

File: ch02, Chapter 2: Functions and Strategy

True/False

1. Elton Mayo is often regarded as the father of scientific management.

Ans: False

Response: See Section on Evolution Management. Management Thought. Frederick Taylor is often regarded as the father of scientific management.

Section Reference: Evolution Management

Learning Objective: Identify advances in management leading to modern human resource management practices.

Difficulty: easy

2. Activities in HRM concerned with effective communications among organizational members are part of the maintenance function.

Ans: True

Response: See Section on The HRM Functions.

Section Reference: The HRM Functions

Learning Objective: Describe the functions of management.

Difficulty: easy

3. Aligning HR policies and decisions with the organizational strategy and mission is called organizational human resources management.

Ans: False

Response: See Section on The Role of HR in the Strategic Management Process. The answer is strategic human resources management.

Section Reference: The Role of HR in the Strategic Management Process.

Learning Objective: Explain the role of human resource management in the strategic management process and how strategic human resource management practices align with organizational strategy.

Difficulty: easy

4. The staffing function is used to provide motivation in most technology-based organizations.

Ans: False

Response: See Section on The HRM Functions. These are activities in HRM concerned with seeking and hiring qualified employees.

Section Reference: The HRM Functions

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: easy

5. Large companies are increasingly finding it more cost-effective to share their HRM services among the divisions.

Ans: True

Response: See Section on HR Trends and Opportunities. This trend is called shared services.

Section Reference: HR Trends and Opportunities

Learning Objective: Outline current trends and opportunities in human resource management.

Difficulty: easy

Multiple Choice

6. Which of the following is NOT a management function?

- a) Planning
- b) Organizing
- c) Downsizing
- d) Leading
- e) Controlling

Ans: c

Response A: Incorrect. Planning is a management function. See Section on Functions of Management.

Response B: Incorrect. Organizing is a management function. See Section on Functions of Management.

Response C: Correct! See Section on Functions of Management.

Response D: Incorrect. Leading is a management function. See Section on Functions of Management.

Response E: Incorrect. Controlling is a management function. See Section on Functions of Management.

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Difficulty: medium

7. Marjorie conducts new employee orientation for a large organization. Her work is within which basic HRM function?

- a) **Management**
- b) Motivation
- c) Career planning
- d) HRIS
- e) Training and development

Ans: e

Response A: Not an explicit HRM function. See Section on The HRM Functions.

Response B: No. The motivation function includes benefits and compensation. See Section on The HRM Functions.

Response C: Close, but career planning, like orientation, is part of the HRM function of training and development. See Section on The HRM Functions.

Response D: Not quite. See Section on The HRM Functions.

Response E: Correct! See Section on The HRM Functions.

Section Reference: The HRM Functions.

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: easy

8. Which primary HRM activity includes safety and health?

- a) Leading
- b) Motivation
- c) Staffing
- d) Maintenance
- e) Training and development

Ans: d

Response A: No. Leading is a management function. See Section on The HRM Functions.

Response B: Incorrect. See Section on The HRM Functions.

Response C: Incorrect. See Section on The HRM Functions.

Response D: Correct! See Section on The HRM Functions.

Response E: Incorrect. See Section on The HRM Functions.

Section Reference: The HRM Functions.

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: medium

9. Which of following early management theorist was a forerunner of today's teamwork concept?

- a) Elton Mayo
- b) Mary Parker Follet
- c) Hugo Munsterberg
- d) Frederick Taylor
- e) W. Edwards Deming

Ans: b

Response A: No. Elton Mayo was an early management theorist who was a forerunner of HRM support. See Section on Evolution of Management.

Response B: Correct! See Section on Evolution of Management.

Response C: No. Hugo Munsterberg was an early management theorist who suggested improved methods of employment testing, training, performance evaluations, and job efficiency. See Section on Evolution of Management.

Response D: No. Frederick Taylor is considered the father of scientific management. See Section on Evolution of Management.

Response E: No. W. Edwards Deming is a quality expert who has been credited for helping Japanese firms improve their productivity following World War II. See Section on Evolution of Management.

Section Reference: Evolution of Management

Learning Objective: Identify advances in management leading to modern human resource management practices.

Difficulty: medium

10. HRM consists of the following four basic functions:

- a) staffing, compliance, motivation, and maintenance.
- b) staffing, training and development, motivation, and maintenance.
- c) staffing, training and development, motivation, and employee relations.
- d) staffing, training and development, employee benefits, and employee relations.
- e) staffing, training and development, career development, and employee benefits.

Ans: b

Response A: No. See Section on The HRM Functions.

Response B: Correct! See Section on The HRM Functions.

Response C: No. See Section on The HRM Functions.

Response D: No. See Section on The HRM Functions.

Response E: No. See Section on The HRM Functions.

Section Reference: The HRM Functions

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: medium

11. Which training and development activity focuses on system-wide changes?

- a) Employee development
- b) Employee training
- c) Career development
- d) System development
- e) Organization development

Ans: e

Response A: No. Focus is on the individual employee. See Section on The HRM Functions.

Response B: No. Focus is on individual employee skills. See Section on The HRM Functions.

Response C: No. Focus is long term, but on individual employee. See Section on The HRM Functions.

Response D: Good guess, but this is a computer term. See Section on The HRM Functions.

Response E: Correct! See Section on The HRM Functions.

Section Reference: The HRM Functions

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: easy

12. Which of the following is not true regarding the maintenance function?

- a) It maintains employees' commitment to the organization.
- b) It maintains employees' loyalty to the organization.
- c) It ensures a safe and healthy work environment.
- d) It ensures that the employees have the appropriate skills and abilities to perform their jobs.
- e) It helps employees exert at high energy levels.

Ans: e

Response A: True. See Section on The HRM Functions.

Response B: True. See Section on The HRM Functions.

Response C: True. See Section on The HRM Functions.

Response D: True. See Section on The HRM Functions.

Response E: Correct! See Section on The HRM Functions.

Section Reference: The HRM Functions

Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

Difficulty: medium

13. A large university has 40 campuses around the state. Each site offers instruction, but the HRM functions of hiring, recruiting, and benefits are all done from a single campus location. This situation is an example of ____.

- a) shared services
- b) outsourcing
- c) offshoring
- d) telecommuting
- e) technology shift

Ans: a

Response A: Correct! Does your school do this? See Section on HR Trends and Opportunities.

Response B: No. If the university used an outside vendor, it would be outsourcing. See Section on HR Trends and Opportunities.

Response C: No. If the university used an outside vendor outside the United States, it would be offshoring. See Section on HR Trends and Opportunities.

Response D: Not unless they all worked from home. See Section on HR Trends and Opportunities.

Response E: Caught you guessing? See Section on HR Trends and Opportunities.

Section Reference: HR Trends and Opportunities

Learning Objective: Outline current trends and opportunities in human resource management.

Difficulty: easy

14. Oakland A's manager, Billy Beane, used strategic human resource management to:

- a) devise attractive recruitment packages for top talent.
- b) help him find reliable indicators of a player's likelihood of success.
- c) increase player productivity in proportion to high labor costs.
- d) reduce labor costs associated with prime players.
- e) help him secure more financial resources necessary to build a winning major league team.

Ans: b

Response A: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response B: Correct! See Section on The Role of HR in the Strategic Management Process.

Response C: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response D: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response E: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Section Reference: The Role of HR in the Strategic Management Process

Learning Objective: Explain the role of human resource management in the strategic management process and how strategic human resource management practices align with organizational strategy.

Difficulty: medium

15. Benchmarks are helpful to organizations because they allow them to:
- a) assess progress by comparing their current organizational data with their past results.
 - b) forgo qualitative assessments in determining if business practices are working.
 - c) compare their overall performance with industry averages.
 - d) compare current metrics with projected data to better predict performance.
 - e) pinpoint unorthodox business practices that have led to outcomes that surpass industry averages.

Ans. c

Response A: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response B: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response C: Correct! See Section on The Role of HR in the Strategic Management Process.

Response D: Incorrect. See Section on The Role of HR in the Strategic Management Process.

Response E: Incorrect. See Section on The Role of HR in the Strategic Management Process.

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