free consent states that employers can conceal the nature of a job while hiring an employee for a particular position.

Answer: FALSE

Explanation: People have the right to be treated only as they knowingly and willingly consent to be treated. An example that applies to employees would be that employees should know the nature of the job they are being hired to do; the employer should not deceive them.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

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16) Gia feels that being denied a promotion has more to do with her being a woman than with her overall performance. However, her supervisors and the HR department are refusing to hear her case. This suggests that Gia has been denied her right to due process.

Answer: TRUE

Explanation: In this scenario, Gia has been denied her right to due process. The right to due process states that if people believe their rights are being violated, they have the right to a fair and impartial hearing.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

17) In companies that are ethical and successful, senior executives are the only stakeholders who are responsible for the actions of the company.

Answer: FALSE

Explanation: In ethical, successful companies, all employees assume responsibility for the actions of the company.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

18) For human resource practices to be considered ethical, they must result in the greatest good for the largest number of people.

Answer: TRUE

Explanation: For human resource practices to be considered ethical, they must satisfy the three basic standards. First, HRM practices must result in the greatest good for the largest number of people. Second, employment practices must respect basic human rights of privacy, due process, consent, and free speech. Third, managers must treat employees and customers equitably and fairly.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

19) The role of an HR generalist is essentially limited to recruitment and selection.

Answer: FALSE

Explanation: HR generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-06 Describe typical careers in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

20) The vast majority of HRM professionals have a college degree.

Answer: TRUE

Explanation: The vast majority of HRM professionals have a college degree, and many also have completed postgraduate work. The typical field of study is business (especially human resources or industrial relations), but some HRM professionals have degrees in social sciences, the humanities, and law programs.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-06 Describe typical careers in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 21) The concept of "human resource management" implies that employees are
- A) a secondary component of a business.
 - B) troublesome and need to be monitored.
 - C) resources of the employer.
 - D) an unnecessary cost to an employer.
 - E) a rare component of the business world.

Answer: C

Explanation: The concept of "human resource management" implies that employees are resources of the employer.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Remember

AACSB: Analytical Thinking

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- 22) In the context of human resource management, human capital refers to the
- A) wages, benefits, and other costs incurred in support of HR functions in an organization.
 - B) cash, equipment, technology, and facilities that an organization uses.
 - C) tax-deferred value of an employee's 401(k) plan.
 - D) organization's employees, which add economic value to the company.
 - E) total budget allocated to the HR department in an organization.

Answer: D

Explanation: As a type of resource, human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

23) Which of the following describes the employees of an organization in terms of their training, experience, judgment, intelligence, relationships, and insight?

- A) capital expense
- B) human capital
- C) tangible capital
- D) traditional management
- E) working capital

Answer: B

Explanation: As a type of resource, human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

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24) Chris, the director of operations, strongly believes that human resource management (HRM) is critical to the success of organizations. Jamie, the CFO of the organization, opposes Chris' view because she thinks HRM is an unnecessary expense for the company. Which statement weakens Jamie's belief?

- A) HRM is highly substitutable and interchangeable.
- B) HRM is easily available for all companies to utilize.
- C) HRM helps an organization imitate human resources at a high-performing competitor.
- D) HRM ensures that persons with high levels of the needed skills and knowledge are easily found.
- E) HRM is indispensable for building a competitive advantage.

Answer: E

Explanation: In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage (is better than competitors at something and can hold that advantage over a sustained period of time). Human resources that are valuable, rare, inimitable, and hard to replace will give a company such an advantage.

Difficulty: 3 Hard

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Apply

AACSB: Knowledge Application

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- 25) How do human resources professionals provide an organization with a sustainable competitive advantage?
- A) They manage commonly available resources.
 - B) They help the organization do what competitors are doing.
 - C) They keep the organization focused on the short term.
 - D) They hire high-quality employees who provide a needed service as they perform many critical functions.
 - E) They hire employees who are very enthusiastic despite lacking job experience and training.

Answer: D

Explanation: Human resources can provide companies with a sustainable competitive advantage because human resources are valuable, rare, inimitable, and irreplaceable. An organization realizes the potential of these human resources through the ways it practices human resource management.

Difficulty: 2 Medium

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 26) In the context of today's organizations, which statement is true of employees?
- A) Employees are not easily replaced parts of a system; they are the source of a company's success or failure.
 - B) Employees have good substitutes when the substitutes are well trained and highly motivated.
 - C) Employees with high levels of the required skills and knowledge can be easily imitated.
 - D) Employees within an organization seldom perform critical functions.
 - E) Employees do not have the right to refuse to do what violates their moral beliefs.

Answer: A

Explanation: Human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization. In other words, for an organization to succeed at what it does, it needs employees with certain qualities, such as particular kinds of training and experience. This view means employees in today's organizations are not interchangeable, easily replaced parts of a system but the source of the company's success or failure.

Difficulty: 2 Medium

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

27) Identify the correct statement regarding human resources.

- A) Human resources can be imitated.
- B) Human resources are commonly found.
- C) Human resources have no good substitutes.
- D) Human resources seldom perform critical functions.
- E) Human resources are interchangeable, easily replaced parts of a system.

Answer: C

Explanation: Human resources have no good substitutes. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. It is difficult to imagine another resource that can match committed and talented employees.

Difficulty: 2 Medium

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Understand

AACSB: Analytical Thinking

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28) Motorama, an automobile manufacturing company, had the largest number of its employees in the manufacturing sector last year. Instead of hiring more employees, the company decided to invest heavily in training its employees on automotive maintenance and design. Which belief has most likely led the company to make this decision?

- A) The employees in the company are interchangeable.
- B) The employees are the source of the company's success or failure.
- C) The union employees in the company will resign once their contract expires.
- D) A majority of the employees own shares in the company.
- E) A majority of the employees in the company have an automotive engineering background.

Answer: B

Explanation: Human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization. In other words, for an organization to succeed at what it does, it needs employees with certain qualities, such as particular kinds of training and experience. This view means employees in today's organizations are not interchangeable, easily replaced parts of a system but the source of the company's success or failure. In this case, Motorama decided to invest heavily in training its employees on automotive maintenance and design instead of hiring more employees because employees are the source of the company's success or failure.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Apply

AACSB: Knowledge Application

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29) Peter, the human resource manager at Tinker Inc., has a clear understanding of the firm's business. This enables him to comprehend the various needs of the business and help the company meet its goals for attracting, keeping, and developing employees with the required skills. This scenario indicates Peter's responsibility of

- A) providing administrative services.
- B) preparing a job analysis.
- C) providing business partner services.
- D) creating a job design.
- E) maintaining positive employee relations.

Answer: C

Explanation: In this case, Peter executes his responsibility of providing business partner services. This involves developing effective HR systems that help the organization meet its goals for attracting, keeping, and developing people with the skills it needs. For the systems to be effective, HR people must understand the business so it can understand what the business needs.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

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30) Holly is a member of the human resource department at Invert Corp. Setting a goal to enhance the firm's strategy, Holly works to attain it by understanding the current human resources. Through a series of surveys, interviews, and observations, she learns what talents the various departments of Invert Corp. are currently in need of, and attracts new human resources according to those requirements. What kind of HRM responsibility does this example illustrate?

- A) HRM's responsibility to handle administrative tasks
- B) HRM's responsibility to serve as a strategic partner
- C) HRM's responsibility to carry out transactions
- D) HRM's responsibility to develop effective systems
- E) HRM's responsibility to answer questions

Answer: B

Explanation: One way to define the responsibilities of HR departments is to think of HR as a business within the company with three product lines: administrative services and transactions, business partner services, and strategic partner. Being a strategic partner involves contributing to the company's strategy through an understanding of its existing and needed human resources and ways HR practices can give the company a competitive advantage. For strategic ideas to be effective, HR people must understand the business, its industry, and its competitors.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

31) How can an HR department that is considered its company's strategic partner help the company gain a competitive advantage?

- A) by handling administrative tasks with a commitment to quality
- B) by providing business partner services to meet the company's goals
- C) by providing skills training and career development programs
- D) by understanding the existing human resources and providing new ones
- E) by answering questions on employee hiring and benefits

Answer: D

Explanation: Contributing to a company's strategy through an understanding of its existing and needed human resources are ways HR practices can give the company a competitive advantage. For strategic ideas to be effective, HR people must understand the business, its industry, and its competitors.

Difficulty: 2 Medium

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

32) Katie works in the human resource department at Zeus Corp. Her chief responsibilities include administering salaries, determining incentives, managing group insurance, and employee vacation and leave. Which human resource management function is being performed by Katie?

- A) performance management
- B) employee relations
- C) selection
- D) training and development
- E) compensation and benefits

Answer: E

Explanation: In this case, Katie is executing the HRM function of compensation and benefits. The responsibilities of the HRM function of compensation and benefits include wage and salary administration, incentive pay, insurance, vacation and leave administration, retirement plans, profit sharing, and stock plans.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

33) Which responsibility is specifically associated with the HR function of employee relations?

- A) conducting attitude surveys
- B) analyzing work
- C) creating HR information systems
- D) planning and forecasting human resources
- E) creating a job design

Answer: A

Explanation: The HR function of employee relations involves taking attitude surveys, managing labor relations, developing employee handbooks and company publications, ensuring labor law compliance, and relocation and outplacement services.

Difficulty: 1 Easy

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

34) Which responsibility is specifically associated with the HR function of support for strategy?

- A) temporary labor recruitment and record keeping
- B) human resource planning and forecasting
- C) wage and salary administration
- D) development of employee handbooks and company publications
- E) development of an HR information system

Answer: B

Explanation: Human resource planning and forecasting, talent management, and change management help provide support for an organization's overall strategy.

Difficulty: 1 Easy

Topic: The Role of Human Resource Managers

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

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- 35) The process of getting detailed information about jobs is referred to as
- A) a job rotation.
 - B) supply chain management.
 - C) a job analysis.
 - D) policy creation.
 - E) a job orientation.

Answer: C

Explanation: Job analysis is the process of getting detailed information about jobs.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

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- 36) Which statement best describes job design?
- A) It is the process of defining the way work will be performed and the tasks that a given job requires.
 - B) It is the process of generating a pool of potential candidates for a job.
 - C) It is the process of identifying suitable candidates for jobs.
 - D) It is the technique of enabling employees to learn job-related knowledge, skills, and behavior.
 - E) It is the technique of presenting candidates with detailed information about a job.

Answer: A

Explanation: Job design is the process of defining the way work will be performed and the tasks that a given job requires.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

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37) At ICS Inc., a company that deals in software products, employees regularly complain about the lack of clarity regarding the tasks they are required to perform. Often there are two employees working on overlapping tasks, while some tasks are not designated to any employee. Though employees are satisfied with the pay and work culture, this aspect of their work environment has led to a lot of conflict in the workplace. From the information provided, this complaint of the employees can be closely linked to which HR function?

- A) compliance with laws
- B) analysis and design of work
- C) compensation and benefits
- D) maintenance of employee relations
- E) recruitment and selection

Answer: B

Explanation: Job analysis is the process of getting detailed information about jobs. Job design is the process of defining the way work will be performed and the tasks that a given job requires. These processes help to group tasks in ways that help the organization to operate efficiently and to obtain people with the right qualifications to do the jobs well.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

38) What is responsible for the shift in the job trend, from the use of narrowly defined jobs to the use of broadly defined jobs in organizations?

- A) emphasis on innovation and quality
- B) increased demand for low-skilled workers
- C) increased focus on simplifying jobs
- D) lack of competition
- E) reduced use of team-based projects

Answer: A

Explanation: With many simple jobs, a company can easily find workers who can quickly be trained to perform the jobs at relatively low pay. However, greater concern for innovation and quality has shifted the trend to the use of more broadly defined jobs.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

39) Identify the process through which an organization seeks applicants for potential employment.

- A) orientation
- B) training
- C) recruitment
- D) work analysis
- E) job design

Answer: C

Explanation: Recruitment is the process through which an organization seeks applicants for potential employment. Organizations may use internal or external sources for their recruitment process.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

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Accessibility: Keyboard Navigation

40) The process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals is referred to as

- A) orientation.
- B) selection.
- C) compensation.
- D) work analysis.
- E) performance management.

Answer: B

Explanation: Selection refers to the process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

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41) Ralph works at Delta Corporation. He is responsible for identifying individuals with skills required for the various roles in the organization. Which human resource management practice is being performed by Ralph?

- A) performance management
- B) employee relations
- C) selection
- D) training
- E) compensation

Answer: C

Explanation: In this scenario, Ralph is involved in selecting potential employees for his organization. Selection refers to the process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

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42) What term describes a planned effort to enable employees to learn job-related knowledge, skills, and behavior?

- A) selection
- B) performance appraisal
- C) training
- D) compensation
- E) recruitment

Answer: C

Explanation: Training is a planned effort to enable employees to learn job-related knowledge, skills, and behavior. For example, many organizations offer safety training to teach employees safe work habits.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

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Accessibility: Keyboard Navigation

43) Which HR function involves offering programs through which employees acquire knowledge, skills, and behavior that improve their ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs?

- A) recruitment
- B) personnel policy
- C) development
- D) employee relations
- E) selection

Answer: C

Explanation: Most organizations provide ways for their employees to broaden or deepen their knowledge, skills, and abilities through training and development. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

44) If a company, as part of its job redesign program, plans to set up teams to manufacture products, which program might it offer to help employees learn the ins and outs of effective teamwork?

- A) development programs
- B) recruitment programs
- C) orientation programs
- D) selection programs
- E) performance management programs

Answer: A

Explanation: Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility. Likewise, if a company plans to set up teams to manufacture products, it might offer a development program to help employees learn the ins and outs of effective teamwork.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 45) In the context of HRM functions, the activities of training and development include
- A) making decisions on whether an organization will emphasize enabling employees to perform their current jobs, preparing them for future jobs, or both.
 - B) keeping track of how well employees are performing relative to objectives such as job descriptions and goals for a particular position.
 - C) attempting to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals.
 - D) preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.
 - E) establishing policies related to hiring, discipline, promotions, and benefits.

Answer: A

Explanation: Decisions related to training and development include whether an organization will emphasize enabling employees to perform their current jobs, preparing them for future jobs, or both. The organization may offer programs to a few employees in whom the organization wants to invest, or it may have a philosophy of investing in the training of all its workers. Some organizations, especially large ones, may have extensive formal training programs, including classroom sessions and training programs online.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 46) Which term refers to the process of ensuring employees' activities and outputs match an organization's goals?
- A) job analysis
 - B) supply chain management
 - C) employee development
 - D) performance management
 - E) career planning

Answer: D

Explanation: The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

47) The employees at Herby Financial often complain that they are not provided feedback about their work. They feel that they do not get proper information as to how they have performed and the areas in which they need to improve. They also claim that the performance goals are vague and not measurable. Which HR function does Herby Financial need to specifically improve upon to resolve the complaints put forth by its employees?

- A) recruitment
- B) employee selection
- C) training and development
- D) performance management
- E) planning and administering pay and benefits

Answer: D

Explanation: Herby Financial needs to specifically improve upon the performance management function of HR to resolve the employees' complaints. The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

48) Abby works at Trader Inc. Her primary role in the company is to create self-rating, job-related questionnaires for the employees. Which human resource management practice is being performed by Abby?

- A) performance management
- B) employee relations
- C) selection
- D) training
- E) compensation

Answer: A

Explanation: In this scenario, Abby is involved in performance management. The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. The human resource department may be responsible for developing or obtaining questionnaires and other devices for measuring performance.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 49) In the context of HRM functions, the activities of performance management include
- A) identifying applicants with the necessary knowledge and abilities that will help an organization achieve its goals.
 - B) making a planned effort to enable employees to learn job-related knowledge, skills, and behavior.
 - C) specifying the tasks and outcomes of a job that contribute to an organization's success.
 - D) acquiring knowledge and skills that improve employees' ability to meet the challenges of a variety of new or existing jobs.
 - E) seeking applicants for potential employment.

Answer: C

Explanation: The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

50) Henry works in the HR department of an advertising firm that has recently brought in employees specializing in analysis of large volumes of data about consumer behavior. The manager to whom these analysts report does not share their knowledge of quantitative methods but wants them to develop recommendations for better decision making. Henry is supporting the department by developing a form the manager will follow in measuring the analysts' performance. What kinds of performance measures should Henry focus on?

A) The form should measure outcomes, such as timely and useful recommendations, because the manager will not be able to evaluate specific technical behaviors.

B) The form should measure specific technical behaviors, because the methods used by the analysts will determine the usefulness of their recommendations.

C) The form should measure both outcomes and behaviors, because both are essential to success in the job.

D) The form should measure personal traits, such as getting along with others, because Jonathan and the manager don't understand the technical requirements.

E) The form should ask broad questions, so the manager can discuss whatever they think is important.

Answer: A

Explanation: Performance measures may emphasize observable behaviors (for example, answering the phone by the second ring), outcomes (number of customer complaints and compliments), or both. When the person evaluating performance is not familiar with the details of the job, outcomes tend to be easier to evaluate than specific behaviors. Henry should consult with the manager to identify the outcomes that are needed for the department's success.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

51) In an attempt to motivate its current employees and to attract skilled professionals, Integrated Inc. decides to increase salaries as well as year-end bonuses for its best performers. Which HR function is demonstrated in this scenario?

- A) performance management
- B) training and development
- C) recruitment
- D) planning and administering pay and benefits
- E) maintaining positive employee relations

Answer: D

Explanation: The pay and benefits that employees earn play an important role in motivating them. A company that wants to provide an exceptional level of service or be exceptionally innovative might pay significantly more than competitors in order to attract and keep the best employees.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

52) Which HR function includes preparing and distributing employee handbooks that detail company policies?

- A) recruitment and selection
- B) maintaining positive employee relations
- C) ensuring compliance with labor laws
- D) performance management
- E) planning and administering pay and benefits

Answer: B

Explanation: Organizations often depend on human resource professionals to help them maintain positive relations with employees. This function includes preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

53) Rhonda, an employee at Neon Corp., develops and distributes newsletters that announce upcoming events in the company. Which human resource management practice is being performed by Rhonda?

- A) performance management
- B) employee relations
- C) selection
- D) training
- E) compensation

Answer: B

Explanation: In this scenario, Rhonda's role in the organization is to maintain employee relations. Organizations often depend on human resource professionals to help them maintain positive relations with employees. This function includes preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

54) Some of the employees of MYV Services are unhappy with their supervisor's comments and remarks. They feel they are being unduly discriminated against by the supervisor, and so they turn to the HR department for help. Addressing such problems is a part of the HR function of

- A) recruitment and selection.
- B) employee relations.
- C) training and development of employees.
- D) performance management.
- E) planning and administration of pay and benefits.

Answer: B

Explanation: Organizations often depend on human resource professionals to help them maintain positive relations with employees. Employees turn to the HR department for answers to questions about benefits and company policy and for communicating grievances. Members of the department should be prepared to address such problems.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 55) The HR function of maintaining positive employee relations includes
- A) maintaining performance measures on outcomes.
 - B) offering training programs on effective teamwork.
 - C) selecting only those applicants that are referred by employees.
 - D) maintaining communication with union representatives.
 - E) planning employee pay and benefits.

Answer: D

Explanation: In organizations where employees belong to a union, employee relations entail additional responsibilities. The organization periodically conducts collective bargaining to negotiate an employment contract with union members. The HR department maintains communication with union representatives to ensure that problems are resolved as they arise.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 56) What is the advantage of establishing and administering policies in organizations?
- A) It allows companies to handle situations more fairly and objectively.
 - B) It allows companies to address issues on a case-by-case basis.
 - C) It eliminates the need for documentation and record keeping.
 - D) It encourages employees to defend themselves by claiming ignorance of disciplinary norms.
 - E) It leaves a lot of room for subjective decision making.

Answer: A

Explanation: With a policy in place, a company can handle situations more fairly and objectively than if it addressed such incidents on a case-by-case basis.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

57) _____ refers to the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals.

- A) Conjoint analysis
- B) Performance management
- C) Workforce analytics
- D) Career development
- E) Task analysis

Answer: C

Explanation: Organizations engage in workforce analytics, which is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

58) Sophia, a manager at Mentor Corp., is responsible for workforce analytics in the organization. Her supervisor, Steve, argues it is an unnecessary expense as he believes that collecting employee-related information is just an administrative responsibility. Which statement, if true, would weaken Steve's argument?

- A) Sophia established policies regarding violations of company regulations.
- B) Sophia identified subordinates who showed the potential to become leaders in the company based on the data.
- C) Sophia prepared and distributed company publications on the organization's intranet.
- D) Sophia was able to actively recruit candidates from external sources, such as Internet job postings and college recruiting events.
- E) Sophia was able to specify the tasks and outcomes of a job that contributed to the organization's success.

Answer: B

Explanation: Employee-related information is not just an administrative responsibility, thanks to computer tools. It also can be the basis for knowledge that gives organizations an edge over their competitors. They may engage in workforce analytics, which is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals. In this case, as Sophia enforced workforce analytics at Mentor Corp., it helped her spot subordinates who could be made leaders in the future with the data.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

59) BrightenUp Corp. uses a set of quantitative tools to assess employee data such as performance, compensation, designations, and benefits. This is done to arrive at decisions based on accurate findings from analyses that can help the firm achieve its goals. BrightenUp is engaging in the practice of

- A) training and development.
- B) job design.
- C) employee relations.
- D) talent management.
- E) workforce analytics.

Answer: E

Explanation: Workforce analytics is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals. In this scenario, BrightenUp Corp. is using workforce analytics as it arrives at decisions based on accurate findings from analyses using quantitative tools that can help the firm achieve its goals.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

60) When a GRM Manufacturing experienced a slowdown in sales, it laid off the two employees with the poorest attendance. One of the employees sued the company, saying it should have laid off the most recently hired workers. What defense would GRM Manufacturing most likely offer?

- A) The layoffs were not discriminatory.
- B) The company was forced to make the layoffs.
- C) There are no federal laws that apply to this situation.
- D) The layoffs were instances of employment at will.
- E) The age of the company's workforce has been rising.

Answer: D

Explanation: Because economic or competitive conditions can force companies to close facilities and lay off employees, cases dealing with the illegal discharge of employees have increased. The issue of "employment at will"—that is, the principle that an employer may terminate employment at any time without notice—will be debated.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

61) Instabin Inc., a company in the recycling business, has revamped its management and business criteria. It has also added new objectives that would require recruitment of new and skilled labor. The responsibility of identifying the numbers and the kinds of employees lies with the HR department of the firm. This responsibility of the HR department is known as

- A) supply chain management.
- B) performance management.
- C) human resource planning.
- D) utilization analysis.
- E) performance planning.

Answer: C

Explanation: This responsibility of Instabin's HR department is known as human resource planning. Human resource planning involves identifying the numbers and types of employees an organization will require in order to meet its objectives. Using these estimates, the human resource department helps the organization forecast its needs for hiring, training, and reassigning employees.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

62) What term refers to a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers?

- A) work flow recruitment
- B) job analysis
- C) conjoint analysis
- D) talent management
- E) performance management

Answer: D

Explanation: Talent management is a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers. When managers are clear about the kinds of people they will need to achieve an organization's goals, talent management combines recruiting, selection, training, and motivational practices to meet those needs.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

63) Which statement best describes evidence-based HR?

- A) It is the exclusive use of statistical models for planning, forecasting, and other related HR activities.
- B) It is establishing overlapping performance goals and desired outcomes during performance management.
- C) It is demonstrating that human resource practices have a positive influence on a company's profits or key stakeholders.
- D) It is the process of ensuring that employees' activities and outputs match an organization's goals.
- E) It is the organization-wide planned effort to enable employees to learn job-related knowledge, rather than teamwork or communication skills.

Answer: C

Explanation: Evidence-based HR refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders (employees, customers, community, shareholders). This practice helps show that the money invested in HR programs is justified and that HRM is contributing to the company's goals and objectives.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

64) An organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community, is called

- A) adjustability.
- B) absorbability.
- C) substitutability.
- D) sustainability.
- E) credibility.

Answer: D

Explanation: Sustainability is broadly defined as an organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community. Sustainability seeks profits in ways that communities, customers, and suppliers will support in the long run.

Difficulty: 1 Easy

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

65) Eve & Rose Corp., an apparel manufacturer, has been profitable for a long time without depleting its resources—raw materials, employees, and the support of the local community. The company also caters to the needs of all its stakeholders. Which characteristic is illustrated in this scenario?

- A) sustainability
- B) strategic architecture
- C) compliance with law
- D) talent management
- E) workforce analytics

Answer: A

Explanation: Sustainability is broadly defined as an organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community. Success at sustainability comes from meeting the needs of the organization's stakeholders—all the parties who have an interest in the organization's success.

Difficulty: 3 Hard

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

66) The parties with an interest in a company's success—typically, shareholders, the community, customers, and employees—constitute which members of the company?

- A) advisors
- B) stakeholders
- C) management
- D) personnel
- E) strategic partners

Answer: B

Explanation: Stakeholders of a company are the parties who have an interest in the company's success; typically, they include shareholders, the community, customers, and employees. Success at sustainability comes from meeting the needs of the organization's stakeholders, all the parties who have an interest in the organization's success.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

67) Heidi, a local farmer, buys her equipment exclusively from the manufacturer Farm Supply Inc. Because of this, Heidi is affected by Farm Supply Inc.'s operations. This indicates that Heidi is

- A) stakeholder.
- B) business partner.
- C) workforce analyst.
- D) talent manager.
- E) strategic partner.

Answer: A

Explanation: Stakeholders are all the parties who have an interest in the company's success (typically, shareholders, the community, customers, and employees). In this case, Heidi is a stakeholder because she purchases her equipment from Farm Supply Inc. This means she has an interest in the success of the company.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

68) Identify the correct statement regarding sustainable organizations.

- A) They primarily focus on maximizing profits and delivering high returns to investors.
- B) They focus on smooth turnover and outsourcing rather than long-term planning.
- C) They are more concerned about justice and fairness than short-term profits.
- D) They are less concerned about employee development and empowerment.
- E) They are more concerned with the quantity of output than quality standards.

Answer: C

Explanation: Sustainable organizations meet the stakeholders' needs by minimizing their environmental impact, providing high-quality products and services, ensuring workplace safety, offering fair compensation, and delivering an adequate return to investors. In an organization with a sustainable strategy, HR departments focus on employee development and empowerment rather than short-term costs, on long-term planning rather than smooth turnover and outsourcing, and on justice and fairness over short-term profits.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

69) An HR manager can demonstrate competency in communication by excelling at which behavior?

- A) setting a vision for the HR function
- B) listening effectively
- C) supporting inclusiveness
- D) maintaining confidentiality
- E) applying knowledge of business principles

Answer: B

Explanation: Communication involves the skills needed to exchange information with others inside and outside the organization. Behavior examples include expressing information clearly, providing constructive feedback, and listening effectively.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

70) A human resource professional of a company exhibits the competency of business acumen when he or she

- A) acquires knowledge of other cultures.
- B) responds to reports of unethical conduct.
- C) applies statistical knowledge to understand data.
- D) applies knowledge of how the functions of HR contribute to business success.
- E) uses HR technology correctly.

Answer: D

Explanation: Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors include gaining and applying knowledge of business principles and how HR functions relate to business success.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

71) What clusters of competencies are necessary for success in human resource management?

- A) hiring, compensation, event planning, and training
- B) technical, interpersonal, business, and leadership
- C) technical, hiring, motivation, and compensation
- D) business, development, leadership, and interpersonal
- E) technical, business, training, and hiring

Answer: B

Explanation: The Society for Human Resource Management has defined sets of knowledge and skills associated with success, grouping these into nine categories it calls HR success competencies. These fall into four clusters of competencies: technical, interpersonal, business, and leadership.

Difficulty: 1 Easy

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

72) According to the SHRM competency model, which competency is part of the interpersonal cluster?

- A) leadership
- B) human resource expertise
- C) business acumen
- D) critical evaluation
- E) global and cultural effectiveness

Answer: E

Explanation: The Society for Human Resource Management has defined sets of knowledge and skills associated with success, grouping these into nine categories it calls HR success competencies. These fall into four clusters of competencies: technical, interpersonal, business, and leadership. The interpersonal cluster includes relationship management, communication, and global and cultural effectiveness.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

73) Twyla is a benefits specialist at McCallister Manufacturing. She negotiates contracts for insurance, retirement plans, and other employee benefits in order to get the best possible deal while meeting all legal requirements. She understands the details of each benefit and is able to help employees understand the value of their benefits. This scenario illustrates Twyla's competency in the area of

- A) consultation.
- B) human resource expertise.
- C) relationship management.
- D) ethical practice.
- E) business acumen.

Answer: B

Explanation: This scenario illustrates Twyla's human resource expertise. This competency essentially involves understanding and carrying out the functions of human resource management. These behaviors involve using HR technology, applying policies and procedures, and keeping up-to-date on HR laws.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

74) Claire is a human resource manager at Lewis Corp. She skillfully handles personal interactions with her staff and the other department managers. She is highly admired by others in the organization because she treats others with respect and builds trust. This scenario indicates Claire has strengths in the HR success competency of

- A) consultation.
- B) relationship management.
- C) leadership and navigation.
- D) global and cultural effectiveness.
- E) critical evaluation.

Answer: B

Explanation: In this case, Claire is displaying competency associated with relationship management. Relationship management involves handling the personal interactions necessary for providing services and supporting the organization's goals.

Difficulty: 2 Medium

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

75) Lia, the human resource manager at AirTech Inc., has developed an inspiring vision of how the HR function should contribute to employees' well-being and the company's success. She models the values and behaviors supporting that vision, and she gets her staff excited to be part of realizing the vision. This indicates that Lia has competencies in the area of

- A) global and cultural effectiveness.
- B) critical evaluation.
- C) relationship management.
- D) leadership and navigation.
- E) human resource expertise.

Answer: D

Explanation: In this scenario, Lia demonstrates competency in leadership and navigation. This area of competency refers to directing the organization's processes and programs. Depending on one's level in the organization, the necessary behaviors would include behaving consistently with the organization's culture, encouraging people to collaborate, or setting a vision for the HR function or entire organization.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

76) Sasha heads the human resource team at Ensured Corp., a marketing firm with a diverse group of employees in three countries. She has knowledge about the cultures of the employees and applies that knowledge to build cooperation and resolve conflicts. She appreciates that all her employees bring different strengths to the company, and she helps to foster a climate in which all are encouraged to contribute. This scenario illustrates Sasha's competency in the area of

- A) ethical practice.
- B) critical evaluation.
- C) business acumen.
- D) global and cultural effectiveness.
- E) human resource expertise.

Answer: D

Explanation: This scenario illustrates Sasha's competency in global and cultural effectiveness. This competency means valuing and considering various people's perspectives. Behaviors include acquiring knowledge of other cultures, resolving conflicts, and supporting inclusiveness so that all can contribute to their fullest.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

77) Luke heads the human resource department at a technology development company. There, he monitors trends of the labor markets within the industry. Studying the trends, Luke realizes the company is likely going to need more sources of employees skilled in robotics. He gathers information about the best robotics training programs in the regions where the company operates. Then he applies that information to build connections with selected schools, thereby resolving a recruitment problem before it becomes serious. This scenario illustrates Luke's competency in

- A) global and cultural effectiveness.
- B) communication.
- C) critical evaluation.
- D) leadership and navigation.
- E) relationship management.

Answer: C

Explanation: This scenario illustrates Luke's competency in critical evaluation. That competency refers to the interpretation of information needed for making business decisions. Behaviors include gathering relevant data, applying statistical knowledge to understand the data, and finding root causes of problems.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

78) Hayden is the human resource manager at Silver Corp. He clearly understands the company's strategy. He has a solid understanding of business principles, and he applies these to help the HR department contribute to Silver's success. This scenario indicates that Hayden has competency in the area of

- A) business acumen.
- B) ethical practice.
- C) communication.
- D) leadership and navigation.
- E) relationship management.

Answer: A

Explanation: In this scenario, Hayden exhibits strength in the area of business acumen. Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors include gaining and applying knowledge of business principles and how HR functions relate to business success.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

- 79) Which statement is correct about the HR responsibilities of supervisors?
- A) Supervisors do not interview job candidates.
 - B) In large organizations, all HR activities are carried out by supervisors.
 - C) Supervisors do not need to be familiar with the basics of HRM.
 - D) Job analysis and job design are techniques that lie outside the purview of supervisors.
 - E) Supervisors typically have responsibilities related to all the HR functions.

Answer: E

Explanation: Supervisors typically have responsibilities related to all the HR functions. Job analysis and design; HR planning; interviewing job candidates and participating in hiring decisions; training employees; conducting performance appraisals and recommending pay increases; and playing a key role in employee relations are some of the ways in which supervisors participate in HR functions.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-04 Explain the role of supervisors in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 80) Jarrod, one of the senior managers at United Inc., insists that the company supervisors handle employee relations as part of their jobs. Which statement strengthens Jarrod's argument?
- A) The supervisors represent the company on a day-to-day basis.
 - B) The supervisors have the business experience to take up additional responsibilities.
 - C) The supervisors do not hold any stakes in the organization.
 - D) The supervisors are not a part of the employees' union.
 - E) The supervisors are responsible for any action taken by the employees.

Answer: A

Explanation: In this case, Jarrod insists that the supervisors of United Inc. handle employee relations because supervisors play a key role in employee relations. They are most often the voice of management for their employees, and represent a company on a day-to-day basis.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-04 Explain the role of supervisors in human resource management.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 81) Which statement is *true* of ethics in human resource management?
- A) Evidence shows that HRM practices are invariably ethical.
 - B) The general public has a positive perception of the ethical conduct of U.S. businesses.
 - C) HR managers must view employees as having basic rights.
 - D) Most managers have a positive perception of the ethical conduct of U.S. businesses.
 - E) Most people believe that individuals apply values they hold in their personal lives to their professional activities.

Answer: C

Explanation: Ethics refers to fundamental principles of right and wrong. Ethical behavior is behavior that is consistent with those principles. In the context of ethical human resource management, HR managers must view employees as having basic rights. Business decisions, including HRM decisions, should be ethical, but the evidence suggests that is not always what happens. As a result, recent surveys indicate that the general public and managers do not have positive perceptions of the ethical conduct of U.S. businesses.

Difficulty: 2 Medium

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 82) Which view on employment reflects the ethical principles embodied in the U.S. Constitution and Bill of Rights?
- A) HR managers must view employees as having basic rights.
 - B) HR managers have the right to lifetime employment.
 - C) HR managers have the right to hire whoever they deem best suited for a job.
 - D) HR managers must view employees as a necessary expense.
 - E) HR managers must set aside quotas for minorities.

Answer: A

Explanation: In the context of ethical human resource management, HR managers must view employees as having basic rights. Such a view reflects ethical principles embodied in the U.S. Constitution and Bill of Rights.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

83) According to the philosopher Immanuel Kant, the right of employees to know the nature of the job they are being hired to do and the obligation of a company not to deceive them in this respect is mainly reflective of the basic right of

- A) privacy.
- B) free consent.
- C) freedom of speech.
- D) freedom of conscience.
- E) first refusal.

Answer: B

Explanation: The right of free consent states that people have the right to be treated only as they knowingly and willingly consent to be treated. An example that applies to employees would be that employees should know the nature of the job they are being hired to do; the employer should not deceive them.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

84) Jayden, a manager, is rigid with his employees and does not allow them to voice their opinions or criticisms about their superiors. On the other hand, Tonya, another manager at the same firm, encourages her subordinates to communicate with her openly. Which statement uses basic rights to argue in favor of Tonya's practice over that of Jayden's?

- A) It enables Tonya to keep a tab on the grapevine communication in the company.
- B) It engages the employees in expressing constructive criticisms and opinions.
- C) It reduces the possibility of any whistle blowers in the company.
- D) It enhances the chances of more employees being promoted.
- E) It curbs the privacy and confidential requirements of an employee.

Answer: B

Explanation: The right of freedom of speech states that people have the right to criticize an organization's ethics if they do so in good conscience and their criticism does not violate the rights of individuals in the organization. Many organizations address this right by offering hotlines or policies and procedures designed to handle complaints from employees.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Analyze

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 85) Which scenario demonstrates a violation of the right of freedom of conscience in a workplace environment?
- A) A supervisor shares the previous employment details of an employee with a colleague.
 - B) An interviewer does not specify the details of a job to a prospective employee.
 - C) A supervisor coerces an employee to use unsafe practices to keep a project on schedule.
 - D) An employee complains about his supervisor during a conference call with a client.
 - E) A supervisor does not provide a fair hearing when an employee complains about a colleague.

Answer: C

Explanation: According to the right of freedom of conscience, people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms. A supervisor who demands that an employee do something that is unsafe or environmentally damaging may be violating this right if the task conflicts with the employee's values.

Difficulty: 2 Medium

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 86) Which of Kant's basic human rights is violated when a supervisor requires an employee to do something that is unsafe or environmentally damaging, in spite of the employee clearly objecting to the order?
- A) right of freedom of speech
 - B) right of equal opportunity employment
 - C) right to due process
 - D) right of freedom of conscience
 - E) right of privacy

Answer: D

Explanation: Right of freedom of conscience implies that people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms.

Difficulty: 2 Medium

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 87) The right of privacy is the right to
- A) know the nature of the job a person is being hired for.
 - B) autonomy in how a person carries out their work.
 - C) control what a person reveals about their private life.
 - D) a fair and impartial hearing.
 - E) fight against a wrongful discharge.

Answer: C

Explanation: The right of privacy holds that people have the right to do as they wish in their private lives, and they have the right to control what they reveal about private activities.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

- 88) By keeping employees' personal records confidential, an employer respects their right of
- A) autonomy.
 - B) freedom of conscience.
 - C) equal opportunity.
 - D) freedom of speech.
 - E) privacy.

Answer: E

Explanation: The right of privacy holds that people have the right to do as they wish in their private lives, and they have the right to control what they reveal about private activities.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

89) Michael, an employee at a book publishing company, is unhappy with his company's existing project management system. He decides to communicate this to the top management by expressing his complaints in an email. According to the work of philosopher Immanuel Kant, Michael is applying his right of

- A) freedom of conscience.
- B) first refusal.
- C) freedom of speech.
- D) privacy.
- E) free consent.

Answer: C

Explanation: In this case, Michael applied his right of freedom of speech. According to the work of philosopher Immanuel Kant, every person has certain basic rights. One of them is right of freedom of speech. According to this right, people have the right to criticize an organization's ethics if they do so in good conscience and their criticism does not violate the rights of individuals in the organization.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

90) Kent, a manager at ITP Inc., was asked by his supervisor to sign a contract with a new supplier. The contract stated that the industrial waste released by the company would be released into a local river. Kent was against this idea of polluting the river with the waste, so he refused to sign the contract. In this scenario, Kent exercised his right of

- A) freedom of conscience.
- B) first refusal.
- C) freedom of speech.
- D) privacy.
- E) free consent.

Answer: A

Explanation: According to the work of philosopher Immanuel Kant, every person has certain basic rights. One of them is the right of freedom of conscience. According to this right, people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms. A supervisor who demands that an employee do something that is unsafe or environmentally damaging may be violating this right if the task conflicts with the employee's values.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Apply

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

91) If people believe their rights are being violated, they have the right to a fair and impartial hearing. This reflects the basic human right to

- A) lifetime employment.
- B) privacy.
- C) due process.
- D) free consent.
- E) freedom of conscience.

Answer: C

Explanation: Right to due process implies that if people believe their rights are being violated, they have the right to a fair and impartial hearing.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

92) Which statement best describes companies that are ethical and successful?

- A) They are solely concerned about the benefits of the company while making business decisions.
- B) The owners most often assume responsibility for the actions of the company, rather than the employees.
- C) They are less concerned about the interests of the people involved in the business.
- D) Their main aim is to maximize profits in all their transactions.
- E) They have a sense of purpose and vision that the employees value and use in their day-to-day work.

Answer: E

Explanation: Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

Difficulty: 2 Medium

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

93) What is a standard that human resource managers must satisfy for HRM practices to be ethical?

- A) Managers must treat employees as family.
- B) Human resource practices must result in the greatest good for the largest number of people.
- C) Employment practices must respect employees' right of lifetime employment.
- D) Managers must always maintain that customers are right.
- E) Employment practices must limit the application of the principle of employment-at-will as it is unfair to employees.

Answer: B

Explanation: For human resource practices to be considered ethical, they must satisfy three basic standards. First, HRM practices must result in the greatest good for the largest number of people. Second, employment practices must respect basic human rights of privacy, due process, consent, and free speech. Third, managers must treat employees and customers equitably and fairly.

Difficulty: 2 Medium

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

94) What is one of the four principles that guides how ethical companies act?

- A) shortchange customers and vendors
- B) perform only in ways that benefit the company
- C) have a sense of purpose or vision that employees value and use
- D) only permit top management to take responsibility for the company
- E) emphasize fairness only if it suits the company

Answer: C

Explanation: Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

95) When Grant Incorporated, a travel insurance company, decided to introduce new goals for its internal management, there was a rift regarding what should be implemented. Group A emphasized short-term goals that would benefit the company, while Group B believed in introducing policies that would create more mutually beneficial relationships with client businesses, such as major airlines. Which result would prove Group B's decision to be ideal?

- A) rival businesses going bankrupt due to a slow economy
- B) an increase of quarterly bonuses offered to executives
- C) studies showing a rise in the number of consumers looking to take a vacation
- D) an increase of airline customers purchasing Grant Incorporated's insurance
- E) a steady decline of unhappy employees at Ulysses Corp. due to new healthcare benefits

Answer: D

Explanation: Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

Difficulty: 3 Hard

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Analyze

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

96) Which statement is true about the HR profession?

- A) A degree in law is the sole requirement for those who wish to choose HRM as a profession.
- B) All HRM professionals have a postgraduate degree.
- C) Professional certification in HRM continues to be the only way to get into the field.
- D) Usually, HR generalists get paid substantially more than HR training directors.
- E) HR generalists usually perform the full range of HRM activities.

Answer: E

Explanation: HR generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations. The vast majority of HRM professionals have a college degree, and many also have completed postgraduate work. The typical field of study for HR professionals is business.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-06 Describe typical careers in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

97) What is the primary professional organization for HRM that provides education and information services, and is also the world's largest human resource management association?

- A) the Collective for Strategic Human Resource Management
- B) the Foundation for the Recognition of Professionals International
- C) the Society for Human Resource Management
- D) the Human Resource Certification Institute
- E) the Association for Human Resource Professionals

Answer: C

Explanation: The primary professional organization for HRM is the Society for Human Resource Management (SHRM). SHRM is the world's largest human resource management association. It provides education and information services, conferences and seminars, government and media representation, and online services and publications.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-06 Describe typical careers in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

98) List the qualities associated with human resources that help an organization gain a sustainable competitive advantage.

Answer: Human resources have the following four necessary qualities that help an organization gain a sustainable competitive advantage:

- 1) Human resources are valuable. High-quality employees provide a needed service as they perform many critical functions.
- 2) Human resources are rare. A person with high levels of the needed skills and knowledge is not common.
- 3) Human resources cannot be imitated. To imitate human resources at a high-performing competitor, one would have to first figure out which employees are providing the advantage and how. Then people would need to be recruited who can do precisely the same thing. Finally, systems would have to be set up to enable those people to imitate the competitor.
- 4) Human resources have no good substitutes. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. It is difficult for another resource to match committed and talented employees.

Difficulty: 3 Hard

Topic: How HRM Helps to Build a Sustainable Competitive Advantage

Learning Objective: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

99) List five of the HRM functions, briefly describing the specific activities associated with each.

Answer: Some of the important HR responsibilities include:

- 1) Analysis and design of work: Work analysis, job design, and job descriptions.
- 2) Recruitment and selection: Recruiting, job postings, interviewing, testing, and coordinating use of temporary labor.
- 3) Training and development: Orientation, skills training, and career development programs.
- 4) Performance management: Performance measures; preparation and administration of performance appraisals; and discipline.
- 5) Compensation and benefits: Wage and salary administration, incentive pay, insurance, vacation leave administration, retirement plans, profit sharing, and stock plans.
- 6) Employee relations: Attitude surveys, labor relations, employee handbooks, company publications, labor law compliance, and relocation and outplacement services.
- 7) Personnel policies: Policy creation and policy communication.
- 8) Employee data and information systems: Record keeping, HR information systems, and workforce analytics.
- 9) Compliance with laws: Policies to ensure lawful behavior, reporting, posting information, safety inspections, and accessibility accommodations.
- 10) Support for strategy: Human resource planning and forecasting, talent management, and change management.

Difficulty: 1 Easy

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

100) Explain human resource planning and evidence-based HR. How do these concepts help HR in supporting an organization's strategy?

Answer: Human resource planning involves identifying the numbers and types of employees an organization will require in order to meet its objectives. Using these estimates, the human resource department helps the organization forecast its needs for hiring, training, and reassigning employees. Planning also may show that the organization will need fewer employees to meet anticipated needs. In that situation, human resource planning includes how to handle or avoid layoffs. Human resource planning provides important information for talent management—a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers. When managers are clear about the kinds of people they will need to achieve the organization's goals, talent management combines recruiting, selection, training, and motivational practices to meet those needs. Approaching these tasks in terms of talent management is one way HR managers are making the link to organizational strategy.

Evidence-based HR refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders (employees, customers, community, shareholders). This practice helps show that the money invested in HR programs, such as talent management, is justified and that HRM is contributing to the company's goals and objectives.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

101) Briefly describe the nine categories of HRM competencies that the Society for Human Resource Management found to be associated with success. Provide an example of a behavior for each.

Answer:

- (1) Human resource expertise essentially involves understanding and carrying out the functions of human resource management. Behaviors can include the use of HR technology, applying policies and procedures, and keeping up-to-date on HR laws.
- (2) Relationship management involves handling the personal interactions necessary for providing services and supporting the organization's goals. Behaviors can include treating employees respectfully, building trust, and providing great customer service to those served by HR functions.
- (3) Consultation refers to the ways HR employees guide others in the organization. This can be done through behaviors such as coaching, gathering data to support business decisions, and especially at a senior level, designing solutions in support of business strategy.
- (4) Leadership and navigation refer to directing the organization's processes and programs. Depending on one's level in the organization, the necessary behaviors could include behaving consistently with the organization's culture, encouraging people to collaborate, or setting a vision for the HR function or entire organization.
- (5) Communication involves the skills needed to exchange information with others inside and outside the organization. Behavior examples can include expressing information clearly, providing constructive feedback, and listening effectively.
- (6) Global and cultural effectiveness means valuing and considering various people's perspectives. Behaviors can include acquiring knowledge of other cultures, resolving conflicts, and supporting inclusiveness so that all can contribute to their fullest.
- (7) Ethical practice involves applying integrity, accountability, and other core values. Behavior examples can include maintaining confidentiality, rewarding ethical behavior, and responding to reports of unethical conduct.
- (8) Critical evaluation refers to the interpretation of information needed for making business decisions. Behaviors can include gathering relevant data, applying statistical knowledge to understand the data, and finding root causes of problems.

(9) Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors can include gaining and applying knowledge of business principles and how HR functions relate to business success.

Difficulty: 3 Hard

Topic: The Role of Human Resource Managers

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

102) Explain why supervisors and non-HR managers are expected to be familiar with the basics of HRM. List five examples of the types of HR responsibilities supervisors are expected to perform.

Answer: Although many organizations have human resource departments, HR activities are by no means limited to HR specialists. Non-HR managers need to be familiar with the basics of HRM and their role with regard to managing human resources. In small organizations, there may be an HR specialist, but many HR activities are carried out by line supervisors. Supervisors typically have responsibilities related to all the HR functions. Organizations depend on supervisors to help them determine what kinds of work need to be done (job analysis and design) and in what quantities (HR planning). Supervisors typically interview job candidates and participate in the decisions about which candidates to hire. Many organizations expect supervisors to train employees in some or all aspects of the employees' jobs. Supervisors conduct performance appraisals and may recommend pay increases. Also, supervisors play a key role in employee relations because they are most often the voice of management for their employees, representing the company on a day-to-day basis. In all these activities, supervisors can participate in HRM by taking into consideration the ways that decisions and policies will affect their employees. Understanding the principles of communication, motivation, and other elements of human behavior can help supervisors inspire the best from the organization's human resources.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-04 Explain the role of supervisors in human resource management.

Bloom's: Apply

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

103) What is the difference between training and development of employees?

Answer: Training is a planned effort to enable employees to learn job-related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

104) What is the impact of planning and administering pay and benefits on an organization?

Answer: Administering pay and benefits is another big responsibility. Organizations need systems for keeping track of each employee's earnings and benefits. Employees need information about their health plan, retirement plan, and other benefits. Keeping track of this involves extensive record keeping and reporting to management, employees, the government, and others.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

105) Who are the typical stakeholders in an organization?

Answer: Stakeholders are all the parties who have an interest in the organization's success. Typically, an organization's stakeholders include shareholders, the community, customers, and employees.

Difficulty: 3 Hard

Topic: Understanding Human Resource Management

Learning Objective: 01-02 Identify the responsibilities of human resource departments.

Bloom's: Analyze

AACSB: Reflective Thinking

Accessibility: Keyboard Navigation

106) What are the four principles followed by ethical, successful companies?

Answer: Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of their company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

Difficulty: 1 Easy

Topic: The Role of Ethics in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.

Bloom's: Remember

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

107) How can HR professionals increase their career opportunities?

Answer: HR professionals can increase their career opportunities by taking advantage of training and development programs. These may include taking courses toward a master's degree, studying to pass an exam for a professional certification, accepting assignments to spend time observing, or “shadowing,” a manager in another department, or taking a position in another department to learn more about the business.

Difficulty: 2 Medium

Topic: Understanding Human Resource Management

Learning Objective: 01-06 Describe typical careers in human resource management.

Bloom's: Understand

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation