

Fundamentals of Human Resource Management, 5e (Dessler)
Chapter 1 Managing Human Resources Today

1) The basic functions of management include all of the following EXCEPT _____.

- A) staffing
- B) planning
- C) organizing
- D) outsourcing

Answer: D

Explanation: The five basic functions of the management process include planning, organizing, staffing, leading, and controlling. Outsourcing jobs may be an aspect of human resources, but it is not one of the primary management functions.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

2) A manager is best described as a person who is responsible for _____.

- A) teaching new employees basic skills
- B) accomplishing the organization's goals
- C) communicating with stockholders
- D) delegating authority to subordinates

Answer: B

Explanation: A manager is someone who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the organization's people. Most writers agree that managing involves performing five basic functions: planning, organizing, staffing, leading, and controlling.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

3) Which individual in an organization is responsible for accomplishing the organization's goals by planning, organizing, staffing, leading, and controlling personnel?

- A) manager
- B) generalist
- C) marketer
- D) entrepreneur

Answer: A

Explanation: The manager is the person responsible for accomplishing an organization's goals by planning, organizing, staffing, leading, and controlling the efforts of the organization's people.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

4) Which of the following represents the five functions of planning, organizing, staffing, leading, and controlling?

- A) strategic management
- B) adaptability screening
- C) succession planning
- D) management process

Answer: D

Explanation: The management process includes five basic functions—planning, organizing, staffing, leading, and controlling.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

5) Which basic function of management includes developing rules and procedures?

- A) planning
- B) organizing
- C) leading
- D) staffing

Answer: A

Explanation: Planning, organizing, staffing, leading, and controlling are the five functions of management. The planning function involves establishing goals and standards, developing rules and procedures, and developing plans and forecasts.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

6) Which basic function of management involves maintaining employee morale and motivating subordinates?

- A) planning
- B) leading
- C) organizing
- D) developing

Answer: B

Explanation: Planning, organizing, staffing, leading, and controlling are the five functions of management. The leading function involves getting others to accomplish a task, maintaining morale, and motivating subordinates.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

7) What specific activities listed below are part of the planning function?

- A) giving each subordinate a specific task
- B) training and developing employees
- C) developing rules and procedures
- D) establishing quality standards

Answer: C

Explanation: The planning function of management involves establishing goals and standards, developing rules and procedures, and developing plans and forecasts. The other functions of management are organizing, staffing, leading, and controlling.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

8) Celeste spends most of her time at work establishing goals for her staff of fifty employees and developing procedures for various tasks. In which function of the management process does Celeste spend most of her time?

- A) planning
- B) organizing
- C) leading
- D) staffing

Answer: A

Explanation: The planning function of the management process requires managers to establish goals and standards, develop rules and procedures, and develop plans and forecasts. Leading involves motivating staff, while controlling requires a manager to set standards, such as sales quotas. Assigning tasks to employees is an aspect of the organizing function.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

9) John primarily spends his time giving tasks to subordinates and establishing departments. He is performing what function of management?

- A) leading
- B) planning
- C) organizing
- D) controlling

Answer: C

Explanation: The organizing function of management involves giving each subordinate a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication, and coordinating the work of subordinates. Leading, planning, and controlling are other activities in the management process.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

10) Which function of the management process includes delegating authority to subordinates and establishing channels of communication?

- A) organizing
- B) motivating
- C) leading
- D) staffing

Answer: A

Explanation: The organizing function of the management process includes delegating authority to subordinates and establishing channels of communication. The organizing function also includes establishing departments and coordinating the work of subordinates.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

11) Amini, a sales manager with a commercial real estate firm, uses sales quotas to assess the performance of his staff members, and he then develops strategies for corrective action. Which function of the management process is Amini most likely performing?

- A) planning
- B) staffing
- C) controlling
- D) organizing

Answer: C

Explanation: Setting standards such as sales quotas, quality standards, or production levels are activities involved in the control function of the management process. Checking to see how actual performance compares with these standards and taking corrective action as needed are additional control functions.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

12) Which of the following activities is related to the organizing function of the management process?

- A) giving each subordinate a specific task
- B) recruiting prospective employees
- C) developing rules and procedures
- D) establishing quality standards

Answer: A

Explanation: Giving subordinates tasks is an aspect of the organizing function. Recruiting employees, developing procedures, and establishing standards are activities related to other management functions.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

13) All of the following are activities performed within the staffing function of the management process EXCEPT _____.

- A) evaluating performance
- B) providing training
- C) recruiting employees
- D) maintaining morale

Answer: D

Explanation: Determining what type of people should be hired, recruiting prospective employees, selecting employees, setting performance standards, compensating employees, evaluating performance, counseling employees, and training and developing employees are aspects of the staffing function. Maintaining employee morale is an activity of the leading function.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

14) Which of the following terms best describes firms such as IBM, Apple, and Google?

- A) bargaining unit
- B) work council
- C) organization
- D) open shop

Answer: C

Explanation: An organization, such as IBM, Apple, and Google, consists of people with formally assigned roles who work together to achieve the organization's goals. Bargaining units, work councils, and open shops may work within an organization.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

15) In the management process, which activity is part of the staffing function?

- A) developing rules
- B) maintaining morale
- C) evaluating performance
- D) setting production levels

Answer: C

Explanation: The staffing function involves evaluating the performance of employees.

Developing rules is a planning function, and maintaining morale is a leading function. Setting standards such as production levels is an aspect of the controlling function of the management process.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

16) Which function of the management process involves setting standards such as sales quotas and production levels?

- A) planning
- B) organizing
- C) controlling
- D) leading

Answer: C

Explanation: Setting standards such as sales quotas, quality standards, or production levels is part of the controlling function of the management process. Planning, organizing, and leading are other functions in the management process.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

17) Which activity is part of the controlling function of the management process?

- A) recruiting prospective employees
- B) training and developing new employees
- C) developing departmental rules and procedures
- D) comparing employee performance with standards

Answer: D

Explanation: Recruiting and training are staffing functions, while developing rules is a planning function. Controlling involves setting standards and then checking to see how an employee's actual performance compares to those standards.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

18) _____ 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) Career planning
- C) Behavioral management
- D) Job evaluation

Answer: A

Explanation: Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

19) Human resource management is best defined as the process of _____.

- A) controlling and orienting new employees
- B) organizing and scheduling work activities for teams
- C) outsourcing and offshoring clerical jobs to foreign countries
- D) acquiring, training, appraising, and compensating employees

Answer: D

Explanation: Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Orienting new employees and outsourcing jobs may be required of HR managers at times, but hiring, training, and paying workers are the main tasks of HR management.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

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

- A) Leadership
- B) Authority
- C) Arbitration
- D) Bargaining

Answer: B

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

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

21) All of the following are a line manager's responsibilities for effective HR management EXCEPT _____.

- A) advising upper management
- B) controlling labor costs
- C) developing employees
- D) orienting new employees

Answer: A

Explanation: Staff managers are authorized to assist and advise line managers. Line managers have line authority, which means they typically work to control labor costs, develop employees, and orient new workers.

Diff: 3

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

22) Line authority is best defined as a manager's right to _____.

- A) use flexible decision-making powers
- B) advise other managers or employees
- C) advocate on behalf of his or her department
- D) issue orders to other managers or employees

Answer: D

Explanation: Line authority is a manager's right to issue orders to other managers or employees, which creates a superior-subordinate relationship. Staff authority refers to a manager's right to assist and advise other managers or employees, which creates an advisory relationship.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

23) In most organizations, human resource managers are categorized as _____, who assist and advise _____ in areas like recruiting, hiring, and compensation.

- A) staff managers; line managers
- B) line managers; middle managers
- C) line managers; staff managers
- D) functional managers; staff managers

Answer: A

Explanation: Human resource managers are usually staff managers. They assist and advise line managers in areas like recruiting, hiring, and compensation. However, line managers still have human resource duties.

Diff: 3

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

24) Which of the following has historically been an integral part of every line manager's duties?

- A) establishing dress codes
- B) developing annual budgets
- C) addressing personnel issues
- D) creating personnel policies

Answer: C

Explanation: All line managers are heavily involved with personnel issues, such as hiring and training new employees. Not all line managers participate in dress codes, budgets, and policies, but they are always involved in issues relating to subordinates.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

25) Which of the following best explains why HR management is important to all managers?

- A) Economic challenges facing the world call for advanced cost-cutting and streamlining.
- B) Investing in human capital enables managers to achieve positive results for the firm.
- C) An enthusiastic labor force is likely to provide financial support to local unions.
- D) Technological changes and global competition require clear organization charts.

Answer: B

Explanation: Getting results is the bottom line of managing, and it is primarily accomplished through human capital. Managers throughout a firm need good people to get results, and hiring and retaining good people is the objective of HRM.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

26) Larry is a line manager at a large sporting goods store. Which of the following is LEAST likely to be one of Larry's HR responsibilities?

- A) training new employees
- B) interpreting company policies
- C) sharing financial advice
- D) improving job performance

Answer: C

Explanation: Line managers are typically involved with HR tasks such as training employees, interpreting policies, and improving the job performance of each person.

Providing financial advice is not a responsibility of most line managers.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

27) All of the following are examples of human resource specialties EXCEPT _____.

- A) job analyst
- B) training specialist
- C) EEO coordinator
- D) financial advisor

Answer: D

Explanation: Job analysis, training, and equal employment opportunity coordination are all duties of the HR department. HR specialists are less likely to serve as financial advisors.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

28) Nicole works as a job analyst at a computer firm. Which of the following most likely describes Nicole's duties in her current position?

- A) searching for qualified job candidates
- B) processing employee benefits programs
- C) collecting information about job duties
- D) planning and organizing training activities

Answer: C

Explanation: Job analysts collect and examine detailed information about job duties to prepare job descriptions. Recruiters interview job candidates, and compensation managers handle benefits programs. Training specialists plan, organize, and direct training activities.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

29) Personnel mistakes to be avoided while managing include all of the following EXCEPT

- A) hiring the wrong person for the job
- B) experiencing high turnover
- C) having your company in court due to your discriminatory actions
- D) offering training and development programs

Answer: D

Explanation: Offering training and development programs should be included in good human resources management responsibilities. Hiring the wrong person for the job, experiencing high turnover, and incurring litigation are personnel mistakes that managers should avoid.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

30) Which of the following human resource management specialties would most likely require extensive travel?

- A) labor relations specialist
- B) training specialist
- C) job analyst
- D) recruiter

Answer: D

Explanation: Recruiters are required to maintain contact within the community and perhaps travel extensively to search for qualified job applicants. Labor relations specialists, training specialists, and job analysts would require less travel.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

31) Which of the following assist top management in top-level issues such as developing the personnel aspects of the company's long-term strategic plan?

- A) centralized HR units
- B) corporate HR teams
- C) embedded HR units
- D) HR consulting firms

Answer: B

Explanation: Corporate HR teams within a company. These assist top management in top-level issues such as developing the personnel aspects.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

32) An HR generalist at Wilson Manufacturing has been assigned to the sales department to provide HR management assistance as needed. Which of the following best describes the structure of the HR services provided at Wilson Manufacturing?

- A) shared services HR teams
- B) corporate HR teams
- C) embedded HR units
- D) HR centers of expertise

Answer: C

Explanation: Embedded HR teams have HR generalists (also known as "relationship managers" or "HR business partners") assigned to functional departments like sales and production. They provide the selection and other assistance the departments need. Shared services HR teams, corporate HR teams, and centers of expertise are three other typical organizational approaches to HR.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

33) Roberta Whitman has recently been hired by Jackson Pharmaceuticals as the senior vice president of human resources. Jackson Pharmaceuticals has a history of problems within its HR department including high employee turnover, EEO violations, inadequate training programs, and benefit enrollment difficulties. With years of experience transforming HR departments in other firms, Whitman believes she can correct the problems at Jackson Pharmaceuticals.

Which of the following best supports the argument that Whitman should create embedded HR units and assign relationship managers to each department within the firm?

- A) Employees frequently complain about the inconsistent assistance they receive from the HR department due to its large size.
- B) The global nature of the firm makes it difficult for the HR department to effectively communicate corporate messages to employees scattered around the world.
- C) Centralized call centers would enable the HR department to provide specialized support on daily transactional activities.
- D) Line managers want to implement additional screening and evaluations to improve the quality of their subordinates.

Answer: A

Explanation: The embedded HR team assigns HR generalists directly to departments like sales and production to provide the localized human resource management assistance the departments need. If employees are unable to receive the HR assistance they need on a regular basis, then it would be appropriate for the firm to assign HR generalists to each department as a direct line to the HR department.

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Critical Thinking

34) Roberta Whitman has recently been hired by Jackson Pharmaceuticals as the senior vice president of human resources. Jackson Pharmaceuticals has a history of problems within its HR department including high employee turnover, EEO violations, inadequate training programs, and benefit enrollment difficulties. With years of experience transforming HR departments in other firms, Whitman believes she can correct the problems at Jackson Pharmaceuticals.

Which of the following best supports Whitman's idea to develop a shared services HR team to handle benefits administration?

- A) Extensive training has been provided to line managers so that they fully understand the different insurance options available to employees.
- B) Lower insurance premiums would eliminate the need for outsourcing medical services and improve employee health coverage.
- C) Shared services HR teams provide managers and employees with specialized support in day-to-day HR activities (such as discipline problems).
- D) All employees are currently required to participate in health screening and drug tests to eliminate high risk employees from the benefits plan.

Answer: C

Explanation: Shared services HR teams use intranets or centralized call centers to provide managers and employees with specialized support in day-to-day HR activities (such as discipline problems).

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Critical Thinking

35) Planning, organizing, staffing, leading, and controlling are the five basic functions of the management process.

Answer: TRUE

Explanation: A manager is someone who is responsible for accomplishing the organization's goals, and who does so by managing the efforts of the organization's people. Most writers agree that managing involves performing five basic functions: planning, organizing, staffing, leading, and controlling.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

36) Personnel management involves recruiting prospective employees, setting performance standards, and monitoring production levels.

Answer: FALSE

Explanation: Personnel management involves recruiting, setting performance standards, and counseling. However, the controlling function of the management process requires managers to monitor production levels and set other types of standards.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

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

Answer: FALSE

Explanation: Setting standards such as sales quotas, quality standards, or production levels is part of the controlling, rather than the leading, function of human resource management. Leading involves maintaining morale and motivating workers.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

38) The planning function of management includes establishing goals and standards and developing forecasts.

Answer: TRUE

Explanation: The planning function of management includes establishing goals and standards, developing rules and procedures, and developing plans and forecasting. Planning, organizing, staffing, leading, and controlling are the five functions of the management process.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

39) Communicating is one of the five basic functions of the management process.

Answer: FALSE

Explanation: Planning, organizing, staffing, leading, and controlling are the five functions of the management process. Although communicating with employees is part of every step, it is not one of the five basic functions.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

40) Staff managers are authorized to issue orders to subordinates and are directly in charge of accomplishing the organization's basic goals.

Answer: FALSE

Explanation: Line managers, not staff managers, are authorized to issue orders down the chain of command. Staff managers have the authority to advise other managers or employees.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

41) In most large firms, human resource managers assist line managers with hiring, training, evaluating, rewarding, counseling, promoting, and hiring employees.

Answer: TRUE

Explanation: Assisting and advising line managers is the heart of the human resource manager's job. HR assists in hiring, training, evaluating, rewarding, counseling, promoting, and firing employees.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

42) Extensive travel is required of recruiters, compensation managers, and job analysts.

Answer: FALSE

Explanation: Recruiters will most likely have to travel to interview prospective candidates. Other HR positions such as compensation manager or job analysts are less likely to travel.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

43) Firms of all sizes are required under employment laws to have at least one full-time human resource manager on staff.

Answer: FALSE

Explanation: Employers usually have about one HR professional per 100 employees. Small firms (say, those with less than 100 employees) generally do not have the critical mass required for a full-time human resource manager.

Diff: 1

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

44) Corporate HR teams focus on assisting top management in big picture issues such as developing the personnel aspects of a firm's long-term strategic plan.

Answer: TRUE

Explanation: Corporate HR groups focus on assisting top management in big picture issues such as developing a firm's long-term strategic plan.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

45) An embedded HR unit focuses on using centralized call centers and benefits advisors to provide specialized support.

Answer: FALSE

Explanation: Shared services HR teams use intranets or centralized call centers to provide managers and employees with specialized support in day-to-day HR activities (such as discipline problems). The embedded HR unit assigns HR generalists to departments to provide the assistance the departments need.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

46) A center of expertise might provide specialized advice in areas such as organizational change to all the company's various units.

Answer: TRUE

Explanation: Centers of expertise are basically specialized HR consulting firms within the company. For example, one center of expertise might provide specialized advice in areas such as organizational change to all the company's various units.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

47) Human resource management is the sole responsibility of human resource managers, so line managers and staff managers rely heavily on HR specialists to hire the best employees.

Answer: FALSE

Explanation: Human resource management is the responsibility of every manager—not just those in human resources. Throughout every page in the textbook, you'll therefore find an emphasis on practical material that you, as a manager, will need to perform your day-to-day management responsibilities.

Diff: 2

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Concept

48) What are the five basic functions of management? Explain some of the specific activities involved in each function. Is one function more important for human resource management?

Answer: The five basic functions are planning, organizing, staffing, leading, and controlling. Planning activities include establishing goals and standards, developing rules and procedures, and developing plans and forecasts. Organizing activities include giving specific task assignments to subordinates, establishing departments, delegating authority to subordinates, and establishing channels of authority and communication; and coordinating the work of subordinates. Staffing activities include determining what type of people should be hired, recruiting prospective employees selecting employees, and setting performance standards. Leading activities include getting others to get the job done, maintaining morale and motivating subordinates. Controlling activities include setting standards such as sales quotas quality standards or production levels, and taking corrective action as needed. Staffing is the function most readily related to human resource management. However, HR managers actually perform all five functions.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

49) What is human resource management? Why is human resource management important to all managers? What is the role of line managers in human resource management?

Answer: Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. HR management is important to all managers because managers can do everything else right—lay brilliant plans, draw clear organization charts, set up world-class assembly lines, and use sophisticated accounting controls—but still fail by hiring the wrong people or by not motivating subordinates. On the other hand, many managers—presidents, generals, governors, supervisors—have been successful even with inadequate plans, organizations, or controls because they had the knack of hiring the right people for the right jobs and motivating, appraising, and developing them. The direct handling of people is an integral part of every line manager's duties. More specifically, line managers must place the right person in the right job, orient and train new employees, improve the job performance of each person, gain cooperation and develop smooth working relationships, interpret the company's policies and procedures, control labor costs, and protect employees' health and physical condition.

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Synthesis

50) List and explain five personnel mistakes you do not want to make as an HR manager.

Answer: The answer should include any of the following: 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 unsafe practices, to have undertrained employees, and to commit unfair labor practices.

Diff: 2

AACSB: Reflective thinking

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

51) In a brief essay, compare the role of human resource management in small businesses and in high-performance work systems.

Answer: Small firms generally do not have the critical mass required for a full-time human resource manager. Their human resource management therefore tends to be informal. Small firms typically do little or no formal training and recruit employees with newspaper ads and through word-of-mouth. In contrast, a high-performance work system (HPWS) is a set of human resource management policies and practices that together produce superior employee performance.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Synthesis

52) What duties are required of most HR managers? How have the duties of HR managers changed from 30 years ago?

Answer: Most HR managers conduct job analyses, recruit job candidates, train employees, compensate employees, and communicate with employees and other managers. Modern HR managers are expected to have the ability to understand and apply information with which to contribute to the organization's strategic plan.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?" 1.4: Outline the plan of this book.

Skill: Synthesis

53) Employers are dependent on all of the following EXCEPT _____.

A) their workers' knowledge

B) their workers' education

C) their workers' nationality

D) their workers' training

Answer: C

Explanation: One big consequence of globalization and of economic and technological trends is that employers are more dependent on their workers' knowledge, education, training, skills, and expertise—on their "human capital."

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Application

54) _____ refers to companies extending their sales, ownership, and/or manufacturing to new markets abroad.

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

Answer: B

Explanation: Globalization refers to companies extending their sales, ownership, and/or manufacturing to new markets abroad. Firms usually expand globally to expand sales, cut labor costs, or form partnerships with foreign firms.

Diff: 1

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

55) Which term refers to exporting jobs to lower-cost locations abroad?

- A) compensating
- B) benchmarking
- C) offshoring
- D) warehousing

Answer: C

Explanation: The search for greater efficiencies is prompting employers to offshore (export) more jobs to lower-cost locations abroad. Many firms transferred operations abroad, not just to seek cheaper labor but to tap new markets. The search for greater efficiencies prompted some employers to *offshore* (export jobs to lower-cost locations abroad).

Diff: 1

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

56) Which of the following is NOT a trend facing human resource managers today?

- A) increasing age of the workforce
- B) increasing diversity in the workforce
- C) increasing number of younger workers
- D) increasing number of women

Answer: C

Explanation: The composition of the workforce will continue to change over the next few years; specifically, it will continue to become more diverse with more women, minority group members, and older workers in the workforce. The percentages of younger workers will fall.

Diff: 3

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

57) Which of the following describes the most significant demographic trend facing the U.S. workforce?

- A) decreasing number of contingent workers
- B) increasing number of blue-collar workers
- C) decreasing number of bilingual workers
- D) increasing number of older workers

Answer: D

Explanation: One of the most significant demographic trends facing the U.S. workforce is the increasing number of aging workers, who are those over age 55. There are not enough younger workers to replace the projected number of baby-boom era older-worker retirees. As a result, many retirees are returning to the workforce.

Diff: 3

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

58) Which of the following statements best explains why employers are expecting a severe labor shortage in the next few years?

- A) More people are retiring than are entering the job market.
- B) One-third of single mothers are not in the labor force.
- C) People are living longer because of better health care.
- D) Increasing taxes have forced businesses to globalize.

Answer: A

Explanation: Many human resource professionals call "the aging workforce" the biggest demographic threat affecting employers. The basic problem is that there aren't enough younger workers to replace the projected number of baby-boom era older workers retiring.

Diff: 3

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

59) What are many employers doing to fill openings left by retiring employees?

- A) increasing the retirement age
- B) offering night shifts
- C) hiring more women
- D) rehiring retirees

Answer: D

Explanation: Many human resource professionals call "the aging workforce" the biggest demographic threat affecting employers. The basic problem is that there aren't enough younger workers to replace the projected number of baby boom-era older workers retiring. Many employers are bringing retirees back (or just trying to keep them from leaving).

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

60) According to one study, many U.S. employers are hiring _____ workers due to overall projected workforce shortfalls.

- A) full-time
- B) traditional
- C) foreign
- D) white, non-Hispanic

Answer: C

Explanation: Demographic trends are posing a challenge for employers in finding and hiring qualified workers due to overall projected workforce shortfalls. Thus, U.S. employers are recruiting skilled foreign professionals to work in the U.S. when qualified American workers are hard to find.

Diff: 3

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

61) What term refers to the knowledge, education, training, skills, and expertise of a firm's workers?

- A) tangible assets
- B) human capital
- C) human resources
- D) intellectual property

Answer: B

Explanation: Human capital is the knowledge, education, training, skills, and expertise of a firm's workers. In the modern workforce, employment is shifting from manual workers to knowledge workers.

Diff: 1

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

62) In today's business environment, what is a firm's main source of profitability and success?

- A) technology
- B) human capital
- C) financial structure
- D) creative advertising

Answer: B

Explanation: In our knowledge-based economy, ". . . the acquisition and development of superior human capital appears essential to firms' profitability and success."

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

63) Most modern employers expect HR managers to do all of the following EXCEPT _____.

- A) hire foreign workers
- B) retain retirees
- C) recruit the talent they need
- D) communicate with shareholders

Answer: D

Explanation: Working cooperatively with line managers, human resource managers have long helped employers hire and fire employees, administer benefits, and conduct appraisals. However, trends are occurring in the environment of human resource management that are changing how employers get their human resource management tasks done. These trends include workforce trends, trends in how people work, technological trends, and globalization and economic trends. Communicating with shareholders is not an HR function.

Diff: 3

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

64) Which of the following terms refers to workers who hold multiple jobs or are part-time employees?

- A) short-term
- B) seasonal
- C) temporary
- D) nontraditional

Answer: D

Explanation: There has been a shift to nontraditional workers, which includes those who hold multiple jobs, those who are "contingent" or part-time workers, or those who work in alternative work arrangements. Many others are freelancers or independent contractors hired for specific projects.

Diff: 1

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

65) Which of the following best describes the need for foreign workers?

- A) Foreign workers are better educated than American workers.
- B) Employers can't find enough skilled American professionals.
- C) Younger workers are replacing retirees
- D) There is a need to diversify the workforce.

Answer: B

Explanation: With not enough younger workers to replace retirees, many employers are hiring foreign workers for U.S. jobs. The H-1B visa program lets U.S. employers recruit skilled foreign professionals to work in the United States when they can't find qualified American workers.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

- 66) Which of the following is a trend in the US.?
- A) increasing number of service industries
 - B) decreasing number of Hispanic workers
 - C) increasing number of goods-producing industries
 - D) decreasing number of Asian workers

Answer: A

Explanation: By 2024, service-providing industries are expected to account for 129 million out of 160 million (81%) of wage and salary jobs overall. So in the next few years, almost all the new jobs added in the United States will be in services, not in goods-producing industries. The number of Hispanic and Asian workers in the U.S. is rising.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

- 67) By 2020, service-providing industries in the U.S. are expected to account for _____ of wage and salary jobs overall.

- A) 53%
- B) 64%
- C) 72%
- D) 81%

Answer: D

Explanation: By 2024, service-providing industries are expected to account for 129 million out of 160 million (81%) of wage and salary jobs overall.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

- 68) A trend in the workforce is that employers tend to hire all of the following EXCEPT _____.

- A) freelance workers
- B) full-time employees
- C) contract labor
- D) temporary workers

Answer: B

Explanation: Today, many workers aren't employees at all, but are freelancers and independent contractors who work when they can on what they want to work on, when the company needs them.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

69) Globalization has boomed for the past 50 years, mainly due to _____.

- A) decreasing workforce
- B) increasing workforce
- C) changing economic and political philosophies
- D) changing innovation and creativity philosophies

Answer: C

Explanation: The total sum of U.S. imports and exports rose from \$47 billion in 1960, to \$562 billion in 1980, to about \$5.1 *trillion* recently. Changing economic and political philosophies drove this boom.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

70) Companies that rely on freelancers, consultants, and other such _____ employees need special HR policies and practices to deal with them.

- A) in-house
- B) foreign
- C) full-time
- D) nontraditional

Answer: D

Explanation: Companies that rely on freelancers, consultants, and other such nontraditional employees need special HR policies and practices to deal with them.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Application

71) When companies export jobs to lower-cost locations abroad, this is referred to as _____.

- A) co-working site
- B) indebtedness
- C) downsizing
- D) offshoring

Answer: D

Explanation: The search for greater efficiencies prompts some employers to offshore, which means to export jobs to lower-cost locations abroad.

Diff: 1

AACSB: Diverse and multicultural work environments

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

72) The purpose of the H-1B visa program is to allow _____.

- A) U.S. employers to hire skilled foreign workers for jobs overseas
- B) U.S. employees to work for foreign firms based in the U.S.
- C) U.S. employers to hire skilled foreign workers for jobs in the U.S.
- D) U.S. employees to work for foreign firms based overseas

Answer: C

Explanation: The H-1B visa program lets U.S. employers recruit skilled foreign professionals to work in the United States when they can't find qualified American workers.

Diff: 2

AACSB: Diverse and multicultural work environments

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

73) Which term refers to an agreement that reduces tariffs and barriers among trading partners?

- A) offshore facility
- B) co-working site
- C) deregulation
- D) free trade area

Answer: D

Explanation: Free trade areas—agreements that reduce tariffs and barriers among trading partners—encourage international trade. NAFTA (the North American Free Trade Agreement) and the EU (European Union) are examples.

Diff: 1

AACSB: Diverse and multicultural work environments

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

74) Which of the following factors LEAST likely drove U.S. economic growth between 1960 and 2007?

- A) leveraging
- B) diversifying
- C) globalization
- D) deregulation

Answer: B

Explanation: Leveraging, globalization, and deregulation have driven economic growth for the last 50 years in the U.S. However, around 2007-2008, the U.S. economy started heading for a recession as home prices and GNP fell and unemployment rose.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

75) According to the Bureau of Labor Statistics, between now and 2042, the number of workers classified as "white, non-Hispanic" will decrease and the number of workers classified as Asian will increase.

Answer: TRUE

Explanation: Between 1992 and 2024, the percent of the workforce that the U.S. Department of Labor classifies as "white" will drop from 85% to 77%. At the same time, the percent of the workforce that it classifies as "Asian" will rise from 4% to 6.6%.

Diff: 2

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

76) The H-1B visa program allows U.S. employers to hire foreign workers to fill workforce shortfalls for hourly positions that require only limited skills.

Answer: FALSE

Explanation: With retirements triggering projected workforce shortfalls, many employers are hiring foreign workers for U.S. jobs. The H-1B visa program lets U.S. employers recruit skilled foreign professionals to work in the United States when they cannot find qualified U.S. workers. U.S. employers bring in about 85,000 foreign workers per year under these programs, although such programs face opposition.

Diff: 2

AACSB: Diverse and multicultural work environments

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Concept

77) 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

AACSB: Application of knowledge

Chapter: 1

LO: 1.1: Answer the questions, "What is human resource management?" and "Why is knowing HR management concepts and techniques important to any supervisor or manager?"

Skill: Application

78) 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 affects the compensation that needs to be offered to attract and retain valued employees.

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management.

Skill: Application

79) What changes in the business environment have led to HR managers playing more strategic roles in organizations? As a result of these changes, what competencies are now required of modern HR managers?

Answer: Changes in the environment of HR management are requiring HR to play a more strategic role in organizations. These changes include growing workforce diversity, rapid technological change, globalization, and changes in the nature of work, such as the movement toward a service society and a growing emphasis on education and human capital. Human resource managers still need skills in areas such as employee selection and training. But now they also require broader business knowledge and competencies. For example, to assist top management in formulating strategies, the human resource manager needs to understand strategic planning, marketing, production, and finance.

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management. 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Synthesis

80) What is globalization? How has globalization affected employers and HR management?

Answer: Globalization refers to companies extending their sales, ownership, and/or manufacturing to new markets abroad. Globalization compels employers to be more efficient. More globalization means more competition, and more competition means more pressure to be "world class"—to lower costs, to make employees more productive, and to do things better and less expensively. The search for greater efficiencies prompts many employers to offshore (export jobs to lower-cost locations abroad), which requires HR managers to oversee recruiting and selection practices both domestically and abroad.

Diff: 3

AACSB: Reflective thinking

Chapter: 1

LO: 1.2: Describe with examples what trends are influencing human resource management. 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Synthesis

81) Globalization, competition, and technology have led to which of the following trends in human resource management?

- A) HR managers assist top management with developing and implementing strategies.
- B) HR managers primarily focus on providing services like recruiting and hiring.
- C) Metrics used to measure employee potential have been replaced by standardized testing.
- D) College recruiting has increased as a result of the growing number of retiring baby boomers.

Answer: A

Explanation: Globalization, competition, workforce trends, and economic upheaval have led HR managers to become more involved with top management in developing and implementing the firm's strategies or long-term plans. HR managers are focusing more on the big picture and less on services such as recruiting, selection, and training.

Diff: 3

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

82) Tara Robles earned an MBA degree and is now an HR manager for a Fortune 500 company. In which of the following tasks does Tara's advanced degree benefit her the most?

- A) training interns to perform basic computer tasks
- B) recruiting college graduates for entry-level positions
- C) distributing pension payments to retiring employees
- D) assisting upper management in formulating business strategies

Answer: D

Explanation: Human resource managers in today's workforce still need skills in areas such as employee selection, training, and compensation, as HR managers in the past did. However, modern HR managers also require broader business knowledge and proficiencies, which can be gained through an MBA program.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Application

83) Which of the following is most likely a TRUE statement?

- A) A firm's vision is only effective when HR managers play a strategic role in its development.
- B) Human capital is linked to increased productivity, profitability, and customer satisfaction.
- C) Traditional activities such as recruiting are more cost-effective when outsourced by HR.
- D) Business strategies developed by HR managers are quantifiable.

Answer: B

Explanation: Value-added HR practices have been shown to improve employee performance and company profitability. As the global economy becomes increasingly knowledge-based, the acquisition and development of superior human capital appears essential to firms' success.

Diff: 3

AACSB: Application of knowledge

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Critical Thinking

84) Which of the following terms refers to a set of HR management policies and practices that together produce superior employee performance?

- A) career management system
- B) in-house development system
- C) high-performance work system
- D) management assessment system

Answer: C

Explanation: A high-performance work system is a set of human resource management policies and practices that together produce superior employee performance. Firms with HPWSs typically pay more, use sophisticated recruitment practices, and use self-managing work teams.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

85) Evidence-based human resource management relies on all of the following types of evidence EXCEPT _____.

- A) analytics
- B) existing data
- C) research studies
- D) qualitative opinions

Answer: D

Explanation: Qualitative information or opinions are not a characteristic of evidence-based HR management because neither can be measured. Evidence-based human resource management is based on the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

86) Which term refers to a set of quantitative performance measures that human resource managers use to assess their operations?

- A) ratios
- B) tools
- C) metrics
- D) case studies

Answer: C

Explanation: Basing decisions on evidence is the heart of evidence-based human resource management. This is the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions. Metrics are quantitative performance measures that HR managers use to assess their operations.

Diff: 1

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

87) Which 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

Explanation: Ethics refers to the standards someone uses to decide what his or her conduct should be. Ethical decisions always involve morality—matters of serious consequence to society's well-being, such as murder, lying, and stealing.

Diff: 1

AACSB: Ethical understanding and reasoning

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

88) Jennifer was recently certified as a professional human resource manager. Which organization most likely provided this certification to Jennifer?

- A) Human Resource Certification Institute
- B) Academy of Human Resource Executives
- C) Society of Business Administration
- D) Association of Certified HR Managers

Answer: A

Explanation: HR managers use certification to show their mastery of modern human resource management practices. Three levels of exams from the Human Resource Certification Institute test the professional's knowledge of human resource management, including management practices, staffing, development, compensation, labor relations, and health and safety.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.4: Explain what sorts of competencies, knowledge, and skills characterize today's new human resource manager.

Skill: Application

89) Unlike HR managers of the past, modern HR managers must be able to _____.

- A) hire workers who are well-matched to a firm's HR needs
- B) assist with employee training in departments within a firm
- C) develop and implement a firm's long-term business strategies
- D) explain HR activities in terms of a firm's finances and productivity

Answer: D

Explanation: In the past, HR managers mainly focused on employee training, compensation, and hiring. Now, HR managers need to be familiar with strategic planning, marketing, production, and finance. They must also be able to "speak the CFO's language," by explaining human resource activities in financially measurable terms, such as return on investment and cost per unit of service. Only top-level managers develop long-term business strategies for a firm, although HR managers may assist in the process.

Diff: 3

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

90) Many HR managers use social media tools to _____.

- A) measure the competition
- B) improve employee retention
- C) provide benefits services
- D) manage ethics

Answer: B

Explanation: Talent analytics algorithms help employers improve employee retention. They do this by identifying the factors (such as experience, career advancement, performance reviews, compensation, and even a surge in activity on social media sites) that flag high-potential employees who are more likely to leave.

Diff: 2

AACSB: Information technology

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Application

91) Today's workplace demands high levels of employee _____.

- A) compensation
- B) engagement
- C) empowerment
- D) rewards

Answer: B

Explanation: Employee engagement refers to being psychologically involved in, connected to, and committed to getting one's jobs done. Engaged employees "experience a high level of connectivity with their work tasks," and therefore work hard to accomplish their task-related goals.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

92) According to one survey, only about 21-30% of today's employees nationally are _____.

- A) engaged
- B) trained
- C) disengaged
- D) unempowered

Answer: A

Explanation: In one survey, about 30% were engaged, 50% were not engaged, and 20% were actively disengaged (anti-management).

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

93) Which term refers to formulating and executing HR policies and practices that produce the employee competencies and behaviors a firm needs to achieve its strategic goals?

- A) talent management
- B) performance management
- C) organizational management
- D) strategic human resource management

Answer: D

Explanation: Strategic human resource management means formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.

Diff: 1

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

94) Hilton Worldwide is an example of the new HR management by _____.

- A) placing more HR activities in the hands of employees
- B) placing more HR activities in the hands of top management
- C) outsourcing HR activities
- D) using social media

Answer: A

Explanation: Hilton Worldwide is placing more HR activities in the hands of employees, while redirecting the savings to building up the more strategic aspects of what its human resource managers do.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

95) Modern HR managers are expected to monitor employee engagement, which refers to an employee's _____.

- A) ability to balance family and career
- B) emotional investment in their work
- C) personal career goals and objectives
- D) ethical behaviors and attitudes

Answer: B

Explanation: Studies suggest that less than one-third of the U.S. workforce is engaged, so today's human resource managers need skills to manage employee engagement.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

96) According to the text, which of the following is the most likely reason that HR managers are more focused on metrics than they were 50 years ago?

- A) fluctuations in the stock market
- B) risks of monetary recession
- C) threats of heavy regulation
- D) pressures of global competition

Answer: D

Explanation: The pressures of global competition forced human resource managers to be more numbers oriented. Human resource managers use metrics to evaluate a firm's performance.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

97) The purpose of evidence-based human resource management is to use data and research to _____.

- A) make comparisons with other firms
- B) quantify HR expenses and deficits
- C) support HR decisions and practices
- D) identify high quality job candidates

Answer: C

Explanation: Evidence-based human resource management involves the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

98) Which term refers to the competency needed by today's HR managers to direct and contribute to initiatives and processes within the organization?

- A) leadership and navigation
- B) critical evaluation
- C) business acumen
- D) relationship manager

Answer: A

Explanation: Leadership and navigation refer to the ability of today's HR managers to direct and contribute to initiatives and processes within the organization.

Diff: 2

Chapter: 1

LO: 1.4: Explain what sorts of competencies, knowledge, and skills characterize today's new human resource manager.

Skill: Concept

99) James is preparing to take an HRCI certification exam. Which of the following subjects is LEAST important for James to study?

- A) strategic management
- B) workforce planning
- C) information technology
- D) risk management

Answer: C

Explanation: The Human Resource Certification Institute provides professional certification exams that test the professional's knowledge of all aspects of human resource management, including ethics, management practices, staffing, development, compensation, labor relations, strategic management, workforce planning, and occupational health and safety. Information technology is less likely to be covered on the HRCI exam.

Diff: 2

AACSB: Application of knowledge

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Application

100) Evidence-based human resource management means using the best-available evidence in making decisions about the human resource management practices you are focusing on.

Answer: TRUE

Explanation: Evidence-based human resource management means using the best-available evidence in making decisions about the human resource management practices you are focusing on. The evidence may come from *actual measurements* or from *existing data*.

Diff: 1

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

101) The evidence used in evidence-based human resource management typically comes from actual measurements, existing data, or critically evaluated research studies.

Answer: TRUE

Explanation: Evidence is the core of evidence-based human resource management. Data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies are used to support human resource management proposals, decisions, practices, and conclusions.

Diff: 1

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

102) Ethical issues such as workplace safety and employee privacy rights are all related to human resource management.

Answer: TRUE

Explanation: Ethics refers to the standards someone uses to decide what his or her conduct should be. Ethical issues related to HR management include workplace safety, security of employee records, employee theft, affirmative action, and employee privacy rights.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

103) Since HR managers are expected to participate in long-term strategic planning, they no longer need to have recruiting and training skills.

Answer: FALSE

Explanation: Activities such as strategizing, measuring, and dealing with technology demand that HR managers exhibit new human resource management proficiencies. However, human resource managers still need skills in areas such as employee selection and training.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

104) Companies like PepsiCo use workforce planning processes to help determine for how many and what sorts of environmental sustainability jobs the company will need to recruit.

Answer: TRUE

Explanation: Workforce planning processes are a part of a company's strategic human resources initiatives.

Diff: 2

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Concept

105) How have technological advances changed the HR environment? What technological tools enable HR managers to perform their duties more efficiently?

Answer: Technology is changing how businesses operate as well as the nature of work. In plants throughout the world, knowledge-intensive high-tech manufacturing jobs are replacing traditional factory jobs, which means that employees need new skills and training to excel at increasingly complex jobs. Intranet-based websites enable employees to self-administer benefits plans, which allows HR managers to focus on other tasks.

Diff: 3

AACSB: Information technology

Chapter: 1

LO: 1.3: Discuss at least five consequences such trends have for human resource management today.

Skill: Synthesis