

CHAPTER 1—INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

TRUE/FALSE

1. Most people have actually been involved in some form of HRD.
ANS: T PTS: 1 DIF: Easy REF: Page 4
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2. As late as the 1920's a person apprenticing in a law office could practice law after passing the state exam.
ANS: T PTS: 1 DIF: Easy REF: Page 5
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3. The core of all HRD efforts is reading
ANS: F PTS: 1 DIF: Easy REF: Page 4
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4. The Human Relations movement began as an 'anti-factory' movement due to poor working conditions in many factories.
ANS: T PTS: 1 DIF: Easy REF: Page 7
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5. Human Resource Development should not be a part of an organization's strategy.
ANS: F PTS: 1 DIF: Easy REF: Page 4
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6. In a survey Benchmarking forum participants reported spending less than 1% of payroll on employee training and development.
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7. The definition of Human Resource Development includes training for both past and present job skills.
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8. Yeomanries were the forerunners of modern labor unions.
ANS: T PTS: 1 DIF: Easy REF: Page 5
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9. Scientific Management recognized that people are more important in efficient production than are machines.
ANS: F PTS: 1 DIF: Easy REF: Page 6
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10. The first documented Factory School began at Hoe and Company in 1782.
ANS: F PTS: 1 DIF: Medium REF: Page 6
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11. The show, tell, do and check training method began in World War I and is still in use today.
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12. ASTD stands for the American Society for Training & Development

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13. In 2007 ASTD had over 70,000 members in 100 plus countries.

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14. Primary HRM functions are involved directly with obtaining, maintaining and developing employees.

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15. Line authority is given to units that advise and consult line units.

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16. Traditionally, HRD Departments have Staff Authority.

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17. McLagan identified the four primary HRD functions.

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18. According to Bernthal business strategy should be at the center of all HRD efforts?

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19. In order to more fully integrate HRM with the strategic needs of the organization two types of fit are needed: External and upward alignment

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20. Some people argue that training is often cut to save money is because executives do not see a link between it and the bottom line.

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21. The learning strategist focuses on entry level employee training.

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22. In the business partner role the HRD manager works with others to determine how HRD programs will be implemented and evaluated.

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23. The HRD Manager used to be called the Corporate Personnel Manager.

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24. Increasing diversity in the workplace means racial, ethnic, gender and age diversity.

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25. Diversity is always a catalyst for improved organizational performance.

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26. In the U.S. only about 20% of the jobs require at least a High School education.

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27. HRD professionals need to move away from traditional training programs and focus on the relationship between learning and fundamental change.

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28. The Los Angeles public school system will retrain graduates at reduced cost if they are deficient in basic skills.

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29. HRD professionals have a strict code of ethical behavior issued by ASTD which they are required to follow at all times.

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30. Training objectives are normally developed in the needs assessment phase.

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MULTIPLE CHOICE

1. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands is:

a. Organization design
b. Organization development
c. Human resource development
d. Human resource planning.

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2. HRD - Human Resource Development is best defined as:

a. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands.
b. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet past job demands.
c. A fancy name for being a Personnel Manager
d. Just another form of apprenticeship training

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3. HRD - Human Resource Development is best defined as:

a. A set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands.
b. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet past job demands.
c. A fancy name for being a Personnel Manager
d. Just another form of apprenticeship training

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4. The origins of HRD can be traced to:

a. Factory schools
b. Universities
c. Apprenticeship programs
d. Boston's first technical school

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5. A 'yeomen' is a person who:

a. Sails a ship
b. Has not been admitted to an apprentice program as yet
c. Has mastered a few skills
d. Has mastered all the apprentice skills

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6. The first privately funded vocational school in the US was founded by:

a. Jon Werner
b. DeWitt Clinton
c. George Washington
d. Donald Kirkpatrick

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7. The first privately funded vocational school in the US was founded to:

a. Train university graduates in a skill
b. Train the sons of wealthy people
c. Train new managers in machine operation
d. Provide occupational training to young people who were unemployed or had criminal records

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8. A main distinction between training and development is that developmental activities are generally:

- a. more focused on specific job skills
- b. less expensive than training activities
- c. becoming less common as organizations deal with their changing business environment
- d. more focused on long-term or future responsibilities

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9. The first privately funded vocational school in the US was founded in:

- a. 1809
- b. 1917
- c. 1872
- d. 1907

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10. The first documented factory school was founded in:

- a. 1809
- b. 1917
- c. 1872
- d. 1907

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11. An ongoing process where an individual progresses through a series of stages, with each stage addressing unique issues, themes and task is described as:

- a. human resource intervention
- b. tactical career planning
- c. career development
- d. career planning

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12. The introduction of the model T assembly line impacted training in what way?

- a. Made it less important
- b. No impact
- c. Who needs training - anybody can work on an assembly line
- d. Increased the need for training

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13. The Smith-Hughes Act of 1917 granted funds to the states to:

- a. Build highways
- b. Training Managers
- c. Build new universities
- d. Train people in agriculture, home economics, industry and teacher training

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14. The two significant historical events that impacted the training of unskilled and semiskilled workers were:

- a. The introduction of the Ford model T and World War I
- b. The introduction of the Ford model T and World War II
- c. The introduction of the Steam engine and World War I
- d. The introduction of the Cotton Gin and the Civil War

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15. Which of the following positions does NOT belong in a large HRD department?

- a. management development specialist
- b. skills training administrator
- c. organizational development specialist
- d. compensation and benefits specialist

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16. The HRCI offers which of the following designations upon passing a written exam and having 2 years exempt-level HR experience?

- a. PHR, Professional in Human Resources
- b. HRDP, Human Resource Development Professional
- c. HRE, Human Resources Executive
- d. AHR, Administrator in HR

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17. Diversity in the workforce includes what groups of employees?

- a. Older workers
- b. Women
- c. Workers of different ethnic and racial backgrounds
- d. All of the above are considered diverse groups

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18. A multi-step, sequential process used to design HRD interventions is called:

- a. PDAC (plan, do, act, check)
- b. PDCA (plan, design, check, assess)
- c. ADImE (assess, design, implement, evaluate)
- d. SADIE (survey, access, develop, implement, evaluate)

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19. HRD interventions can be evaluated using a variety of "hard" and "soft" measures. Which of the following would NOT be a "hard" measure?

- a. immediate, post training, employee survey
- b. cost-benefit analysis
- c. reduced employee turnover
- d. increased customer satisfaction and retention

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20. Which of the following is NOT viewed as a primary human resource management (HRM) function?

- a. HR planning
- b. Designing performance management and performance appraisal systems
- c. Staffing
- d. Compensation and benefits

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21. The Smith-Hughes bill was passed in:

- a. 1809
- b. 1917
- c. 1872
- d. 1907

ANS: B PTS: 1 DIF: Medium REF: Page 5
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22. The four step instructional training method introduced in World War I used the following steps:

- a. Show and tell
- b. Tell - do and check
- c. Show - tell - do and check
- d. Show - tell and do

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23. During World War II the TWI (Training within Industry) was established by the:

- a. Federal Government
- b. State of New York
- c. US Chamber of Commerce
- d. General Electric

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24. An undesirable by-product of the factory system was:

- a. Higher taxes for the factory owners
- b. Abuse of unskilled workers and children
- c. The creation of labor unions
- d. Lack of strong government regulation

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25. The Human Relations movement began in the:

- a. Late 1930's
- b. Late 1890's
- c. Late 1940's
- d. 1950's at Harvard

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26. ASTD stands for:

- a. The Alaskan Society for Training & Development
- b. The American Society for Training & Development
- c. The American Society for Teaching Drama
- d. The American Society for Technical Development

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27. Which of the following is not a primary function of HRM?

- a. Compensation and benefits
- b. Staffing
- c. Health and safety
- d. Performance Management

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28. Which of the following is a secondary function of HRM?

- a. Compensation and benefits
- b. Labor relations
- c. Health and safety
- d. Performance Management and performance appraisal systems

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29. A staff organization generally:

- a. Gives direct orders to workers
- b. Advises and consults
- c. Directly produces goods and services
- d. Does not include the HR department

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30. Which of the following is not a typical T & D function?

- a. Employee discipline
- b. Employee orientation
- c. Technical training
- d. Coaching

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31. Strategic management involves all of the following **except**?

- a. Strategy formulation
- b. Control
- c. Strategy recording
- d. Strategy implementation

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32. A challenge currently facing the HRD field is:

- a. Increasing workforce diversity
- b. Competing in a global economy
- c. Eliminating the skills gap
- d. All of the above are challenges HRD faces

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33. The work force is:

- a. Getting younger
- b. Staying about the same age-wise
- c. Getting older
- d. No one really knows

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34. What is true about a Learning organization?

- a. HRD people do not like the concept
- b. Over 90% of HRD executives think it is important for organizations to become a learning organizations
- c. It is now required by federal law.
- d. It is something an organization can achieve by passing a certification exam

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35. According to the Upjohn institute what percent of hourly employees lack some basic skills?

- a. 75
- b. 25-40
- c. 3-5
- d. about 10 percent

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36. According to the 'new learning & performance wheel' what is true about Business Strategy?

- a. It should be at the hub or center of HRD efforts
- b. It should not be a part of the wheel
- c. It is included in the 'upper right spokes'
- d. It is included in the 'lower left spokes'

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37. In the needs assessment phase the gap can be:

- a. A current deficiency
- b. A new challenge that demands change
- c. Both A & B above are gaps
- d. None of the above are a gap

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38. The core of all HRD efforts is

- a. Profit
- b. Learning
- c. New skills
- d. Reducing costs

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39. Apprenticeship training

- a. Began in the 1920's
- b. Has been used to train skilled workers and even physicians
- c. Has been used only for skilled trades
- d. Is no longer used

ANS: B PTS: 1 DIF: Medium REF: Page 5
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40. Mechanical and machinist training programs started by factories were called

- a. Factory Schools
- b. Corporate Universities
- c. Yeoman Training
- d. Apprentice programs

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41. The two events that lead to the development of company training programs for unskilled and semi-skilled workers were

- a. World War II & the Industrial revolution
- b. World War I & the Industrial revolution
- c. The Model T & World War I
- d. The Model T & World War II

ANS: C PTS: 1 DIF: Medium REF: Page 6
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42. The Human Relations movement highlighted

- a. The need for more factory schools
- b. The importance of machine efficiency
- c. The importance of well trained managers
- d. The importance of human behavior on the job

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43. In Chester Barnard's book The functions of the executive he emphasized the integration of

- a. Machines and efficiency
- b. Traditional management & behavioral science
- c. Efficiency and employee training
- d. Training & development

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44. In the 1980's ASTD's focus looked strongly at

- a. The strategic role of HRD
- b. Performance Improvement programs
- c. High performing work systems
- d. All of the above

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45. Which of the following is not a primary HRD function as identified in McLagan's original HR wheel?

- a. Training and development
- b. Organizational development
- c. Career Development
- d. On the job training

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46. When comparing Training to Development

- a. Development has a longer term focus than training
- b. Training has a longer term focus than development
- c. Training involves only skills, development involves everything else
- d. Development focuses mostly on upper level managers

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47. Which of the following is true about organizational development?
- a. It emphasizes macro changes
 - b. It emphasizes micro changes
 - c. In OD the HRD professional functions as a change agent
 - d. They are all true

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48. For HRD to play a more important role in the strategic plan of an organization all of the following are necessary except:
- a. The must contribute ideas and information to strategy formulation
 - b. Education & training must support strategic management
 - c. Training must be budget conscious
 - d. Training must be linked to the organizations goals and strategies

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49. The 3 areas of foundation competencies needed by HRD professionals include all of the following except:
- a. Personal skills
 - b. Team skills
 - c. Interpersonal skills
 - d. Business/management skills

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50. A primary role of the HRD Executive/Manager is to
- a. Stay within the budget
 - b. Offer only programs that trainees really like going to
 - c. Plan lots of programs each year
 - d. Promote the value of HRD programs to senior managers

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51. The Organization design consultant produces which of the following outputs?
- a. Alternative work designs
 - b. Lesson plans
 - c. Education and training programs
 - d. Quality management programs

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52. Certification for HRD professionals is
- a. Offered by SHRM
 - b. Scheduled to begin in 2010
 - c. The certified professional in Learning and performance
 - d. Offered by the US Government

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53. The Human Resource Certificate Institute offers all of the following except:
- a. Professional in Human Resources
 - b. Master Professional in Human Resources
 - c. Senior Professional in Human Resources
 - d. Global Professional in Human Resources

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54. The Link of ASTD to the academic community includes:
- a. Offering University courses
 - b. Offering more academic courses to members
 - c. Allowing academics to be certified
 - d. A research journal - the HRD Quarterly

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55. The purpose of the Benchmarking forum is to

- a. Share ideas, both good and bad
- b. Compare wages for HRD executives
- c. Share all HRD research
- d. Learn about 'best practices'

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56. What is true about the skills gap?

- a. Both Germany and Japan have done a better job of teaching basic skills than has the U.S.
- b. The U.S. has done a better job of teaching basic skills than has the Japan.
- c. The U.S. has done a better job of teaching basic skills than has the Germany.
- d. There is no skills gap for basic knowledge in the U.S.

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57. Lifelong learning means:

- a. The same learning for all employees
- b. Continuing education for all employees
- c. Skills training for all employees
- d. Different things for different employees

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58. Identifying training needs involves all of the following except?

- a. Examine the organization
- b. Looking at educational standards in the local area
- c. Looking at job tasks
- d. Looking at individual employee performance

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59. Scheduling a training program is:

- a. Not as easy as it appears
- b. Always easy to do
- c. Not very important to think about
- d. Important only if you use an external trainer

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60. Evaluation allows managers to make better decisions about?

- a. Continuing to use a method of training
- b. Continuing to offer a program
- c. How to allocate scarce resources
- d. All of the above are factors for managers

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