

File: Ch02, CHAPTER 2, Functions and Strategy

TRUE/FALSE

1. A typical HR department has responsibility for transactional work, which is developing solutions that benefit employee work groups, like resolving employee performance issues or work-group conflict.

Ans: False

Difficulty: Medium

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

2. Planning and controlling are the primary functions of management.

Ans: False

Difficulty: Easy

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

3. Unions in organizations were outlawed by the Wagner Act of 1935.

Ans: False

Difficulty: Medium

Section Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

4. Frederick Taylor is often regarded as the father of scientific management.

Ans: True

Difficulty: Easy

Section Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

5. Labor unions promote grievance procedures to resolve differences between workers and management.

Ans: True

Difficulty: Medium

Section Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

6. In an organization, the goal of recruiting is to give enough information about the job to attract a large number of qualified applicants and simultaneously discourage unqualified candidates from applying.

Ans: True

Difficulty: Medium

Section Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

7. To provide motivation in most technology-based organizations, the maintenance function is used.

Ans: False

Difficulty: Medium

Section Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

8. Unfortunately, compensation and benefits managers are the lowest paid HR professionals.

Ans: False

Difficulty: Medium

Section Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

9. Interpersonal communication skills have no influence on advancement in an HR career.

Ans: False

Difficulty: Medium

Section Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Comprehension

AACSB Tag: Reflective thinking

10. Outsourcing refers to sharing HRM activities among geographically dispersed divisions.

Ans: False

Difficulty: Medium

Section Reference: HR Trends and Opportunities

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

11. Of all the functions of an organization that may be outsourced, unfortunately, HR is one function that cannot.

Ans: False

Difficulty: Medium

Section Reference: HR Trends and Opportunities

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

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

12. Shared services centers are one way to make HR functions more cost-efficient and responsive to the organizational strategy.

Ans: True

Difficulty: Medium

Section Reference: HR Trends and Opportunities

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

MATCHING KEY TERMS AND DEFINITIONS

- a) Employee relations function
- b) Scientific management
- c) Maintenance function
- d) Training and development function
- e) Hawthorne Studies
- f) Controlling
- g) Motivation function
- h) Planning
- i) Leading
- j) Organizing
- k) Shared services
- l) Communication programs
- m) Management
- n) Strategic human resource management
- o) Staffing function
- p) Labor union
- q) Compensation and benefits

13. Activities in HRM concerned with seeking and hiring qualified employees.

Ans: o

Difficulty: Easy

Section Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

14. A primary management function focusing on determining what activities need to be

completed to accomplish organizational goals

Ans: j

Difficulty: Medium

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

15. A primary management function ensuring that the right people are on the job with appropriate skills, and motivating them to high levels of performance

Ans: i

Difficulty: Medium

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

16. A primary management function that consists of monitoring activities to ensure that organizational goals are achieved.

Ans: f

Difficulty: Medium

Section Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

17. Acts on behalf of its members to secure wages, hours, and other terms and conditions of employment.

Ans: p

Difficulty: Easy

Section Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

18. A set of principles designed to enhance worker productivity.

Ans: b

Difficulty: Medium

Section Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

19. Activities in HRM concerned with helping employees exert at high energy levels.

Ans: g

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

20. Activities in HRM concerned with assisting employees to develop up-to-date skills, knowledge, and abilities.

Ans: d

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

21. Activities in HRM concerned with effective communications among organizational members

Ans: a

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

22. HRM function concerned with paying employees and administering the benefits package.

Ans: q

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

23. HRM programs designed to provide information to employees.

Ans: l

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

24. A primary management function that consists of establishing organizational goals.

Ans: h

Difficulty: Medium

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

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

25. Activities in HRM concerned with employee commitment and loyalty to the organization.

Ans: c

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

26. A series of studies conducted at a plant of Western Electric in the 1920s and 1930s that provided new insights into group behavior.

Ans: e

Difficulty: Medium

Selection Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

27. Sharing HRM activities among geographically dispersed divisions.

Ans: k

Difficulty: Medium

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

28. The process of efficiently completing activities with and through people.

Ans: m

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

29. Aligning HR policies and decisions with the organizational strategy and mission.

Ans: n

Difficulty: Medium

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

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

FILL-IN-THE BLANKS

30. _____ are those who work with and through people, allocating resources in the

effort to achieve goals.

Ans: Managers

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

31. HRM is a _____ function that provides assistance in HRM matters to line employees or those directly involved in producing the organization's goods and services.

Ans: staff or support

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

32. External HRM influences are categorized into the general areas of the dynamic environment, _____, labor unions, and current management practice.

Ans: laws and regulation

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Application

AACSB Tag: Application of knowledge

33. The _____ paved the way for the human relations movement.

Ans: Hawthorne studies

Difficulty: Medium

Selection Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Reflective thinking

34. _____ are designed to assist employees in advancing their work lives.

Ans: Career development programs

Difficulty: Hard

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

35. Job performance is a function of the employee's ability and _____ to do the work.

Ans: willingness

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

36. The main thrust of the _____ is to promote staffing activities.

Ans: employment function

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Understanding

AACSB Tag: Analytical thinking

37. _____ is designed to help the organization ensure that it has the necessary talent internally for meeting future human resource needs.

Ans: Employee development

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Understanding

AACSB Tag: Analytical thinking

38. A _____ is a company that assumes all HR functions of a client company by hiring all of its employees and leasing them back to the company.

Ans: professional employer organization

Difficulty: Hard

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Comprehension

AACSB Tag: Reflective thinking

39. The HR _____ is typically concerned with only one of the four functions of HR.

Ans: specialist

Difficulty: Medium

Selection Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Comprehension

AACSB Tag: Reflective thinking

MULTIPLE – CHOICE

40. The primary functions of management are
- a) planning, organizing, adapting, and measuring.
 - b) organizing, planning, leading, and adapting.
 - c) leading, organizing, planning, and controlling.
 - d) planning, leading, controlling, and adapting.
 - e) planning, adapting, leading, and improvising.

Ans: c

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

41. Which of the following statements best describes the role of managers?

- a) The role of managers is to set organizational goals.
- b) The role of managers is to delegate responsibilities and ensure that organizational goals are met.

- c) The role of managers is to monitor activities and employees to ensure that organizational goals are met.
- d) The role of managers is to reward and punish employees to ensure that organizational goals are met.
- e) The role of managers is to work with and through other people, allocating resources, in the effort to achieve organizational goals.

Ans: e

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Synthesis

AACSB Tag: Analytical thinking

42. Vinita, the Vice-President of Human Resources at ABC Products, starts her staff meeting with, "The work process engineering we implemented last year was a good start. We need to overhaul four of the other production areas within the next 18 months. What do you think are reasonable goals and objectives, based on last year's work?" She is performing the management function of

- a) controlling.
- b) leading.
- c) organizing.
- d) planning.
- e) adapting.

Ans: d

Difficulty: Hard

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Synthesis

AACSB Tag: Application of knowledge

43. Which of the following is true regarding the achievement of organizational objectives?

- a) Any effort to achieve organizational objectives has three elements in common: goals, people, and leadership.
- b) Any effort to achieve organizational objectives has three elements in common: goals, scarce resources, and leadership.
- c) Any effort to achieve organizational objectives has three elements in common: goals, people, and leadership.
- d) Any effort to achieve organizational objectives has three elements in common: goals, limited resources, and people.
- e) Any effort to achieve organizational objectives has three elements in common: goals, scarce resources, and technological edge.

Ans: d

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Synthesis

AACSB Tag: Reflective thinking

44. Abby is a manager in a toy store. She is screening and evaluating resumes for a sales associate position in her store. She is very concerned whether the new sales associate will have the appropriate skills for the job and how to motivate them once they are hired. The primary management function indicated is

- a) planning.
- b) organizing.
- c) leading.
- d) controlling.
- e) delegating.

Ans: c

Difficulty: Hard

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Analysis

AACSB Tag: Application of knowledge

45. Josh as a manager is focused on the primary management function of determining what activities need to be completed to accomplish his organizational goals. Josh is focused on which of these functions?

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

Ans: b

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Analysis

AACSB Tag: Application of knowledge

46. Mary as a manager is focused on the primary management function that consists of

establishing organizational goals. Mary is focused on which of these functions?

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

Ans: a

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Analysis

AACSB Tag: Application of knowledge

47. Marty, as a manager, is focused on the primary management function that consists of ensuring that the right people are on the job with appropriate skills, and motivating them to high levels of performance. Marty is focused on which of these functions?

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

Ans: c

Difficulty: Medium

Selection Reference: Functions of Management

Learning Objective: Describe the functions of management.

Bloom's Level: Analysis

AACSB Tag: Application of knowledge

48. Employee relations are part of which primary HRM activity?

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

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

49. All of the following are within the primary HRM functions EXCEPT:

- a) meeting federal guidelines for employment practices.
- b) hiring the best qualified candidates.
- c) establishing working conditions that are conducive to retaining the best workers.
- d) setting production standards.
- e) training employees to function effectively within the organization.

Ans: d

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

50. Emmanuel conducts new employee orientation for a large organization. His work is within which basic HRM function?

- a) Training and development
- b) Work process engineering
- c) Motivation
- d) Career management
- e) Staffing

Ans: a

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

51. You have been offered a job by a major manufacturer as a campus recruiter for technology positions. Your work will be in which HRM function?

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

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

52. Tamara is an HRM professional who's primarily involved in the motivation function. As such, she may perform all of these activities EXCEPT

- a) employee benefits.
- b) health and safety.
- c) job design.
- d) performance appraisals.
- e) rewards and compensation.

Ans: b

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

53. Which of the following is NOT true regarding changes in the U.S. workplace over the last 35 years?

- a) There has been a reduction in the number of federal and state laws regarding hiring and employment practices.
- b) Jobs have become more technical and require employees with more knowledge and skills
- c) Teamwork has become more prevalent.
- d) The number of employees working from home has increased.
- e) Job boundaries are becoming more blurred.

Ans: a

Difficulty: Medium

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Comprehension

AACSB Tag: Reflective thinking

54. Which of the following is NOT a responsibility of human resource professionals?

- a) Train employees to improve their productivity.
- b) Design a work environment conducive to employee retention.

- c) Manage the professional development of each employee.
- d) Attract the best qualified employees.
- e) Improve the well-being of employees by closely monitoring their personal and family life.

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

55. To assist the organization in its strategic direction, which of the following must HRM NOT do?

- a) Only react to the decisions made by top managers
- b) Be forward thinking
- c) Take the lead regarding the “people” dimension of the organization
- d) Support the business strategy
- e) Attract and retain the most qualified employees

Ans: a

Difficulty: Medium

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

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

Bloom's Level: Analysis

AACSB Tag: Application of knowledge

56. Chris is a human resource professional who is currently working with line managers to reward those employees who are creative and innovative. Chris's work is aligning HR strategy with which organizational strategy?

- a) Cost differentiation
- b) Customer intimacy
- c) Customer/Market focus
- d) Product differentiation
- e) Motivation

Ans: d

Difficulty: Hard

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

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

organizational strategy.

Bloom's Level: Application

AACSB Tag: Application of knowledge

57. An effective HRM communications program should have all of the following elements EXCEPT

- a) top management commitment.
- b) an effective upward communication mechanism.
- c) a way to determine what to communicate.
- d) a way to allow for feedback.
- e) no lower-level employee involvement.

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Comprehension

AACSB Tag: Written and oral communication

58. Tom accepted an overseas assignment from his employer, however, after 30 days, he and his family were disgruntled. This most likely occurred because HR failed to

- a) make arrangements for the family pet to join Tom and his family members overseas.
- b) involve both Tom and his entire family in the relocation and orientation process prior to departure.
- c) change Tom's compensation and benefits to match those of other employees in the new location.
- d) provide return airline tickets to Tom and his family.
- e) none of the above.

Ans: b

Difficulty: Medium

Selection Reference: HRM in a Global Environment

Learning Objective: Explain how human resource management practices differ in international settings.

Bloom's Level: Synthesis

AACSB Tag: Diverse and multicultural work environments

59. Albert, a VP for Human Resources, is evaluating the extent to which the hiring and employment practices in his organization are in compliance with federal and state laws. Which

type of external influences that impact HRM is Albert is considering?

- a) Workforce diversity
- b) Community relations
- c) Laws and regulations
- d) Ethics
- e) Labor unions

Ans: c

Difficulty: Medium

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

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

Bloom's Level: Synthesis

AACSB Tag: Analytical thinking

60. Kai, a human resources manager in a service organization, has rewritten the policies and procedures manual and all job descriptions to remove any idioms, and arranged for translations into six languages. This is an example of which part of the dynamic environment of HRM?

- a) Employee involvement
- b) Technology
- c) Inception
- d) Labor unions
- e) Workforce diversity

Ans: e

Difficulty: Hard

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Synthesis

AACSB Tag: Analytical thinking

61. All of the following are examples of the HRM dynamic environment EXCEPT:

- a) compensation
- b) ethics
- c) work process engineering
- d) globalization
- e) decentralized work sites

Ans: a

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Evaluation
AACSB Tag: Reflective thinking

62. The nearly decade study that gave rise to what is today called the human relations movement was the _____ studies.
- a) Hawthorne
 - b) Longfellow
 - c) Mayo
 - d) Emerson
 - e) Paulson

Ans: a
Difficulty: Medium
Selection Reference: Evolution of Management
Learning Objective: Identify advances in management leading to modern human resource management practices.
Bloom's Level: Knowledge
AACSB Tag: Application of knowledge

63. The Hawthorne studies were the work of
- a) John Hawthorne.
 - b) Elton Mayo.
 - c) Hugo Munsterberg.
 - d) Frederick Taylor.
 - e) Mary Parker Follet.

Ans: b
Difficulty: Easy
Selection Reference: Evolution of Management
Learning Objective: Identify advances in management leading to modern human resource management practices.
Bloom's Level: Knowledge
AACSB Tag: Application of knowledge

64. _____ is considered the father of scientific management.
- a) Frederick Taylor
 - b) Hugo Munsterberg
 - c) Mary Parker Follet
 - d) Tom Peters
 - e) Elton Mayo

Ans: a

Difficulty: Easy

Selection Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

65. Which of the following early management theorists suggested improved methods of employment testing, training, performance evaluations, and job efficiency?

- a) Frederic Taylor
- b) Hugo Munsterberg
- c) Mary Parker Follet
- d) Tom Peters
- e) Elton Mayo

Ans: b

Difficulty: Hard

Selection Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

66. Who was an early management theorist and social philosopher who advocated people-oriented organizations?

- a) Frederic Taylor
- b) Hugo Munsterberg
- c) Mary Parker Follet
- d) Tom Peters
- e) Elton Mayo

Ans: c

Difficulty: Medium

Selection Reference: Evolution of Management

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

67. Which of the following is NOT an external influence that affects HRM?

- a) Labor unions
- b) Laws and regulations

- c) Job design
- d) The dynamic environment
- e) Current management practice

Ans: c

Difficulty: Hard

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

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

Bloom's Level: Synthesis

AACSB Tag: Analytical thinking

68. Which of these activities ends the staffing function?

- a) Recruiting
- b) Selection
- c) Interview
- d) Qualifications defined
- e) Career development

Ans: b

Difficulty: Easy

Selection Reference: The HRM Functions

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

Bloom's Level: Application

AACSB Tag: Application of knowledge

69. Lou, an HR manager, knows there is trouble in the staffing function for which of these reasons?

- a) There are a large number of minority applicants.
- b) Most applicants are successful on the job.
- c) Retention of new employees is well above the industry average.
- d) There are a large number of qualified applicants.
- e) There are a large number of unqualified applicants.

Ans: e

Difficulty: Hard

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking

70. The goal of _____ is to have competent, adapted employees who possess up-to-date skills, knowledge, and abilities to perform their current jobs more successfully.

- a) training and development
- b) employee training
- c) empowerment training
- d) work process development
- e) organization development

Ans: a

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Application

AACSB Tag: Application of knowledge

71. Which of these training and development functions is designed to provide better skills for the current job?

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

Ans: c

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Evaluation

AACSB Tag: Analytical thinking

72. Which of the following describes the employee development function?

- a) Providing technological support for all employees.
- b) Ensuring that the organization has the necessary talent internally for meeting future human resource needs.
- c) Assisting employees in acquiring better skills for their current job.
- d) Assisting employees in advancing their work lives.
- e) Facilitating system-wide changes in the organization.

Ans: b

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Analysis

AACSB Tag: Reflective thinking

73. Which of the following describes the organization development function?

- a) Providing technological support for all employees.
- b) Ensuring that the organization has the necessary talent internally for meeting future human resource needs.
- c) Assisting employees in acquiring better skills for their current job.
- d) Assisting employees in advancing their work lives.
- e) Facilitating system-wide changes in the organization.

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

74. Which of the following describes the career development function?

- a) Providing technological support for all employees.
- b) Ensuring that the organization has the necessary talent internally for meeting future human resource needs.
- c) Assisting employees in acquiring better skills for their current job
- d) Assisting employees in advancing their work lives.
- e) Facilitating system-wide changes in the organization.

Ans: d

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

75. Employee motivation can be increased by all of the following EXCEPT

- a) maintaining a level of respect between employees and management.
- b) involving employees in decisions which affect them.

- c) listening to employees.
- d) implementing employee suggestions where appropriate.
- e) improving the lounge and cafeteria areas.

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

76. Which of the following is NOT true regarding the maintenance function?

- a) Maintaining employees' commitment to the organization.
- b) Keeping employees well-informed about what is going on around them.
- c) Ensuring a safe and healthy work environment.
- d) Ensuring that the employees have the appropriate skills and abilities to perform their job.
- e) Helping employees exert at high energy levels

Ans: e

Difficulty: Medium

Selection Reference: The HRM Functions

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

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

77. In which of these activities, an employee relations specialist would be involved?

- a) Working with position control specialists in compensation.
- b) Ensure policies and procedures are enforced properly.
- c) Making the job offer.
- d) Benefits administration.
- e) Conducting the initial interview.

Ans: b

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

78. Olga is an employment manager whose goal is to get qualified persons into the right job.

This activity is better known as _____.

- a) salary planning
- b) communication programs
- c) benefits
- d) recruiting
- e) career development

Ans: d

Difficulty: Medium

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

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

79. Sofia graduated from your college about 10 years ago with an HRM degree. She has developed job analysis and job evaluation materials for three different organizations. She is well suited for which senior HRM position?

- a) Compensation and benefits manager
- b) Employee relations manager
- c) Labor relations manager
- d) Training and development manager
- e) Employment manager

Ans: a

Difficulty: Hard

Selection Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Synthesis

AACSB Tag: Application of knowledge

80. Jamal, a plant manager in a medium-sized nonunion manufacturing firm, has just "wasted" another day answering employee complaints and questions about the change from a production focus to a customer demand focus that the company launched last year. He heads home with a briefcase full of the work he had scheduled to do. He wonders if HRM can help, and scans his company phone book. Whom should he call?

- a) Tom, employment manager
- b) Don, employee relations manager
- c) Myrtle, compensation and benefits manager
- d) Mason, training and development manager
- e) Sheila, union grievance avoidance specialist

Ans: d

Difficulty: Hard

Selection Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Synthesis

AACSB Tag: Application of knowledge

81. A large manufacturing organization uses several consulting firms to provide training programs, private staffing agencies to perform recruiting and selection activities, and a financial organization to handle benefits administration. This situation is an example of

- a) outsourcing.
- b) shared services.
- c) decentralized work surveillance.
- d) telecommuting.
- e) offshoring.

Ans: a

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Application

AACSB Tag: Application of knowledge

82. A large manufacturing organization, with 20 geographically dispersed production facilities recently cut its HRM staff by 60%. Each site has a few generalists, but specialist needs in recruiting and selection planning, employment law, training, and benefits administration have been consolidated into one location. This situation is an example of

- a) outsourcing.
- b) shared services.
- c) decentralized work surveillance.
- d) telecommuting.
- e) offshoring.

Ans: b

Difficulty: Medium

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Application

AACSB Tag: Application of knowledge

83. Which of the following is not true regarding HRM in small business operations?

- a) The owner-manager is often responsible for performing HRM activities.
- b) Small-business human resource departments are sometimes staffed with a full-time secretary.
- c) The owner-manager does not have to keep current with respect to legal issues because of the small size of the business.
- d) Small-business human resource departments are often staffed with one individual.
- e) Small-business human resource departments must achieve the same goals that a larger department achieves.

Ans: c

Difficulty: Hard

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Synthesis

AACSB Tag: Reflective thinking

84. When using shared services, which type of service works directly with business unit managers in strategic roles to develop goals and plans for the organization?

- a) Centers of excellence
- b) Generalist centers
- c) Service centers
- d) Professional employer organizations
- e) Business partners

Ans: e

Difficulty: Medium

Selection Reference: HR Trends and Opportunities

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

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

85. Which Talent Management process is used to emphasize culture, core values, and key behaviors that support organizational strategy?

- a) Succession planning
- b) Onboarding
- c) Performance management
- d) Workforce development
- e) Workforce planning

Ans: e

Difficulty: Hard

Selection Reference: Talent Management

Learning Objective: Discuss talent management and how it benefits organizations.

Bloom's Level: Evaluation

AACSB Tag: Reflective thinking

86. What is another term for the organizational development specialist who helps organization members adjust to new and dynamic environments?

- a) Benefits specialist
- b) Line manager
- c) Employee relations manager
- d) Change agent
- e) Talent manager

Ans: d

Difficulty: Easy

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

87. Which of the following is used to maintain employee commitment and loyalty while helping to ensure a safe and healthy working environment?

- a) Maintenance functions
- b) Communication programs
- c) Training and development
- d) Compensation and benefits
- e) Motivation functions

Ans: a

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

88. Which of the following helps to facilitate the system-wide changes in an organization?

- a) Career development
- b) Motivation function
- c) Communications programs
- d) Employee training
- e) Organization development

Ans: e

Difficulty: Medium

Selection Reference: Structure of the HR Department

Learning Objective: Explain the structure of a typical human resource management department.

Bloom's Level: Knowledge

AACSB Tag: Application of knowledge

89. How do managers use HR dashboards?

- a) To compare data to other benchmarks
- b) As a visual display of data in charts or graphs
- c) As a quantitative assessment to measure the effectiveness of a practice
- d) To align HR policies and decisions to organizational strategy and missions
- e) To create a clear connection between the goals of the organization and the goals of the employees

Ans: b

Difficulty: Medium

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

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

Bloom's Level: Evaluation

AACSB Tag: Analytical thinking

90. How could an analysis of internal strengths and weaknesses of an organization be developed?

- a) Based on core competencies
- b) With a SWOT analysis
- c) By identifying growth strategies
- d) By determining competitive advantage
- e) Based on a well-developed mission and goal statement

Ans: b

Difficulty: Medium

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

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

Bloom's Level: Analysis

AACSB Tag: Analytical thinking