

A Framework for Human Resource Management, 7e (Dessler)
Chapter 1 Managing Human Resources Today

1) _____ maintain contact within the community and publicize openings.

- A) Job Analysts
- B) EEO representatives
- C) Recruiters
- D) Compensation managers

Answer: C

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

2) _____ search for qualified job applicants.

- A) EEO representatives
- B) Job analysts
- C) Recruiters
- D) Training specialists

Answer: C

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

3) _____ investigate EEO grievances.

- A) EEO representatives
- B) Training specialists
- C) Recruiters
- D) Job analysts

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

4) A(n) _____ examines current organizational practices for potential action violations.

- A) EEO representative
- B) training specialist
- C) job analyst
- D) compensation manager

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

5) A(n) _____ collects detailed information about job duties.

- A) EEO representative
- B) job analyst
- C) compensation manager
- D) recruiter

Answer: B

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

- 6) _____ use detailed information to prepare job descriptions.
- A) EEO representatives
 - B) Compensation managers
 - C) Job analysts
 - D) Recruiters

Answer: C

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

- 7) _____ develop pay grades and compensation plans.
- A) Compensation managers
 - B) Recruiters
 - C) Job analysts
 - D) Trainers

Answer: A

Diff: 1 Page Ref: 5

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 1

- 8) _____ handle the employee benefits program.
- A) Trainers
 - B) Benefits planners
 - C) Compensation managers
 - D) EEO representatives

Answer: C

Diff: 1 Page Ref: 5

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

- 9) _____ plan training activities.
- A) Training specialists
 - B) Corporate teachers
 - C) Managers
 - D) Job analysts

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

- 10) _____ organize the training opportunities for a company.
- A) Trainings specialists
 - B) Change managers
 - C) EEO representatives
 - D) Communication directors

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

11) The _____ HR group focuses on using call centers and outsourced vendors to provide specialized support to the company's employees.

- A) corporate
- B) centers of expertise
- C) transactional
- D) embedded

Answer: C

Diff: 3 Page Ref: 5

Objective: Chapter objective 1

12) The _____ HR group focuses on assisting top management in strategic planning.

- A) corporate
- B) centers of expertise
- C) embedded
- D) transactional

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

13) The _____ HR group focuses on being HR business partners to specific departments.

- A) embedded
- B) corporate
- C) centers of expertise
- D) transactional

Answer: A

Diff: 2 Page Ref: 6

Objective: Chapter objective 1

14) The _____ HR group operates like a specialized HR consulting firm.

- A) transactional
- B) corporate
- C) embedded
- D) centers of expertise

Answer: D

Diff: 1 Page Ref: 6

Objective: Chapter objective 1

15) The _____ HR group may provide specialized support for organizational change.

- A) transactional
- B) corporate
- C) embedded
- D) centers of expertise

Answer: D

Diff: 2 Page Ref: 6

Objective: Chapter objective 1

16) The _____ HR group may work with benefits specialists to provide support for transactional HR activities.

- A) corporate
- B) embedded
- C) transactional
- D) compensation

Answer: C

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

17) The _____ HR group operates as relationship managers for the corporation.

- A) transactional
- B) training
- C) embedded
- D) centers of expertise

Answer: C

Diff: 1 Page Ref: 6

Objective: Chapter objective 1

18) The _____ HR group works with the top management team to develop long range plans for the company.

- A) transactional
- B) embedded
- C) centers of expertise
- D) corporate

Answer: D

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

19) _____ refers to the practices and policies you need to carry out the personnel aspects of your management job.

- A) Human Resource Management
- B) Labor Relations
- C) Organizational Behavior
- D) Organizational Health and Safety Management

Answer: A

Diff: 1 Page Ref: 2

Objective: Chapter objective 1

20) Human resource management _____.

- A) comprises the concepts and techniques used to control people at work
- B) is the process of organizing work activities
- C) is the process of identifying countries with cheaper labor costs and relocating jobs to those countries
- D) refers to the practices and policies you need to carry out the personnel aspects of your management job, specifically, acquiring, training, appraising, rewarding, and providing a safe, ethical and fair environment for your company's employees

Answer: D

Diff: 1 Page Ref: 2

Objective: Chapter objective 1

21) _____ is the right to make decisions, to direct the work of others, and to give orders.

- A) Leadership
- B) Authority
- C) Delegation
- D) Management

Answer: B

Diff: 1 Page Ref: 3

Objective: Chapter objective 1

22) All of the following are a line supervisor's responsibilities for effective HRM except:

- A) coercing other supervisors to get with the program.
- B) controlling labor costs.
- C) developing the abilities of each person.
- D) starting (orienting) new employees in the organization.

Answer: A

Diff: 3 Page Ref: 5

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 1

23) No manager wants to:

- A) have his or her employees not performing at peak capacity.
- B) hire the wrong person for the job.
- C) find employees not doing their best.
- D) All of the above.

Answer: D

Diff: 2 Page Ref: 2

Objective: Chapter objective 1

24) _____ are authorized to issue orders to other managers or employees.

- A) Line managers
- B) Staff managers
- C) Advisory board members
- D) All of the above.

Answer: A

Diff: 1 Page Ref: 3

Objective: Chapter objective 1

25) _____ are *specifically* responsible for assisting and advising line managers in areas like recruiting, hiring, and compensation.

- A) Human resource managers
- B) Staff managers
- C) Line managers
- D) EEO officers

Answer: A

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

26) Effective human resource management could include all of the following responsibilities except:

- A) placing the right person in the right job.
- B) training employees.
- C) controlling labor costs.
- D) None of the above.

Answer: D

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

27) All of the following are examples of human resource job duties except:

- A) recruiter.
- B) equal employment opportunity coordinator.
- C) financial advisor.
- D) labor relations specialist.

Answer: C

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

28) Which of the following job titles indicates a position in human resources?

- A) recruiter
- B) training specialist
- C) EEO coordinator
- D) All of the above.

Answer: D

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

29) _____ refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad.

- A) Market development
- B) Globalization
- C) Export growth
- D) Diversification

Answer: B

Diff: 1 Page Ref: 7

Objective: Chapter objective 2

30) Which of the following demographic issues represents a challenge for human resource managers?

- A) increasingly diverse workforce
- B) aging workforce
- C) increasing use of contingent workers
- D) both A and B

Answer: D

Diff: 2 Page Ref: 9

Objective: Chapter objective 2

31) The proportion of younger workers in the workforce is projected to _____.

- A) stop growing
- B) decrease
- C) increase at a slower rate
- D) decrease at a faster rate

Answer: B

Diff: 3 Page Ref: 9

Objective: Chapter objective 2

32) Over the next few years, employers may face a severe labor shortage because _____.

- A) there are fewer people entering the job market than there are retiring baby boomers
- B) one-third of single mothers are not in the labor force
- C) people are living longer
- D) All of the above.

Answer: A

Diff: 3 Page Ref: 10

Objective: Chapter objective 2

33) What tactic will employers likely have to take to fill openings left by retiring employees?

- A) instituting flexible work hours
- B) hiring more women
- C) rehiring retirees
- D) lowering the retirement age

Answer: C

Diff: 3 Page Ref: 10

Objective: Chapter objective 2

34) A _____ is a company's plan for how it will balance its internal strengths and weaknesses with external opportunities and threats in order to maintain a competitive advantage.

- A) mission statement
- B) strategy
- C) tactic
- D) scorecard

Answer: B

Diff: 1 Page Ref: 16

Objective: Chapter objective 4

- 35) Strategic human resource management refers to _____.
A) formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to its achieve strategic aims
B) planning the balance of internal strengths and weaknesses with external opportunities and threats to maintain competitive advantage
C) emphasizing the knowledge, education, training, skills, and expertise of a firm's workers
D) extending a firm's sales, ownership, and manufacturing to new markets

Answer: A

Diff: 2 Page Ref: 18

Objective: Chapter objective 4

- 36) Which term refers to letting vendors abroad provide services for a firm?
A) external work systems
B) application service providers
C) offshoring
D) data warehousing

Answer: C

Diff: 1 Page Ref: 9

Objective: Chapter objective 2

- 37) _____ refers to the tendency of firms to extend their ownership to new markets abroad.
A) Strategic human resources
B) Trend analysis
C) Globalization
D) Outsourcing

Answer: C

Diff: 3 Page Ref: 11

Objective: Chapter objective 2

- 38) Which organization provides professional certification for human resource managers?
A) Academy of Management
B) Society for Human Resource Management
C) Academy of HR Partners
D) Association of Business Administration

Answer: B

Diff: 1 Page Ref: 16

Objective: Chapter objective 3

- 39) HR managers who pass certification exams in human resource management are knowledgeable in all of the following aspects except:
A) strategic management.
B) information technology.
C) employee and labor relations.
D) occupational health and safety.

Answer: B

Diff: 1 Page Ref: 16

Objective: Chapter objective 3

40) The term, _____, refers to the standards someone uses to decide what his or her conduct should be.

- A) morals
- B) ethics
- C) autonomy
- D) responsibility

Answer: B

Diff: 1 Page Ref: 14

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

41) Today over _____% (use closest percent) of the U.S. workforce is employed in producing or delivering services.

- A) 25
- B) 50
- C) 66
- D) 75

Answer: C

Diff: 2 Page Ref: 8

Objective: Chapter objective 2

42) Which of the following is an example of HR management's changing role?

- A) HR managers must measurably improve organizational performance.
- B) HR managers must represent the organization even when they are off the clock.
- C) HR managers must be individually centered so as to ensure that there will be no favoritism.
- D) None of the above.

Answer: A

Diff: 3 Page Ref: 13,14

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

43) In today's business environment, _____ are often the firm's main source of competitive advantage.

- A) machines
- B) highly trained and committed employees
- C) superior organization
- D) superior advertising

Answer: B

Diff: 3 Page Ref: 16,17

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 4

44) Which of the following is NOT a factor changing the environment of HRM?

- A) demographic trends
- B) economic trends
- C) "generation Y"
- D) All of the above.

Answer: D

Diff: 2 Page Ref: 7-10

Objective: Chapter objective 2

45) All of the following are new HRM skills except:

- A) improving off shoring skills.
- B) supplying transactional services while serving more strategic, internal consulting activities.
- C) improving internal consulting skills.
- D) All of the above.

Answer: D

Diff: 3 Page Ref: 11-16

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

46) A _____ is a system that enables employees to manage their own benefits and update their personal information.

- A) company portal
- B) cybernetic portal
- C) formulation system
- D) software based system

Answer: A

Diff: 2 Page Ref: 12

Skill: AACSB: Use of IT

Objective: Chapter objective 3

47) Which of the following is NOT a technology that HR managers use?

- A) streaming desktop video
- B) internet- and network-monitoring software
- C) data warehouses
- D) All of the above.

Answer: D

Diff: 2 Page Ref: 12

Objective: Chapter objective 3

48) Of the ten most serious ethical issues, how many were HR related?

- A) six
- B) ten
- C) seven
- D) four

Answer: A

Diff: 2 Page Ref: 14

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 3

49) Which of the following is an issue that HR managers have to deal with today?

- A) managing ethics
- B) managing employee engagement
- C) adding value
- D) All of the above.

Answer: D

Diff: 2 Page Ref: 13-14

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

50) Workers who hold multiple jobs or are contingent or part-time are called _____.

- A) disposable
- B) seasonal
- C) temporary
- D) nontraditional

Answer: D

Diff: 2 Page Ref: 10

Objective: Chapter objective 3

51) HR and line managers share responsibility for most human resource activities.

Answer: TRUE

Diff: 2 Page Ref: 1

Objective: Chapter objective 1

52) Ethical decisions never involve morality.

Answer: FALSE

Diff: 2 Page Ref: 14

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 3

53) The individual supervisor's HRM related duties have not changed much in many years.

Answer: FALSE

Diff: 3 Page Ref: 4

Objective: Chapter objective 1

54) There is presently a growing need for knowledge workers.

Answer: TRUE

Diff: 1 Page Ref: 8

Objective: Chapter objective 2

55) Industries in production and operation still employ the majority of the U.S. workforce.

Answer: FALSE

Diff: 3 Page Ref: 8

Objective: Chapter objective 2

56) After a period of years, the trend of offshoring is steadily slowing down with many companies bringing jobs back to the U.S.

Answer: FALSE

Diff: 1 Page Ref: 9

Objective: Chapter objective 2

57) Staff managers are authorized to direct the work of subordinates and are directly in charge of accomplishing the organization's basic goals.

Answer: FALSE

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

58) The biggest demographic threat affecting employers is retirees.

Answer: TRUE

Diff: 1 Page Ref: 10

Objective: Chapter objective 2

59) Human resource managers are generally staff managers.

Answer: TRUE

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

60) Staff managers are always someone's boss.

Answer: FALSE

Diff: 2 Page Ref: 3,4

Objective: Chapter objective 1

61) The inability to recruit and maintain a good workforce constitutes a bottleneck for production.

Answer: TRUE

Diff: 2 Page Ref: 3

Objective: Chapter objective 1

62) In small organizations, line managers may carry out all personnel duties without the assistance of a human resource staff.

Answer: TRUE

Diff: 2 Page Ref: 5

Objective: Chapter objective 1

63) Line managers can only assist and advise staff managers.

Answer: FALSE

Diff: 2 Page Ref: 4

Objective: Chapter objective 1

64) Human resource managers do the following: recruiting, training, evaluating, rewarding, counseling, promoting, and hiring employees.

Answer: TRUE

Diff: 1 Page Ref: 2

Objective: Chapter objective 1

65) Supervisors do not spend much of their time on HR/personnel tasks.

Answer: FALSE

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

66) In the majority of firms, the task of interviewing job candidates is shared between HR and the hiring department.

Answer: TRUE

Diff: 1 Page Ref: 3,4

Objective: Chapter objective 1

67) With the aging of its workforce, America is facing a demographic shift as significant as the massive entry of women into the workforce that began in the 1960s.

Answer: TRUE

Diff: 2 Page Ref: 9

Objective: Chapter objective 1

68) In the IBM example in the text, "silos" were identified as a problem contributing to the inadequacy with which different needs were served by the HR department.

Answer: TRUE

Diff: 3 Page Ref: 7

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

69) As baby boomers retire from the workforce, there will be more people entering the labor pool than leaving it.

Answer: FALSE

Diff: 3 Page Ref: 10

Objective: Chapter objective 2

70) The SHRM Human Resource Certification exams include testing on management practices, staffing, development, compensation, labor relations, and health and safety.

Answer: TRUE

Diff: 2 Page Ref: 16

Objective: Chapter objective 3

71) Human resource managers are no longer strategic players, but instead provide transactional support.

Answer: FALSE

Diff: 2 Page Ref: 5, 11-12

Objective: Chapter objective 3

72) Human resource managers must find new ways to offer traditional transactional HR services.

Answer: TRUE

Diff: 2 Page Ref: 12

Objective: Chapter objective 3

73) Monitoring software has been found to be illegal for use by human resource managers.

Answer: FALSE

Diff: 2 Page Ref: 12

Objective: Chapter objective 3

74) Human resource managers can complete professional certification exams to earn the SPHR or PHR certificates.

Answer: TRUE

Diff: 1 Page Ref: 16

Objective: Chapter objective 3

75) Ethical issues such as workplace safety, security of employee records, comparable work, and employee privacy rights are all related to human resource management.

Answer: TRUE

Diff: 2 Page Ref: 14

Objective: Chapter objective 3

76) Today's trend is for HR managers to spend more time on administrative, transactional services.

Answer: FALSE

Diff: 2 Page Ref: 12

Objective: Chapter objective 3

77) Studies show that top managers still do NOT recognize the crucial role human resource managers can play in achieving strategic goals.

Answer: FALSE

Diff: 2 Page Ref: 12

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 3

78) A strategy is the company's plan on how it will match its internal strengths and weaknesses with its external opportunities and threats.

Answer: TRUE

Diff: 2 Page Ref: 16

Objective: Chapter objective 4

79) List five of the practices and/or policies organizations need to carry out the personnel aspects required for human resource management.

Answer:

Conducting job analysis

Planning labor needs

Selecting job candidates

Orienting and training employees

Appraising performance

Managing wages and salaries

Providing incentives

Communicating and managing employee relations

Diff: 1 Page Ref: 2

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

80) List five reasons why human resource concepts and techniques are important to all managers.

Answer:

No manager wants to:

have your employees not performing at peak capacity

hire the wrong person for the job

experience high turnover

find employees not doing their best

have your company taken to court because of your discriminatory actions

have your company cited under federal occupational safety laws for unsafe practices

allow a lack of training to undermine your department's effectiveness

commit any unfair labor practices

Diff: 2 Page Ref: 2

Objective: Chapter objective 1

81) Explain the difference between line authority and staff authority. What type of authority do human resource managers have?

Answer: Authority is the right to make decisions, to direct the work of others, and to give orders. Line managers are authorized to direct the work of subordinates and are directly in charge of accomplishing the organization's basic goals. Staff managers are authorized to assist and advise line managers in accomplishing these basic goals. Human resource managers are usually staff managers because they are responsible for assisting and advising line managers in areas like recruiting, hiring, and compensation. However, human resource managers do have line authority within their own department.

Diff: 2 Page Ref: 3-4, 8

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

82) What are the four main ways that technology improves HR functioning?

Answer: Technology improves HR functioning through self-service options, call centers, productivity improvement, and outsourcing.

Diff: 2 Page Ref: 12, 15-16

Skill: AACSB: Use of IT

Objective: Chapter objective 3

83) Describe the trends that are influencing human resource management today.

Answer: A suitable answer to this question would address the impact of globalization, off shoring, technological advances, the changing nature of work, human capital growing importance, demographic and workforce trends and the impact of "Generation Y." Examples should be offered to support any opinions given and to bolster the argument that this does indeed affect the environment.

Diff: 3 Page Ref: 7-10

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 1

84) What are the four new ways to organize human resource services?

Answer:

The transactional HR group

The corporate HR group

The embedded HR group

Centers of expertise

Diff: 2 Page Ref: 5-6

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 1

85) What are the five job duties for the human resource department?

Answer:

Recruiters

Equal employment opportunity (EEO) representatives

Job analysts

Compensation managers

Training specialists

Diff: 1 Page Ref: 5

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

86) List and explain five personnel mistakes you don't want to make as a manager.

Answer:

The answer should include any of the following: to have your employee not performing at peak; to hire the wrong person; to experience high turnover; to have employees not doing their best; to have the company taken to court because of discriminatory actions; to have your company cited for safety violations; to have your company cited under federal occupational safety laws for unsafe practices; to allow a lack of training to undermine your department's effectiveness; and to commit unfair labor practices. Because this is the first chapter material and the items listed above are not elaborated upon, the grader should allow for logical, even if incorrect, explanations for the chosen five of the eight.

Diff: 1 Page Ref: 2

Skill: AACSB: Communication

Objective: Chapter objective 1

87) Why are demographic trends important to HR managers?

Answer:

HR managers need to be cognizant of demographic trends because changes in the availability of workers directly affect recruiting and selection efforts. The changes in the workforce can affect the availability of technologically savvy employees or the availability of skilled labor.

Additionally, the availability of employees affects the compensation that needs to be offered to attract and retain valued employees.

Diff: 3 Page Ref: 9-10

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 2

88) Explain the concept of Strategic Human Resource Management.

Answer:

A suitable answer would include the definition and an explanation of what it means. Emphasis should be given to the involvement of HR in decisions before plans are made instead of when plans need to be implemented. The student may also discuss the role of HR in spotting trends that may become useful in the future.

Diff: 3 Page Ref: 12, 15-17

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3,4

89) The term human capital refers to:

Answer: Human capital refers to the knowledge, education, training, skills, and expertise of a firm's workers.

Diff: 1 Page Ref: 8, 16

Objective: Chapter objective 2

90) The term ethics refers to:

Answer: Ethics refers to the standards someone uses to decide what his or her conduct should be.

Diff: 1 Page Ref: 14

Skill: AACSB: Communication

Objective: Chapter objective 3

91) What is ethics?

Answer: Ethics refers to the standards someone uses to decide what his or her conduct should be. Ethical decisions always involve morality.

Diff: 1 Page Ref: 14

Skill: AACSB: Communication

Objective: Chapter objective 3

92) Explain what it means to have authority.

Answer: Authority is the right to make decisions, to direct the work of others and to give orders.

Diff: 1 Page Ref: 3

Objective: Chapter objective 1