

Human Resource Management, 16e (Dessler)

Chapter 1 Introduction to Human Resource Management

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

- _____.
- A) planning
 - B) organizing
 - C) outsourcing
 - D) leading

Answer: C

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.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

2) Which one of the following is the person responsible for accomplishing an organization's goals by managing the efforts of the organization's people?

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

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. An entrepreneur may manage people or may hire a manager to do so instead, but entrepreneurs are defined as individuals who start their own businesses.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

3) Which one of the following includes five basic functions—planning, organizing, staffing, leading, and controlling?

- A) a job analysis
- B) strategic management
- C) the management process
- D) adaptability screening

Answer: C

Explanation: The management process includes five basic functions—planning, organizing, staffing, leading, and controlling. Strategic management refers to the process of identifying and executing the organization's mission by matching its capabilities with the demands of its environment.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

4) Which function of the management process requires a manager to establish goals and standards and to develop rules and procedures?

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

Answer: A

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

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

5) Claire 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 Claire spend most of her time?

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

Answer: D

Explanation: The planning function of the management process requires managers to establish goals and standards, develop rules and procedures, and develop plans and forecast.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

6) Consuela, a manager, delegates the authority for a project to Lee, her subordinate. Consuela is most likely involved in which function of the management process?

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

Answer: B

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.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

7) When managers use metrics to assess performance and then develop strategies for corrective action, they are performing the _____ function of the management process.

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

Answer: C

Explanation: The controlling function of the management process requires managers to set standards such as sales quotas, quality, standards, or production levels. Managers then compare actual performance with the standards, which often involves the use of metrics. Corrective action is then taken when necessary.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

8) Which function of the management process includes selecting employees, setting performance standards, and compensating employees?

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

Answer: D

Explanation: The staffing function of the management process determines what type of people you should hire, recruiting prospective employees, selecting employees, training and developing employees, setting performance standards, evaluating performance, counseling employees, compensating employees.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

9) Luca, a manager at a commercial real estate firm, has established a monthly sales quota for his sales team. Which basic function of management best describes Luca's actions?

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

Answer: C

Explanation: The controlling function involves setting standards such as sales quotas, quality standards or production levels; checking to see how actual performance compares with these standards; taking corrective action, as needed.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

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

- A) Labor relations
- B) Human resource management
- C) Behavioral management
- D) Organizational health and safety management

Answer: B

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. HRM falls under the staffing function of the management process.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

11) In the management process, which one of the following is an activity associated with the leading function?

- A) motivating subordinates
- B) setting performance standards
- C) training new employees
- D) developing procedures

Answer: A

Explanation: The leading function of the management process requires a manager to get others to get the job done; maintaining morale, and motivating subordinates.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

12) Personnel activities associated with human resource management most likely include all of the following EXCEPT _____.

- A) orienting and training new employees
- B) appraising employee performance
- C) building employee commitment
- D) developing customer relationships

Answer: D

Explanation: Human resource management involves numerous personnel-related activities, and HR managers are less likely to interact with customers. Managing compensation, orienting new employees, appraising employee performance, and developing employee commitment are typical aspects of the HR manager's job.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

13) No one wants to make mistakes, least of all managers. Which one of the following is NOT a personnel mistake?

- A) waste time with useless interviews
- B) hire the wrong person
- C) have your people not doing their best
- D) experience low turnover

Answer: D

Explanation: Personnel mistakes a manager does not want to make while managing are hiring the wrong person for the job; experience high turnover; have your people not doing their best; waste time with useless interviews; have your company taken to court because of your discriminatory actions; have your company cited under federal occupational safety laws for unsafe practices; have some employees think their salaries are unfair relative to others in the organization; allow a lack of training to undermine your department's effectiveness; commit any unfair labor practices.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

14) What percentage of people in the United States work for small firms?

- A) Less than 10%
- B) Approximately 25%
- C) More than 50%
- D) More than 80%

Answer: C

Explanation: More than half the people working in the United States work for small firms. Small businesses as a group also account for most of the 600,000 or so new businesses created every year.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

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

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

Answer: B

Explanation: The right to make decisions, to direct the work of others, and to give orders is known as authority.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

16) Which one of the following best defines line authority?

- A) management over a small staff in a public firm
- B) management with flexible decision-making powers
- C) a manager's right to advise other managers or employees
- D) a manager's right to 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 advise other managers or employees, which creates an advisory relationship.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

17) 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.

Difficulty: Hard

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

18) Gerjuan is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks. Gerjuan is most likely a _____.

- A) training specialist
- B) staff manager
- C) line manager
- D) recruiter

Answer: C

Explanation: A line manager is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks. Unlike line managers, staff managers lack the authority to issue orders down the chain of command. Recruiters and training specialists are specialties within the HR department, and HR managers are usually staff managers rather than line managers.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

19) Which one of the following is NOT considered one of the line supervisor's responsibilities for effective human resources management under the general headings outlined by a major company discussed in the textbook?

- A) protecting employees' health and physical condition
- B) changing employees' attitudes regarding work
- C) developing the abilities of each person
- D) interpreting the company policies and procedures

Answer: B

Explanation: The direct handling of people has always been part of every line manager's duties, from the president down to first-line supervisors. One major company outlines its line supervisor's responsibilities for effective human resource management under these general headings: placing the right person in the right job; starting new employees in the organization (orientation); training employees for jobs that are new to them; improving the job performance of each person; gaining cooperation, and developing smooth working relationships; interpreting the company's policies and procedures; controlling labor costs; developing the abilities of each person; creating and maintaining department morale; protecting employees' health and physical condition.

Difficulty: Hard

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

20) A line manager's human resource responsibilities most likely include all of the following EXCEPT _____.

- A) maintaining department morale
- B) controlling labor costs
- C) protecting employees' health
- D) marketing new products and services

Answer: D

Explanation: Human resource management most often involves creating and maintaining department morale, controlling labor costs, and protecting employees' health and physical condition. Handling personnel is an integral part of every line manager's duties, but marketing new products is not a personnel issue and would be handled by the marketing department.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

21) Which one of the following refers to the authority a manager has to advise other managers or employees?

- A) staff authority
- B) line authority
- C) functional authority
- D) corporate authority

Answer: C

Explanation: Staff authority refers to a manager's right to advise other managers or employees, which creates an advisory relationship.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

22) Which one of the following is most likely a line function of the human resource manager?

- A) ensuring that line managers are implementing HR policies
- B) advising top managers about how to implement EEO laws
- C) representing the interests of employees to senior management
- D) directing the activities of subordinates in the HR department

Answer: D

Explanation: Directing members of the HR staff is a line function.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

23) One of the _____ functions of a human resource manager includes directing the activities of his or her subordinates in the HR department.

- A) coordinative
- B) corporate
- C) staff
- D) line

Answer: D

Explanation: Line functions and staff functions are the distinct functions of HR managers.

Examples of line functions include a human resource manager directing the activities of the people in his or her own department.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

24) Yuki works at a position in his organization where he maintains contacts within the local community and travels to search for qualified job applicants. Yuki's position is best described as _____.

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

Answer: A

Explanation: The recruiter maintains contacts within the community and perhaps travels extensively to search for qualified job applicants.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

25) _____ functions involve assisting and advising line managers.

- A) Staff
- B) Advocacy
- C) Line
- D) Coordinative

Answer: A

Explanation: Staff functions involve assisting and advising line managers.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

26) All of the following are major areas in which an HR manager assists and advises line managers EXCEPT _____.

- A) recruiting
- B) hiring
- C) customer relations
- D) compensation

Answer: C

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

Difficulty: Hard

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

27) Human resource managers generally exert _____ within the human resources department and _____ outside the human resources department.

- A) line authority; staff authority
- B) staff authority; line authority
- C) functional authority; line authority
- D) staff authority; implied authority

Answer: A

Explanation: HR managers usually have line authority in the HR department, which means they have the right to direct the activities of the people in their own department. However, outside of the HR department, HR managers are likely to exert implied authority because line managers realize that the HR manager has top management's ear in areas like testing and affirmative action. Staff (assist and advise) function refers to a manager's authority to advise managers or employees outside of his or her department.

Difficulty: Hard

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

28) The HR staff member who has the job of advising management on all aspects of union-management aspects is the _____.

- A) recruiter
- B) line manager
- C) compensation manager
- D) labor relations specialist

Answer: D

Explanation: The labor relations specialist advises management on all aspects of union-management relations.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

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

- A) job analyst
- B) financial advisor
- C) compensation manager
- D) labor relations specialist

Answer: B

Explanation: HR management specialties include recruiter, EEO coordinator, job analyst, compensation manager, training specialist, and labor relations specialist. HR managers are less likely to serve as financial advisors.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

30) Wilmer works in the HR department and is in charge of developing the plans for how people are paid and how the employee benefits program is run. Wilmer is most likely holding the position of _____.

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

Answer: C

Explanation: The compensation manager develops compensation plans and handles the employee benefits program.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

31) Which one of the following human resource management specialties calls for collecting data to write job descriptions?

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

Answer: A

Explanation: As a job analyst, a human resource manager collects and examines information about jobs to prepare job descriptions.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

32) Which one of the following focuses on using centralized call centers and outside vendors as a way to provide specialized support in day-to-day HR activities?

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

Answer: D

Explanation: Transactional (or shared) HR groups focus on using centralized call centers and outsourcing arrangements with vendors, such as benefits advisors, to provide specialized support in day-to-day transactional HR activities to a firm's employees. Activities may include changing benefits plans and providing updated appraisal forms.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

33) 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 HR teams
- B) embedded HR teams
- C) centers of expertise
- D) corporate HR teams

Answer: B

Explanation: In the embedded HR teams structure, an HR generalist is assigned directly to a department within an organization to provide localized human resource management assistance as needed.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

34) Tanesha 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 difficulties recruiting and retaining qualified employees, EEO violations, inadequate employee training programs, and confusion regarding health benefit enrollment and coverage. With years of experience transforming HR departments in other firms, Whitman believes she can correct the problems at Jackson Pharmaceuticals.

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

- A) An embedded HR unit would assist top management with big picture issues as well as benefits administration.
- B) Extensive training has been provided to line managers so that they fully understand the different insurance options available to employees.
- C) Outside vendors specializing in all aspects of benefits administration would provide improved support to the firm's employees.
- D) Lower insurance premiums would eliminate the need for outsourcing services and improve employee health coverage.

Answer: C

Explanation: The shared services (or transactional) HR teams focus on using centralized call centers and outsourcing arrangements with vendors (such as benefits advisors) to provide specialized support in day-to-day transactional HR activities (such as changing benefits plans and providing updated appraisal forms) to the company's employees. By outsourcing benefits administration, Jackson would allow HR managers to focus on other issues and enable benefits specialists to handle benefits enrollment and coverage issues.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

35) Roberto Sanchez has recently been hired by Slate Pharmaceuticals as the senior vice president of human resources. Slate Pharmaceuticals has a history of a variety of significant problems within its HR department such as EEO violations, inadequate employee training programs, and employee confusion regarding health benefit enrollment and coverage. With 20 years of experience transforming HR departments in other firms, Sanchez believes he can correct the major problems at Slate Pharmaceuticals.

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

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 teams assign HR generalists (also known as "relationship managers" or "HR business partners") 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.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

36) Which one of the following areas is NOT a major area where human resource managers assist and advise line managers?

A) recruiting

B) hiring

C) compensation

D) performance management

Answer: D

Explanation: Human resource managers assist and advise line managers in areas like recruiting, hiring, and compensation.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

37) Which organization of the human resource function involves dedicated HR members that assist top management in issues such as developing the personnel aspects of the company's long-term strategic plan?

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

Answer: B

Explanation: Corporate HR teams assist top management in top-level issues such as developing the personnel aspects of the company's long-term strategic plan.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

38) The vice president of marketing tells a marketing manager to prepare a presentation by the end of the week. The vice president is most likely exercising which one of the following?

- A) staff authority
- B) procedural authority
- C) line authority
- D) functional authority

Answer: C

Explanation: Line authority traditionally gives managers the right to issue orders to other managers or employees. Line authority therefore creates a superior (order giver)—subordinate (order receiver) relationship. Staff authority gives a manager the right to advise other managers or employees. It creates an advisory relationship.

Difficulty: Moderate

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

39) Which HR specialty involves preparing job descriptions?

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

Answer: C

Explanation: Job analysts collect and examine information about jobs to prepare job descriptions. Compensation managers develop compensation plans and handle the employee benefits program.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

40) Which one of the following would most likely provide assistance to executives about long-term strategic plans?

- A) centers of expertise
- B) embedded HR teams
- C) corporate HR teams
- D) professional employee organizations

Answer: C

Explanation: The corporate HR teams focus on assisting top management in "top level" big picture issues such as developing and explaining the personnel aspects of the company's long-term strategic plan. The centers of expertise are like specialized HR consulting firms within the company—for instance, they provide specialized advice in areas such as organizational change. The embedded HR assigns HR generalists directly to departments like sales and production.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

41) 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.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

42) 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.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

43) 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.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

44) Hiring the wrong person for the job, committing unfair labor practices, and having your people not doing their best are personnel mistakes that hinder firms from achieving positive results.

Answer: TRUE

Explanation: Common HRM mistakes include hiring the wrong people, having your people not doing their best and committing unfair labor practices. The primary goal of HRM is to help the firm achieve its goals, and such HRM mistakes hinder that process.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

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

Answer: FALSE

Explanation: Authority rather than autonomy is the right to make decisions, direct the work of others, and give orders. In management, authority is distinguished between line authority and staff authority.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

46) 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.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

47) Human resource managers are generally staff managers.

Answer: TRUE

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.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

48) Staff managers have staff authority which enables them to issue orders down the chain of command unlike line managers.

Answer: FALSE

Explanation: Line managers can issue orders down the chain of command, while staff managers are only able to advise other managers and employees.

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

49) In small organizations, line managers frequently handle all personnel duties without the assistance of a human resource staff.

Answer: TRUE

Explanation: In small firms, line managers may carry out personnel tasks unassisted. However, large firms of over 100 employees require human resource specialists.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

50) Human resource managers assist line managers with recruiting, hiring, and compensation.

Answer: TRUE

Explanation: Assisting and advising line managers is the heart of the human resource manager's job. HR assists in recruiting, hiring, and compensation.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

51) Staff authority gives a manager the right to advise other managers or employees.

Answer: TRUE

Explanation: Staff authority gives a manager the right to advise other managers or employees. It creates an advisory relationship.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

52) The role of labor relations specialists includes investigating EEO grievances and collecting data about jobs for the purpose of writing job descriptions.

Answer: FALSE

Explanation: Labor relations specialists advise management on all aspects of union—management relations. EEO coordinators investigate EEO grievances, and job analysts collect data for job descriptions.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

53) Shared service HR teams focus on assisting top management in big picture issues such as developing a firm's long-term strategic plan.

Answer: FALSE

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

Difficulty: Moderate

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

54) Centralized HR units whose employees serve all the companies' departments by providing advice are called shared service.

Answer: TRUE

Explanation: Shared service is centralized HR units whose employees are shared by all the companies' departments to obtain advice on matters such as discipline problems.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

55) Centers of expertise are specialized HR that act like consulting firms within the company on particular topics.

Answer: TRUE

Explanation: Centers of expertise are basically specialized HR consulting firms within the company. For example, a center might provide specialized advice in an area like organizational change to all the company's various units.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

56) A key concept of the textbook is that 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.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

57) A key concept of the textbook is that effective human resource management practices add measurable value to an organization.

Answer: TRUE

Explanation: Employers need human resource management practices that add value, and these practices are an essential part of HR's function.

Difficulty: Easy

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

58) What are the five basic functions of the management process? Explain some of the specific activities involved in each function. Which function is most closely associated with 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 forecasting. Organizing activities include giving specific task assignments to subordinates, establishing departments, delegating authority to subordinates, and establishing channels of authority and communication. Staffing activities include determining what type of people should be hired, recruiting prospective employees, and setting performance standards. Leading activities include maintaining morale and motivating subordinates. Controlling activities include setting standards such as sales quotas and quality standards 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.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

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

Answer: 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.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

60) Explain the difference between line authority and staff authority. What type of authority do human resource managers usually 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.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

61) What are the two distinct functions carried out by human resource managers? Describe each function in a brief essay.

Answer: The functions are a line function and a staff (assist and advise) function. HR managers exert line authority within the HR department because they direct the activities of the people in that department. In the staff (assist and advise) function, HR managers assist in hiring, training, evaluating, rewarding, counseling, promoting, and firing employees. They also administer benefit programs and help line managers comply with EEO, occupational health and safety laws and play an important role in handling grievances and labor relations.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

62) Describe how shared service HR arrangements and embedded HR arrangements differ.

Answer: Many organizations plan to use technology to institute more "shared services" (or "transactional") arrangements. These establish centralized HR units whose employees are shared by all the companies' departments to obtain advice on matters such as discipline problems. The shared services HR teams offer their services through intranets or centralized call centers; they aim to provide managers and employees with specialized support in day-to-day HR activities (such as discipline problems). 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.

Difficulty: Hard

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 1.1 Explain what human resource management is and how it relates to the management process.

63) Between 2012 and 2022 what ethnic group is projected to decrease as a percentage of the workforce?

- A) black
- B) Hispanic
- C) Asian
- D) white

Answer: D

Explanation: The percentage of the workforce that is white is expected to fall from 79.8% in 2012 to 77.7% in 2022.

Difficulty: Hard

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

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

- A) Expansion
- B) Globalization
- C) Export growth
- D) Diversification

Answer: B

Explanation: Globalization is the tendency of firms to extend 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.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

65) All of the following are the most common reasons that firms decide to globalize EXCEPT _____.

- A) lower costs
- B) supervising quality control methods
- C) make employees more productive
- D) to do things better

Answer: B

Explanation: Globalization compels employers to be more efficient. More globalization means more competition, and more competition means more pressure to be "world class"—to lower cost, to make employees more productive, and to do things better and less expensively.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

66) Which one of the following was NOT a change in the economic and political philosophies that drove the globalization boom causing U.S. imports and exports to rise from \$47 billion in 1960, to \$562 billion in 1980, to about \$5.1 trillion recently?

- A) government dropped cross-border taxes or tariffs
- B) economic free trades areas were formed
- C) steps were taken to encourage free flow of trade among countries
- D) instability in the world labor market

Answer: D

Explanation: Globalization brings both benefits and threats to consumers. It means lower prices and higher quality on practically everything from computers to cars, but also the prospect of working harder, and perhaps having less secure jobs.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

67) Which one of the following is NOT one of the five main types of digital technologies driving the transfer of functionality from HR professionals to automation?

- A) Email
- B) Social media
- C) Mobile applications
- D) Cloud computing

Answer: A

Explanation: While email is an important tool at work it is not one of the primary types of digital technology that is transferring functionality to automation.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

68) What term refers to the knowledge, skills, and abilities of a firm's workers?

- A) human resources
- B) human capital
- C) intangible assets
- D) contingent personnel

Answer: B

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

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

69) Which one of the following describes one of the most significant demographic trends facing the U.S. workforce?

- A) increased number of aging workers
- B) decreased number of contingent workers
- C) increased number of blue-collar workers
- D) decreased number of bilingual workers

Answer: A

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.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

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

- A) there are fewer people entering the workforce than there are retiring baby boomers
- B) one-third of single mothers are not employed in the U.S. labor force
- C) there are too many nontraditional workers holding multiple jobs
- D) older employees are more family-centric than younger employees

Answer: A

Explanation: Employers are faced with a possible labor shortage because baby boomers account for a large percentage of the workforce. As these workers reach retirement age, younger workers will need to fill the open positions, except there are fewer younger workers available. The family-centric nature and poor work values of younger workers are problematic for employers, but neither one is the cause of a labor shortage.

Difficulty: Hard

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

71) What is the term for workforces like those at the company Uber, where freelancers and independent contractors work when they can, on what they want to work on, and when the company needs them?

- A) tele-commuters
- B) human capital
- C) job-analysts
- D) on-demand workers

Answer: D

Explanation: On-demand workers are freelancers and independent contractors who work when they can on what they want to work on, when the company needs them.

Difficulty: Hard

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

72) Which one of the following best describes an on-demand worker?

- A) workers with regular hours but without benefits
- B) workers such as firefighters who respond to calls for service
- C) a person who fills in for another, such as a substitute teacher
- D) part-time fast food workers who can be sent home when business is slow

Answer: C

Explanation: On-demand workers are freelancers and independent contractors who work when they can, on what they want to work on, when they're needed.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

73) The recent trend where in some occupations (such as high-tech) unemployment rates are low, while in others unemployment rates are still very high and recruiters in many companies can't find candidates, while in others there's a wealth of candidates is called _____.

- A) talent analytics
- B) globalization
- C) the unbalanced labor force
- D) human capital

Answer: C

Explanation: The unbalanced labor force is shown in that in some occupations, unemployment rates are low, while in others, unemployment rates are still very high. In some industries, recruiters in many companies can't find candidates, while in others there's a wealth of candidates.

Difficulty: Hard

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

74) Which one of the following best exemplifies recent trends in technology that are affecting human resource management?

- A) Listing open positions on Monster.com, Careerbuilder.com, and similar websites.
- B) The use of gaming features to enhance training and performance appraisal
- C) Allowing workers to telecommute
- D) Providing employees with laptops or tablets so they can work offsite

Answer: B

Explanation: Websites such as Knack, Gild, and True Office enable employers to inject gaming features into training performance appraisals, and recruiting.

Difficulty: Hard

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

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

- A) freelancing
- B) offshoring
- C) rightsizing
- D) warehousing

Answer: B

Explanation: Many organizations are moving jobs offshore, exporting jobs to lower-cost locations abroad.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

76) Tools such as Twitter, Facebook, and LinkedIn that can be used to recruit new employees are known as _____.

- A) data analytics
- B) social media
- C) mobile applications
- D) cloud computing

Answer: B

Explanation: Employers increasingly use social media tools such as Twitter, Facebook, and LinkedIn (rather than, say, as many employment agencies) to recruit new employees.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

77) _____ involves using statistical techniques, algorithms, and problem-solving to identify relationships among data for the purpose of solving particular problems.

- A) Data analytics
- B) Social media
- C) Cloud computing
- D) Gaming

Answer: A

Explanation: Data analytics is using statistical techniques, algorithms, and problem-solving to identify relationships among data for the purpose of solving particular problems.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

78) In the next few years, almost all the new jobs added in the United States will be in goods-producing industries.

Answer: FALSE

Explanation: In the US the next few years, almost all the new jobs added will be in services, not in goods-producing industries.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

79) According to the Bureau of Labor Statistics, between now and 2022 the number of workers classified as "white, non-Hispanic" will decrease, and the number of workers classified as Asian will increase.

Answer: TRUE

Explanation: The number of workers classified as "white, non-Hispanic" is expected to decrease by 2022. The workforce will see an increase in the number of Asian, Hispanic, and African-American workers according to the Bureau of Labor Statistics.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

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

Answer: FALSE

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

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

81) On-demand workers are freelancers and independent contractors who work when they can, on what they want to work on, and when the company needs them.

Answer: TRUE

Explanation: On-demand workers, like those at Uber, are freelancers and independent contractors who work when they can on what they want to work on, when the company needs them.

Difficulty: Easy

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

82) Cloud computing basically means using statistical techniques, algorithms, and problem-solving to identify relationships among data for the purpose of solving particular problems.

Answer: FALSE

Explanation: Data analytics means using statistical techniques, algorithms, and problem-solving to identify relationships among data for the purpose of solving particular problems.

Difficulty: Moderate

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

83) In what way has technology changed human resources management? Discuss at least three technologies that have had an impact.

Answer: Five main types of digital technologies are driving this transfer of functionality from HR professionals to automation. Employers increasingly use social media tools such as Twitter, Facebook, and LinkedIn (rather than, say, as many employment agencies) to recruit new employees. Employers use new mobile applications, for instance, to monitor employee location and to provide digital photos at the facility clock-in location to identify workers. The feedback, fun, and objectives inherent in gaming support many new training applications, and Web sites such as Knack, Gild, and True Office enable employers to inject gaming features into training, performance appraisal, and recruiting. Cloud computing and more intuitive user interfaces enable employers to monitor and report on things like a team's goal attainment and to provide real-time evaluative feedback. Finally, data analytics basically means using statistical techniques, algorithms, and problem-solving to identify relationships among data for the purpose of solving particular problems (such as what are the ideal candidate's traits, or how can I tell in advance which of my best employees is likely to quit?) When applied to human resource management, data analytics is called talent analytics.

Difficulty: Hard

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

84) On-demand workers are a developing part of the workforce. In a brief essay, explain what on-demand workers are and how they impact organizations.

Answer: Today, in more and more companies like Uber, Elance, and Airbnb, employees aren't employees at all. They are what are called on-demand workers, or freelancers and independent contractors who work when they can on what they want to work on when the company needs them. So, for example, Airbnb can run, in essence, a vast lodging company with only a fraction of the "regular" employees Hilton Worldwide or another hotel chain would need, as the lodgings are managed by the homeowners themselves. Other sites tapping on-demand workers include Amazon's Mechanical Turk, Elance-oDesk, TaskRabbit, and Handybook (which lets users tap Handy's thousands of freelance cleaners and furniture assemblers when they need jobs done). These short-term professionals can be viewed as "mobile, independent bundles of skills." Employers' increasing reliance on such Uber-like "extended workforces" has implications for HR. Companies that rely on freelancers, consultants, and other such nontraditional employees will need to create personnel policies on matters like compensation for these "nonemployees" and become more expert as talent brokers in matching specific workers with specific tasks that need to be done.

Difficulty: Hard

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

85) How has increasing globalization affected business?

Answer: Globalization has impacted how and where companies do business. Free trade areas—agreements that reduce tariffs and barriers among trading partners—encourage international trade. The North American Free Trade Agreement (NAFTA) and the European Union (EU) are examples. Globalization has boomed for the past 50 or so years. For example, 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. Governments dropped cross-border taxes or tariffs, formed economic free trade areas, and took other steps to encourage the free flow of trade among countries. The fundamental economic rationale was that by doing so, all countries would gain, and indeed, economies around the world did grow quickly until recently. At the same time, globalization vastly increased international competition. More globalization meant more competition, and more competition meant more pressure to be "world class"—to lower costs, to make employees more productive, and to do things better and less expensively. As multinational companies jockey for position, many transfer operations abroad, not just to seek cheaper labor but to tap into new markets. For example, Toyota has thousands of sales employees based in America, while GE has over 10,000 employees in France. The search for greater efficiencies prompts some employers to offshore (export jobs to lower-cost locations abroad, as when Dell offshored some call-center jobs to India). Some employers offshore even highly skilled jobs such as lawyer. Managing the "people" aspects of globalization is a big task for any company that expands abroad—and for its HR managers.

Difficulty: Hard

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 1.2 Briefly discuss and illustrate the important trends influencing human resource management.

86) _____ involves formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.

A) Employee engagement

B) Data analytics

C) Strategic human resource management

D) Sustainability

Answer: C

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

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

87) About what percentage of all job openings are now posted online?

- A) 15%
- B) 35%
- C) 50%
- D) 70%

Answer: D

Explanation: Approximately 70% of all job openings are now posted online.

Difficulty: Hard

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

88) Which one of the following is an aspect of "distributed" HR?

- A) more centralized HRM decisions
- B) HRM tasks redistributed to the company's employees and line managers
- C) more paperwork
- D) HR professional embedded in all departments

Answer: B

Explanation: Distributed HR involves more and more human resource management tasks being redistributed from a central HR department to the company's employees and line managers, thanks to digital technologies like mobile phones and social media.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

89) According to the textbook, approximately what percentage of job seekers used Glassdoor during their job search to learn about a company they might apply for?

- A) 11%
- B) 32%
- C) 48%
- D) 70%

Answer: C

Explanation: According to one report, 48% of job seekers surveyed said they've used Glassdoor during their job search, including checking before applying for employment at a company.

Difficulty: Hard

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

90) Strategic human resource management refers to _____.

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

Answer: A

Explanation: Strategic human resource management involves formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve strategic aims. Strategic human resource plans enable a company to hire the employees who will exhibit the behaviors the company needs to accomplish its goals.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

91) _____ refers to ensuring that the human resources management function is delivering its services efficiently.

- A) Strategic planning
- B) Strategic human resource management
- C) HR department lever
- D) Human resource scorecard approach

Answer: C

Explanation: Today's human resources manager is in a powerful position to improve the firm's performance and profitability and uses three main levers to do so. One is the HR department lever which ensures that the human resource management function is delivering its services efficiently.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

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

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

Answer: D

Explanation: Qualitative information or opinions are not 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.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

93) Which term refers to the HR manager putting into place the policies and practices that produce the employee competencies and skills the company needs to achieve its strategic goals?

- A) HR department lever
- B) strategic results lever
- C) practices
- D) employee cost lever

Answer: B

Explanation: Today's human resources manager is in a powerful position to improve the firm's performance and profitability and uses three main levers to do so. One is the strategic results lever which puts in place the policies and practices that produce the employee competencies and skills the company needs to achieve its strategic goals.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

94) _____ refers to being psychologically involved in, connected to, and committed to getting one's jobs done.

- A) Ethics
- B) Sustainability
- C) Human capital
- D) Employee engagement

Answer: D

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 goal.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

95) Which one of the following refers to the standards someone uses to decide what his or her conduct should be?

- A) ethics
- B) strategies
- C) preferences
- D) competencies

Answer: A

Explanation: Ethics is the standards used by individuals to determine how to behave or act. In human resources, ethics relates to the decisions made by HR managers regarding workplace safety, security of employee records, employee theft, affirmative action, comparable work, and employee privacy rights.

Difficulty: Easy

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

96) Distributed HR is the idea that more and more human resource management tasks are now being redistributed from a central HR department to the company's employees and line managers.

Answer: TRUE

Explanation: Distributed HR involves human resource management tasks being redistributed from a central HR department to the company's employees and line managers, facilitated by digital technologies like mobile phones and social media.

Difficulty: Moderate

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

97) Strategic human resource management refers to performing basic day-to-day duties that satisfy the needs and demands of both the employees and the employer.

Answer: FALSE

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.

Difficulty: Easy

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

98) The HR department lever has HR managers put in place the policies and practices that produce the employee competencies and skills the company needs to achieve its goals.

Answer: FALSE

Explanation: The strategic results lever has HR managers put in place the policies and practices that produce the employee competencies and skills the company needs to achieve its strategic goals.

Difficulty: Easy

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

99) According to research, less than one-third of all workers in the U.S. are mentally and emotionally invested in their work.

Answer: TRUE

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

Difficulty: Easy

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

100) The evidence used in evidence-based human resource management may come 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.

Difficulty: Easy

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

101) Ethics are the standards someone uses to decide what his or her conduct should be.

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 and employee privacy rights.

Difficulty: Moderate

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

102) What is evidence-based human resource management? How does evidence-based human resource management benefit firms?

Answer: Evidence-based human resource management involves using data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions. Put simply, evidence-based human resource management is the deliberate use of the best-available evidence in making decisions about the human resource management practices you are focusing on. Managers should use evidence-based human resource management because unless managers take a healthy, skeptical, evidence-based approach to human resources, they may jump to the wrong managerial conclusions. Life is filled with intuitive-sounding insights, so managers should always be asking questions like, "What is the evidence for this claim?" and "Did this action really cause this result?"

Difficulty: Hard

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 1.3 Briefly describe six important components or pillars of human management today.

103) Which one of these organization provides professional certification for human resource managers?

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

Answer: B

Explanation: The Society for Human Resource Management (SHRM) provides professional certification to HR managers. SHRM exams test the professional's knowledge of all aspects of human resource management, including ethics, management practices, staffing, development, compensation, labor relations, and health and safety.

Difficulty: Easy

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

104) Which one of the following is NOT an HR certification?

- A) HRCI's Professional in Human Resources (PHR)
- B) HRCI's Senior Professional in Human Resources (SPHR)
- C) SHRM Junior Professional
- D) SHRM Certified Professional

Answer: C

Explanation: The HRCI awards several credentials, including Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR). SHRM offers SHRM Certified Professionals and SHRM Senior Certified Professionals.

Difficulty: Hard

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

105) Which SHRM HR manager competency involves the ability to provide guidance to organizational stakeholders?

- A) consultation
- B) ethical practice
- C) business acumen
- D) critical evaluation

Answer: A

Explanation: The SHRM HR manager competency of consultation involves the ability to provide guidance to organizational stakeholders.

Difficulty: Moderate

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

106) Michael has the ability to understand and apply information with which to contribute to his organization's overall strategic plan. This is the SHRM HR competency of _____.

- A) communication
- B) critical evaluation
- C) business acumen
- D) leadership & navigation

Answer: C

Explanation: The SHRM HR manager competency of business acumen is the ability to understand and apply information with which to contribute to the organization's strategic plan.

Difficulty: Easy

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 1.4 List at least four important human resource manager competencies.

107) Which SHRM HR manager competency involves the ability to effectively exchange information with stakeholders?

- A) relationship management
- B) communication
- C) ethical practice
- D) controlling

Answer: B

Explanation: Communication is the competency that relates to the ability to effectively exchange information with stakeholders.

Difficulty: Moderate

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

108) The SHRM human resource manager competencies include ethical practice, business acumen, and relationship management.

Answer: TRUE

Explanation: The SHRM human resource manager competencies are leadership & navigation, ethical practice, business acumen, consultation, critical evaluation, global & cultural effectiveness and communication.

Difficulty: Moderate

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

109) Human resource managers who complete HRCI professional certification exams can earn PHR and SPHR certificates.

Answer: TRUE

Explanation: HRCI certification includes Professional in Human Resources (PHR), and Senior Professional in Human Resources (SPHR) among others.

Difficulty: Easy

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 1.4 List at least four important human resource manager competencies.

110) What is human resource management? What competencies are necessary for HR managers to succeed in today's business environment? Explain your answer in a brief essay.

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. The SHRM Human Resource Manager competencies are leadership & navigation, ethical practice, business acumen, consultation, critical evaluation, global & cultural effectiveness and communication. HR managers need to show how their actions are "adding value" for the organization as a whole.

Difficulty: Hard

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 1.4 List at least four important human resource manager competencies.