

***A Framework for Human Resource Management, 6e (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) \_\_\_\_\_ examines current organizational practices for affirmative action violations.

- A) EEO representative
- B) Training specialist
- C) Job analyst
- D) Compensation managers

Answer: A

Diff: 1 Page Ref: 5

Objective: Chapter objective 1

5) \_\_\_\_\_ 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) \_\_\_\_\_ manage 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 all the training and development 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 centralized call centers 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: 5

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: 5

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: 5

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: 5

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) \_\_\_\_\_ is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns.

- 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 is \_\_\_\_\_.

- A) the concepts and techniques used to control people at work
- B) the process of organizing work activities
- C) the process of identifying countries with cheaper labor costs and relocating jobs to those countries
- D) the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns

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) orienting new employees

Answer: A

Diff: 3 Page Ref: 4

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 1

23) Which of the following is a mistake you do not want to make while managing?

- A) have your 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: A

Diff: 2 Page Ref: 3

Objective: Chapter objective 2

24) \_\_\_\_\_ are authorized to direct the work of subordinates.

- 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 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) all are responsibilities necessary for effective human resource management

Answer: D

Diff: 2 Page Ref: 4

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 3

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: 10

Objective: Chapter objective 3

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

- A) stop growing
- B) decrease
- C) increase at a decreasing rate
- D) decrease at an increasing rate

Answer: B

Diff: 3 Page Ref: 9

Objective: Chapter objective 3

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: 9

Objective: Chapter objective 3

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 3

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: 18

Objective: Chapter objective 5

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 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: 20

Objective: Chapter objective 5

36) Which term refers to letting vendors abroad provide services for a firm?

- A) external work systems
- B) application service providers
- C) off shoring
- D) data warehousing

Answer: C

Diff: 1 Page Ref: 9

Objective: Chapter objective 5

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: 7

Objective: Chapter objective 5

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: 18

Objective: Chapter objective 5

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: 18

Objective: Chapter objective 5



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: 15

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

41) Today over \_\_\_\_\_ % 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 5

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 these

Answer: A

Diff: 3 Page Ref: 17

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 4

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: 20

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: 7-11

Objective: Chapter objective 3

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 these

Answer: D

Diff: 3 Page Ref: 14-17

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 5

46) A(n) \_\_\_\_\_ is a system that enables employees to manage their own benefits and update their personal information.

- A) web portal
- B) cybernetic system
- C) formulative system
- D) software based system

Answer: A

Diff: 2 Page Ref: 15

Skill: AACSB: Use of IT

Objective: Chapter objective 5

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

- A) streaming PC video
- B) personal digital assistants
- C) monitoring software
- D) all of the above

Answer: D

Diff: 2 Page Ref: 15

Objective: Chapter objective 5

48) How many of the ten most serious ethical issues were HR related?

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

Answer: A

Diff: 2 Page Ref: 15

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

49) When acting as an internal consultant an HR team should \_\_\_\_\_.

- A) contribute to discussions only when asked
- B) prepare themselves for adverse opinions
- C) identify and institutionalize changes
- D) break the will of the line managers to ensure there will be no resistance to changes

Answer: C

Diff: 3 Page Ref: 14

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

50) Which of the following is not an issue that HR managers have to deal with today?

- A) managing ethics
- B) understanding strategic planning
- C) understanding how to utilize technology
- D) utilizing transactional relations to ensure success

Answer: D

Diff: 2 Page Ref: 14-15

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

51) 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

52) Setting standards such as sales quotas, quality standards, or production levels is part of the leading function of human resource management.

Answer: FALSE

Diff: 2 Page Ref: 2

Objective: Chapter objective 1

53) Ethical decisions never involve morality.

Answer: FALSE

Diff: 2 Page Ref: 15

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

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

Answer: TRUE

Diff: 3 Page Ref: 4

Objective: Chapter objective 3

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

Answer: TRUE

Diff: 1 Page Ref: 8

Objective: Chapter objective 1

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

Answer: FALSE

Diff: 2 Page Ref: 8

Objective: Chapter objective 1

57) 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 1

58) 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: 3

Objective: Chapter objective 1

59) The biggest demographic threat affecting employers is retirees.

Answer: TRUE

Diff: 1 Page Ref: 10

Objective: Chapter objective 2

60) Human resource managers are generally staff managers.

Answer: TRUE

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

61) Staff managers are always someone's boss.

Answer: FALSE

Diff: 2 Page Ref: 3

Objective: Chapter objective 1

62) The inability to recruit and maintain a good workforce constitutes a bottleneck for a developing industry.

Answer: TRUE

Diff: 2 Page Ref: 3

Objective: Chapter objective 1

63) 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: 4

Objective: Chapter objective 1

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

Answer: FALSE

Diff: 2 Page Ref: 4

Objective: Chapter objective 2

65) Human resource managers assist in hiring, training, evaluating, rewarding, counseling, promoting, and hiring employees.

Answer: TRUE

Diff: 1 Page Ref: 2

Objective: Chapter objective 1

66) HR in small businesses are shrunken versions of big-company HRM.

Answer: FALSE

Diff: 1 Page Ref: 5

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 2

67) Supervisors do not spend much of their time on HR/personnel-type tasks.

Answer: FALSE

Diff: 1 Page Ref: 4

Objective: Chapter objective 1

68) 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: 4

Objective: Chapter objective 1

69) 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

70) In the IBM example in the text "silos" were identified as a problem in 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 2

71) 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: 9

Objective: Chapter objective 3

72) 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: 18

Objective: Chapter objective 5

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

Answer: FALSE

Diff: 2 Page Ref: 14

Objective: Chapter objective 5

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

Answer: TRUE

Diff: 2 Page Ref: 14

Objective: Chapter objective 5

75) Monitoring software has been found to be illegal for use by human resource manager.

Answer: FALSE

Diff: 2 Page Ref: 15

Objective: Chapter objective 5

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

Answer: TRUE

Diff: 1 Page Ref: 18

Objective: Chapter objective 5

77) 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: 15

Objective: Chapter objective 5

78) "Safe" workplaces produce just as many lost-time accidents and costs than do "unsafe."

Answer: FALSE

Diff: 2 Page Ref: 16

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

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

Answer: FALSE

Diff: 2 Page Ref: 14

Objective: Chapter objective 4

80) 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: 17

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 5

81) 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: 18

Objective: Chapter objective 5

82) Human resource management refers to the practices and policies organizations need to carry out the personnel aspects required. What do these include? List 5.

Answer:

Conducting job analysis

Planning labor needs

Selecting job candidates

Orienting new employees

Appraising performance

Managing wages and salaries

Providing incentives

Communicating

Diff: 1 Page Ref: 2

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

83) Why are human resource concepts and techniques important to all managers? List 5 reasons.

Answer:

You don't want:

to have your employees not performing at peak capacity

to hire the wrong person for the job

to experience high turnover

to find employees not doing their best

to have your company taken to court because of your discriminatory actions

to commit any unfair labor practices

Diff: 2 Page Ref: 2

Objective: Chapter objective 1

84) 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: 3-5

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

85) 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: 14-15

Skill: AACSB: Use of IT

Objective: Chapter objective 5

86) Describe the changing environment of Human Resource Management.

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: 14-18

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

87) 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

Skill: AACSB: Ethical Reasoning

Objective: Chapter objective 1



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

Answer: Recruiters

Equal employment opportunity representatives

Job analysts

Compensation managers

Training specialists

Diff: 1 Page Ref: 5

Skill: AACSB: Analytical Skills

Objective: Chapter objective 1

89) List and explain 5 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 undertrained employees 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 5.

Diff: 1 Page Ref: 2

Skill: AACSB: Communication

Objective: Chapter objective 2

90) 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 impact the availability of technologically savvy employees or the availability of skilled labor. Additionally the availability of employees affect the compensation that needs to be offered to attract and retain valued employees.

Diff: 3 Page Ref: 9

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

91) 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: 20

Skill: AACSB: Reflective Thinking

Objective: Chapter objective 3

92) To what does human capital refer?

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

Diff: 1 Page Ref: 8

Objective: Chapter objective 2

93) To what does ethics refer?

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

Diff: 1 Page Ref: 15

Skill: AACSB: Communication

Objective: Chapter objective 3

94) 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: 13

Skill: AACSB: Communication

Objective: Chapter objective 5

95) 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