

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
Communication | HRM Bloom's: Knowledge LO-1
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
Communication | HRM Bloom's: Knowledge LO-1
3. The core of all HRD efforts is reading

ANS: F PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1
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
Communication | HRM Bloom's: Knowledge LO-2
5. Job performance is at the core of all HRD efforts.

ANS: F PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1
6. In a survey the American Society for Training & Development (ASTD) estimates organizations spend under \$100 Billion on employee learning and development.

ANS: F PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1
7. The definition of Human Resource Development includes training for both past and present job skills.

ANS: F PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1
8. Yeomanries were the forerunners of modern labor unions.

ANS: T PTS: 1 DIF: Easy REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2
9. Scientific Management recognized that people are more important in efficient production than are machines.

ANS: F PTS: 1 DIF: Easy REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2
10. The first documented Factory School began at Hoe and Company in 1782.

ANS: T PTS: 1 DIF: Medium REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2
11. The show, tell, do and check training method began in World War I and is still in use today.

ANS: T PTS: 1 DIF: Easy REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2

12. ASTD stands for the American Society for Training & Development

ANS: T PTS: 1 DIF: Easy REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

13. In 2010 ASTD has approximately 40,000 members in 100 plus countries.

ANS: T PTS: 1 DIF: Easy REF: Page 8
Communication | HRM Bloom's: Knowledge LO-2

14. HRD functions are now involved coaching and problem solving.

ANS: T PTS: 1 DIF: Easy REF: Page 8
Communication | HRM Bloom's: Knowledge LO-4

15. Line authority should have no role in the HRM function.

ANS: F PTS: 1 DIF: Easy REF: Page 9
Communication | HRM Bloom's: Knowledge LO-3

16. Traditionally, HRD Departments have Staff Authority.

ANS: T PTS: 1 DIF: Easy REF: Page 10
Communication | HRM Bloom's: Knowledge LO-4

17. McLagan identified the four primary HRD functions.

ANS: F PTS: 1 DIF: Easy REF: Page 11
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: T PTS: 1 DIF: Easy REF: Page 13
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: F PTS: 1 DIF: Medium REF: Page 14
Communication | HRM Bloom's: Knowledge LO-5

20. HRD executives should contribute ideas, information and recommendations during strategy formulation.

ANS: T PTS: 1 DIF: Easy REF: Page 15
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: F PTS: 1 DIF: Easy REF: Page 17
Communication | HRM Bloom's: Knowledge LO-6

22. In the organization change agent role the HRD manager advises management in the design and implementation of change strategies.

ANS: T PTS: 1 DIF: Easy REF: Page 20
Communication | HRM Bloom's: Knowledge LO-6

23. Over the past 20 years the HRD profession has become better connected to the academic community..

ANS: F PTS: 1 DIF: Easy REF: Page 21
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: T PTS: 1 DIF: Easy REF: Page 24
Diversity | HRM Bloom's: Knowledge LO-7

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

ANS: F PTS: 1 DIF: Easy REF: Page 25
Diversity | HRM Bloom's: Knowledge LO-7

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

ANS: F PTS: 1 DIF: Easy REF: Page 24
Communication | HRM Bloom's: Knowledge LO-7

27. HRD professionals need to develop a solid understanding of learning theory.

ANS: T PTS: 1 DIF: Medium REF: Page 26
Communication | HRM Bloom's: Knowledge LO-7

28. ASTD has not yet developed a code of ethics..

ANS: F PTS: 1 DIF: Medium REF: Page 26
Communication | HRM Bloom's: Knowledge LO-7

29. Evaluation is an important phase of the HRD process but is often over emphasized..

ANS: F PTS: 1 DIF: Medium REF: Page 29
Communication | HRM Bloom's: Knowledge LO-8

30. Specific training objectives are normally developed in the needs assessment phase.

ANS: F PTS: 1 DIF: Easy REF: Page 28
Communication | HRM Bloom's: Knowledge LO-8

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.

ANS: C PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1

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

ANS: A PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1

3. The largest HRD professional organization is::
- a. IPMA
 - b. TDAPHR
 - c. SHRM
 - d. ASTD

ANS: D PTS: 1 DIF: Medium REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1

4. The origins of HRD can be traced to:
- a. Factory schools
 - b. Universities
 - c. Apprenticeship training programs
 - d. Boston's first technical school

ANS: C PTS: 1 DIF: Easy REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: D PTS: 1 DIF: Easy REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: B PTS: 1 DIF: Medium REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: D PTS: 1 DIF: Easy REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2

8. A main distinction between training and development is that developmental activities are generally:
- more focused on specific job skills
 - less expensive than training activities
 - becoming less common as organizations deal with their changing business environment
 - more focused on long-term or future responsibilities

ANS: D PTS: 1 DIF: Easy REF: Page 11
Communication | HRM Bloom's: Knowledge LO-2

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

- 1809
- 1917
- 1872
- 1907

ANS: A PTS: 1 DIF: Easy REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2

10. The first documented factory school was founded in:

- 1809
- 1917
- 1872
- 1907

ANS: C PTS: 1 DIF: Easy REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2

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:

- human resource intervention
- tactical career planning
- career development
- career planning

ANS: C PTS: 1 DIF: Medium REF: Page 12
Communication | HRM Bloom's: Knowledge LO-4

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

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

ANS: D PTS: 1 DIF: Easy REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

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

- Build highways
- Training Managers
- Build new universities
- Train people in agriculture, home economics, industry and teacher training

ANS: D PTS: 1 DIF: Medium REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2

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

- The introduction of the Ford model T and World War I
- The introduction of the Ford model T and World War II
- The introduction of the Steam engine and World War I
- The introduction of the Cotton Gin and the Civil War

ANS: A PTS: 1 DIF: Medium REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

15. Which of the following function is NOT for a large HRD department?

- management training & development
- skills training administrator
- organizational development specialist
- compensation and benefits specialist

ANS: D PTS: 1 DIF: Easy REF: Page 15
Communication | HRM Bloom's: Knowledge LO-4

16. The HRCI offers which of the following designations upon passing a written exam and having 2 years exempt-level HR experience?
- PHR, Professional in Human Resources
 - HRDP, Human Resource Development Professional
 - HRE, Human Resources Executive
 - AHR, Administrator in HR

ANS: A PTS: 1 DIF: Easy REF: Page 21
 Communication | HRM Bloom's: Knowledge LO-3

17. Diversity in the workforce includes what groups of employees?
- Older workers
 - Women
 - Workers of different ethnic and racial backgrounds
 - All of the above are considered diverse groups

ANS: D PTS: 1 DIF: Easy REF: Page 24
 Communication | HRM Bloom's: Knowledge LO-7

18. A four-step, sequential process used to design HRD interventions is called:
- PDAC (plan, do, act, check)
 - PDCA (plan, design, check, assess)
 - ADImE (assess, design, implement, evaluate)
 - SADIE (survey, access, develop, implement, evaluate)

ANS: C PTS: 1 DIF: Medium REF: Page 27
 Communication | HRM Bloom's: Knowledge LO-8

19. HRD interventions can be evaluated using a variety of "hard" and "soft" measures. Which of the following would NOT be a "hard" measure?
- immediate, post training, employee survey
 - cost-benefit analysis
 - reduced employee turnover
 - increased customer satisfaction and retention

ANS: A PTS: 1 DIF: Medium REF: Page 29
 Communication | HRM Bloom's: Application LO-7

20. Which of the following is NOT viewed as a primary human resource management (HRM) function?
- HR planning
 - Designing performance management and performance appraisal systems
 - Staffing
 - Compensation and benefits

ANS: B PTS: 1 DIF: Medium REF: Page 10
 Communication | HRM Bloom's: Knowledge LO-3

21. The Smith-Hughes bill was passed in:
- 1809
 - 1917
 - 1872
 - 1907

ANS: B PTS: 1 DIF: Medium REF: Page 6
 Communication | HRM Bloom's: Knowledge LO-2

22. The four step instructional training method introduced in World War I used the following steps:
- Show and tell
 - Tell - do and check
 - Show - tell - do and check
 - Show - tell and do

ANS: C PTS: 1 DIF: Medium REF: Page 7
 Communication | HRM Bloom's: Knowledge LO-2

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

ANS: A PTS: 1 DIF: Medium REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: B PTS: 1 DIF: Easy REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: A PTS: 1 DIF: Easy REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: B PTS: 1 DIF: Easy REF: Page 8
Communication | HRM Bloom's: Knowledge LO-2

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

ANS: D PTS: 1 DIF: Easy REF: Page 10
Communication | HRM Bloom's: Knowledge LO-3

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

ANS: D PTS: 1 DIF: Easy REF: Page 10
Communication | HRM Bloom's: Knowledge LO-3

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

ANS: B PTS: 1 DIF: Medium REF: Page 10
Communication | HRM Bloom's: Knowledge LO-3

30. Which of the following is not a typical T & D function?
- a. Employee discipline
 - b. Employee orientation
 - c. Technical training
 - d. Coaching

ANS: A PTS: 1 DIF: Easy REF: Page 11
Communication | HRM Bloom's: Knowledge LO-4

31. Strategic management involves all of the following except?

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

ANS: C PTS: 1 DIF: Medium REF: Page 13
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: D PTS: 1 DIF: Easy REF: Page 24
Communication | HRM Bloom's: Knowledge LO-7

33. The work force is:

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

ANS: C PTS: 1 DIF: Easy REF: Page 24
Communication | HRM Bloom's: Knowledge LO-7

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

ANS: B PTS: 1 DIF: Medium REF: Page 25
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: B PTS: 1 DIF: Easy REF: Page 24
Communication | HRM Bloom's: Knowledge LO-7

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'

ANS: A PTS: 1 DIF: Medium REF: Page 13
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: C PTS: 1 DIF: Medium REF: Page 28
Communication | HRM Bloom's: Knowledge LO-8

38. The core of all HRD efforts is

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

ANS: B PTS: 1 DIF: Easy REF: Page 4
Communication | HRM Bloom's: Knowledge LO-1

39. Apprenticeship training
- Began in the 1920's
 - Has been used to train skilled workers and even physicians
 - Has been used only for skilled trades
 - Is no longer used
- ANS: B PTS: 1 DIF: Medium REF: Page 5
Communication | HRM Bloom's: Knowledge LO-2
40. Training semi-skilled workers to use machines after the Industrial Revolution was done by:
- Factory Schools
 - Corporate Universities
 - Yeoman Training
 - Apprentice programs
- ANS: A PTS: 1 DIF: Medium REF: Page 6
Communication | HRM Bloom's: Knowledge LO-2
41. The two events that lead to the development of company training programs for unskilled and semi-skilled workers were
- World War II & the Industrial revolution
 - World War I & the Industrial revolution
 - The Model T & World War I
 - The Model T & World War II
- ANS: C PTS: 1 DIF: Medium REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2
42. The Human Relations movement highlighted
- The need for more factory schools
 - The importance of machine efficiency
 - The importance of well trained managers
 - The importance of human behavior on the job
- ANS: D PTS: 1 DIF: Medium REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2
43. In Chester Barnard's book 'The functions of the executive' he emphasized the integration of
- Machines and efficiency
 - Traditional management & behavioral science
 - Efficiency and employee training
 - Training & development
- ANS: B PTS: 1 DIF: Medium REF: Page 7
Communication | HRM Bloom's: Knowledge LO-2
44. In the 1980's ASTD's focus looked strongly at
- The strategic role of HRD
 - Performance Improvement programs
 - High performing work systems
 - All of the above
- ANS: D PTS: 1 DIF: Medium REF: Page 8
Communication | HRM Bloom's: Knowledge LO-2
45. Which of the following is not a primary HRD function as identified in McLagan's original HR wheel?
- Training and development
 - Organizational development
 - Career Development
 - On the job training
- ANS: D PTS: 1 DIF: Medium REF: Page 11
Communication | HRM Bloom's: Knowledge LO-4
46. When comparing Training to Development
- Development has a longer term focus than training
 - Training has a longer term focus than development
 - Training involves only skills, development involves everything else
 - Development focuses mostly on upper level managers
- ANS: A PTS: 1 DIF: Medium REF: Page 11
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: D PTS: 1 DIF: Medium REF: Page 12
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: C PTS: 1 DIF: Medium REF: Page 15
Communication | HRM Bloom's: Knowledge LO-5

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

ANS: B PTS: 1 DIF: Medium REF: Page 17
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: D PTS: 1 DIF: Easy REF: Page 19
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: A PTS: 1 DIF: Medium REF: Page 20
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: C PTS: 1 DIF: Medium REF: Page 20
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: B PTS: 1 DIF: Medium REF: Page 21
Communication | HRM Bloom's: Knowledge LO-6

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

ANS: D PTS: 1 DIF: Medium REF: Page 21
Communication | HRM Bloom's: Knowledge LO-6

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'

ANS: D PTS: 1 DIF: Medium REF: Page 22
Communication | HRM Bloom's: Knowledge LO-6

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.

ANS: A PTS: 1 DIF: Medium REF: Page 24
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: D PTS: 1 DIF: Medium REF: Page 25
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: B PTS: 1 DIF: Medium REF: Page 28
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: A PTS: 1 DIF: Medium REF: Page 29
Communication | HRM Bloom's: Knowledge LO-4

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

ANS: D PTS: 1 DIF: Medium REF: Page 29
Communication | HRM Bloom's: Knowledge LO-4

