Chapter 1: Today’s Human Resource Management Process

Test Bank

# Multiple Choice

1. \_\_\_\_\_\_ is a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time.

A. Revenue center

B. Employee engagement

C. Effectiveness

D. Business skills

E. Conceptual and design skills

Ans: B

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Knowledge

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

2. Employee engagement is \_\_\_\_\_\_.

A. a combination of competition and job satisfaction

B. a combination of willingness to perform at a high level and job satisfaction

C. a combination of willingness to perform at a high level and boldness

D. a combination of competitiveness and boldness

E. a combination of job satisfaction and boldness

Ans: B

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Knowledge

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

3. Studies have shown that companies with high levels of \_\_\_\_\_\_ outperformed their peer companies in operating income, net income growth, and earnings per share growth.

A. gross receipts

B. revenue

C. material and equipment

D. employee engagement

E. employee training

Ans: D

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Comprehension

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

4. If a modern organization can manage its \_\_\_\_\_\_ better than its competitors, it has a much greater chance of being successful--more profitable and productive than its competitors--and of creating a competitive advantage.

A. equipment

B. facilities

C. human resources

D. consumables

E. environment

Ans: C

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Application

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

5. \_\_\_\_\_\_ are an organization’s most valuable asset.

A. Materials

B. People

C. Facilities

D. Economic resources

E. Efficiencies

Ans: B

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Knowledge

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

6. What were human resource managers typically called in the 1970s and before?

A. personnel managers

B. secretaries

C. executive assistants

D. developmental managers

E. clerks

Ans: A

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

7. \_\_\_\_\_\_ is a function of how many organizational resources are used in getting the job done.

A. Productivity

B. Effectiveness

C. Efficiency

D. Electiveness

E. Opportunity cost

Ans: C

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

8. A(n) \_\_\_\_\_\_ center is a revenue center that enhances the profitability of the organization by improving the productivity of the people within the organization.

A. cost

B. enhancement

C. profit

D. productivity

E. deliverance

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

9. \_\_\_\_\_\_ is a function of getting the job done whenever and however it must be done.

A. Productivity

B. Efficiency

C. Effectiveness

D. Opportunity

E. Preference

Ans: C

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

10. What does HR primarily focus on improving?

A. the recruiting of people

B. the efficiency of people

C. the effectiveness of people

D. the physical work environment of people

E. the preferences of people

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

11. A \_\_\_\_\_\_ is a division or department that generates monetary returns for the organization.

A. data processing center

B. collection center

C. cost center

D. revenue center

E. management center

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

12. HR creates revenue and profits for the organization by \_\_\_\_\_\_.

A. enhancing the productivity of the people within the organization

B. participating in teams

C. managing paperwork

D. controlling costs

E. creating products

Ans: A

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Application

Answer Location: HRM Past and Present

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Organizational Development

13. A(n) \_\_\_\_\_\_ is a division or department that brings in no revenue or profit for the organization--running this function only costs the organization money.

A. revenue center

B. productivity center

C. cost center

D. effectiveness center

E. efficiency center

Ans: C

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

14. \_\_\_\_\_\_ is the permanent loss of workers from the organization.

A. Sick leave

B. Absenteeism

C. Employee engagement

D. Turnover

E. Productivity

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

15. \_\_\_\_\_\_ is the failure of an employee to report to the workplace as scheduled.

A. Job loss

B. Absenteeism

C. Employee engagement

D. Turnover

E. Productivity

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

16. Acme Global had to lay off 50 employees to cut costs. Acme Global is experiencing \_\_\_\_\_\_.

A. job satisfaction

B. absenteeism

C. employee engagement

D. turnover

E. productivity

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

17. Saleh likes the work he does as a market analyst at Acme Global Corporation. Overall, working at the organization gives him a feeling of well-being. What Saleh is experiencing is \_\_\_\_\_\_.

A. productivity

B. employee engagement

C. effectiveness

D. efficiency

E. absenteeism

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Application

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Organizational Development

18. The feeling of well-being that we experience in our jobs--basically, whether or not we like what we do and the immediate environment surrounding us and our jobs is a factor of \_\_\_\_\_\_.

A. employee engagement

B. productivity

C. effectiveness

D. efficiency

E. absenteeism

Ans: A

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Application

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Easy

TOP: AACSB: Application of knowledge

NAT: SHRM: Organizational Development

19. The Acme Global Corporation is paying for job analysis costs, recruiting costs, and selection costs because it needs to replace three workers who left the organization for better paying jobs. What the organization is experiencing is \_\_\_\_\_\_.

A. absenteeism

B. employee engagement

C. competitive advantage

D. turnover

E. efficiency

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Application

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Organizational Development

20. Gerardo’s department lost productivity this week when two employees failed to report to work as scheduled. Other employees had to do the missing employees’ work and were not able to completely do their regular jobs. What Gerardo’s department is experiencing is \_\_\_\_\_\_.

A. turnover

B. absenteeism

C. dissatisfaction

D. lack of effectiveness

E. slackness

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Application

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Organizational Development

21. The \_\_\_\_\_\_ Age is an era that began around 1980 and is characterized by exponential increases in available information in all industries.

A. Information

B. Effectiveness

C. Absenteeism

D. Productivity

E. Efficiency

Ans: A

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Technology and Knowledge

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

22. \_\_\_\_\_\_ “use their head more than their hands” and gather and interpret information to improve a product or process for their organizations.

A. Line managers

B. Staff managers

C. HR managers

D. Knowledge workers

E. Managers

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Technology and Knowledge

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

23. Hispanic workers are projected to be about what percentage of the workforce by 2050?

A. 2%

B. 8%

C. 15%

D. 24%

E. 43%

Ans: D

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Labor Demographics

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

24. Asian workers are projected to be about what percentage of the workforce by 2050?

A. 2%

B. 8%

C. 14%

D. 21%

E. 34%

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Labor Demographics

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

25. What is the percentage of women in the workforce?

A. 35–36%

B. 47–48%

C. 52–53%

D. 57–58%

E. 63–64%

Ans: B

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Labor Demographics

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Organizational Development

26. Sara’s responsibilities include creating the organization’s Affirmative Action Plan and serving on the Diversity Committee. Her role is best described as the \_\_\_\_\_\_.

A. attorney at large

B. strategist

C. conflict negotiator

D. EEO and diversity management specialist

E. CEO

Ans: D

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: The Legal Environment: EEO and Diversity Management

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

27. Sharon manages the organization’s employee-related actions to ensure compliance with equal opportunity laws and regulations as well as organizational affirmative action plans. Part of her job also involves managing diverse groups of people within the organization. Sharon’s human resource management specialty is \_\_\_\_\_\_.

A. training and development

B. compensation and benefits

C. the legal environment

D. ethics and sustainability

E. staffing

Ans: C

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: The Legal Environment: EEO and Diversity Management

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

28. Samantha’s job involves working on codes of ethics and making sure employees can report any violations of the code. Samantha’s human resource management specialty is \_\_\_\_\_\_.

A. training and development

B. labor and industrial relations

C. employee relations

D. ethics and sustainability

E. staffing

Ans: D

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: Ethics and Sustainability

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

29. Which HR specialty covers the recruiting process and selecting the best candidate?

A. training and development

B. staffing

C. labor and industrial relations

D. ethics and sustainability

E. safety and security

Ans: B

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Knowledge

Answer Location: Staffing

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

30. Grady manages the recruiting process, selecting the best candidates who apply and getting them settled into their jobs. Grady’s human resource management specialty is \_\_\_\_\_\_.

A. training and development

B. compensation and benefits

C. staffing

D. labor and industrial relations

E. EEO and diversity management specialist

Ans: C

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: Staffing

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

31. Lauren manages teaching employees everything from basic job skills to what they need to know to move up in the organization. Lauren’s human resource management specialty is \_\_\_\_\_\_.

A. training and development

B. employee relations

C. staffing

D. labor and industrial relations

E. EEO and diversity management

Ans: A

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: Training and Development

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

32. Which HR specialty involves counseling, conflict resolution, and discipline?

A. staffing

B. training and development

C. safety and security

D. employee relations

E. compensation

Ans: D

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Knowledge

Answer Location: Employee Relations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

33. The \_\_\_\_\_\_ function involves leadership and team-building efforts within the organization.

A. employee relations

B. staffing

C. ethics and sustainability

D. labor and industrial relations

E. compensation and benefits

Ans: A

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Comprehension

Answer Location: Employee Relations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

34. Yusra’s role in the organization involves measuring and evaluating job satisfaction and employee engagement. Yusra’s human resource management specialty is \_\_\_\_\_\_.

A. staffing

B. labor and industrial relations

C. ethics and sustainability

D. employee relations

E. EEO

Ans: D

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: Employee Relations

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

35. Joseph’s work involves union votes, negotiations for union agreements, contract collective bargaining, and handling grievances. Joseph’s human resource management specialty is \_\_\_\_\_\_.

A. the legal environment

B. compensation and benefits

C. labor and industrial relations

D. safety and security

E. EEO

Ans: C

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Application

Answer Location: Labor and Industrial Relations

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

36. Who controls the processes within the organization--what the organization does?

A. staff management

B. line management

C. clerical workers

D. technicians

E. scientists

Ans: B

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Knowledge

Answer Location: Line Versus Staff Management

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

37. \_\_\_\_\_\_ are individuals that advise line management of the firm in a field of expertise, basically acting as internal consultants for the company within their fields of specialized knowledge.

A. Staff managers

B. Line managers

C. Night shift managers

D. Strategic advisors

E. Staffers

Ans: A

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Comprehension

Answer Location: Line Versus Staff Management

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

38. At the Acme Global Corporation, the human resources department provides training to help line managers understand how to avoid inadvertently acting in a way that is prohibited when dealing with employees. This training covers the \_\_\_\_\_\_ responsibilities of line management.

A. legal considerations

B. labor cost controls

C. leadership and motivation

D. training and development

E. staffers

Ans: A

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Application

Answer Location: Major HR Responsibilities of HR Staff and Line Management

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

39. As a line manager, Peter is often one of the first people to see a problem with the organization’s manufacturing processes caused by lack of employee skill. Resolving the problem is a part of the \_\_\_\_\_\_ responsibilities of line management.

A. legal considerations

B. labor cost controls

C. leadership and motivation

D. training and development

E. safety and security of employees

Ans: D

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Application

Answer Location: Major HR Responsibilities of HR Staff and Line Management

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

40. Andrew, who is a line manager, ensures that the machines used by his employees are regularly examined by inspectors to make sure the machines do not pose a hazard to his employees. His regular monitoring of these machines is part of the \_\_\_\_\_\_ responsibilities of line management.

A. legal considerations

B. labor cost controls

C. leadership and motivation

D. safety and security of employees

E. training and development

Ans: D

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Application

Answer Location: Major HR Responsibilities of HR Staff and Line Management

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

41. \_\_\_\_\_\_ include the ability to use methods and techniques to perform a task.

A. Technical skills

B. Interpersonal skills

C. Business skills

D. Human resources

E. Revenue skills

Ans: A

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Technical Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

42. \_\_\_\_\_\_ include the ability to understand, communicate, and work well with individuals and groups by developing effective relationships.

A. Conceptual and design skills

B. Interpersonal skills

C. Business skills

D. Human resources

E. Empathy

Ans: B

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Interpersonal Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

43. \_\_\_\_\_\_ is the ability to put yourself in another person’s place--to understand not only what that person is saying but why the individual is communicating that information to you.

A. Conceptual and design skills

B. Empathy

C. Business skills

D. Interpersonal skills

E. Revenue skills

Ans: B

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Interpersonal Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

44. \_\_\_\_\_\_ include the ability to evaluate a situation, identify alternatives, select a reasonable alternative, and make a decision to implement a solution to a problem.

A. Conceptual and design skills

B. Human relations skills

C. Business skills

D. Interpersonal skills

E. Revenue skills

Ans: A

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Conceptual and Design Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

45. \_\_\_\_\_\_ are the analytical and quantitative skills--including in-depth knowledge of how the business works and its budgeting and strategic planning processes--that are necessary for a manager to understand and contribute to the profitability of the organization.

A. Conceptual and design skills

B. Interpersonal skills

C. Business skills

D. Human resources

E. Revenue skills

Ans: C

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Business Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

46. Knowledge of EEO laws, computer skills, and training methodologies are all examples of which HR skill set?

A. technical skills

B. interpersonal skills

C. conceptual skills

D. design skills

E. business skills

Ans: A

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Technical skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

47. Brooklyn is using the computer to organize documents needed for an upcoming meeting. After the documents are organized into files on the computer, Brooklyn will e-mail the documents to meeting participants. Brooklyn is using \_\_\_\_\_\_ skills to complete this task.

A. technical

B. interpersonal

C. conceptual and design

D. business

E. documentation

Ans: A

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Application

Answer Location: Technical Skills

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Employee and Labor Relations

48. Lauren is listening to a coworker describe a problem with her supervisor. As she listens, Lauren is trying to put herself in her coworker’s situation and understand the real problem between the supervisor and her coworker. Lauren is using \_\_\_\_\_\_ skills to complete this task.

A. technical

B. interpersonal

C. conceptual and design

D. business

E. documentation

Ans: B

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Application

Answer Location: Interpersonal Skills

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Employee and Labor Relations

49. What skill set provides the ability to understand, communicate, and work well with individuals and groups by developing effective relationships?

A. Interpersonal

B. Technical

C. Conceptual

D. Design

E. Business

Ans: A

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Knowledge

Answer Location: Interpersonal Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

50. As part of a team tasked with improving the efficiency of the manufacturing department, Alessandro is trying to evaluate the current situation, identify alternative methods, select a reasonable alternative method, and make a decision to implement a solution to the problem. Alessandro is using \_\_\_\_\_\_ skills to complete this task.

A. technical

B. interpersonal

C. conceptual and design

D. business

E. documentation

Ans: C

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Application

Answer Location: Conceptual and Design Skills

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Employee and Labor Relations

51. Evan is putting together a proposal on the budget and strategic plan that describes how the human resources department will contribute to the profitability of the organization. Evan is using \_\_\_\_\_\_ skills to complete this task.

A. technical

B. interpersonal

C. conceptual and design

D. business

E. documentation

Ans: D

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Application

Answer Location: Business Skills

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Employee and Labor Relations

52. Jerry works well in teams, can persuade others, and can help resolve conflict. Jerry is displaying \_\_\_\_\_\_.

A. academic integrity

B. interpersonal skills

C. confidence

D. counseling ability

E. technical skills

Ans: B

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Application

Answer Location: Interpersonal Skills

Difficulty Level: Medium

TOP: AACSB: Application of knowledge

NAT: SHRM: Employee and Labor Relations

53. \_\_\_\_\_\_ are another skill set required of the HRM manager to help in decision-making.

A. Empathy and sympathy

B. Leadership and servitude

C. Success and failure

D. Conceptual and design skills

E. Technical skills

Ans: D

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: Conceptual and Design Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

54. What is the largest association designed for HR managers?

A. American Society for Personnel Administration

B. Society for Human Resource Management

C. American Human Resource Society

D. International Human Management Organization

E. Certified Human Resource Association

Ans: B

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Society for Human Resource Management (SHRM)

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

55. \_\_\_\_\_\_ is an organization that is mainly devoted to compensation and performance management programs.

A. National Compensation Society

B. Employee Remuneration Organization

C. WorldatWork

D. Compensation and Performance International

E. Federated Human Resource Quartermasters

Ans: C

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Other HR Organizations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

56. What is one of the certifications HR professionals can obtain?

A. ULC

B. HHR

C. BER

D. PHR

E. BAS

Ans: D

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Society for Human Resource Management (SHRM)

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

57. Who provides some of the top certifications for HR professionals in the world?

A. American Human Resource Certifiers

B. General Permit Organization

C. Human Resource Enforcement

D. Human Management Granting Institute

E. Human Resource Certification Institute

Ans: E

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Society for Human Resource Management (SHRM)

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

58. What is a major organization associated with training and development functions?

A. REME

B. ATD

C. TRDV

D. ALPH

E. MBER

Ans: B

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Other HR Organizations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

59. Which organization mainly deals with compensation, benefits, and performance management programs?

A. WorldatWork

B. American Compensation Society

C. Werther Human Services

D. Applied Compensation and Benefits Association

E. Defined Compensation Association

Ans: A

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Other HR Organizations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

60. When learning about human resource management, it is important to have an understanding of the \_\_\_\_\_\_ section of the practitioner’s model of human resource management. This section contains the things that are most critical to the organization’s basic stability and success.

A. Current HRM, Strategic Planning, and HR Laws

B. Staffing

C. Developing and Managing

D. Protecting and Expanding

E. Technical Skill

Ans: A

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Analysis

Answer Location: The Model

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations | Strategic HR

61. Getting the right people into the right jobs is important. The \_\_\_\_\_\_ section of the practitioner’s model of human resource management includes the items that will allow the organization to get its work done successfully over long periods of time.

A. Protecting and Expanding

B. Staffing

C. Developing and Managing

D. Compensating

E. Technical Skill

Ans: B

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Application

Answer Location: The Model

Difficulty Level: Easy

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

62. Once people have been selected into the organization, the \_\_\_\_\_\_ section of the practitioner’s model of human resource management describes how managers might coach, counsel, and/or discipline employees.

A. Current Century HRM, Strategic Planning, and HR Laws

B. Developing and Managing

C. Protecting and Expanding

D. Compensating

E. Technical Skill

Ans: B

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Application

Answer Location: The Model

Difficulty Level: Easy

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

63. The \_\_\_\_\_\_ section of the practitioner’s model of human resource management describes base pay, incentives, and worker benefits as ways to reward and maintain a workforce.

A. Current Century HRM, Strategic Planning, and HR Laws

B. Staffing

C. Developing and Managing

D. Compensating

E. Technical Skill

Ans: D

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Application

Answer Location: The Model

Difficulty Level: Easy

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

64. The \_\_\_\_\_\_ section of the practitioner’s model of human resource management describes managing safety and health as well as providing ethical and social responsibility guidelines to members of the organization.

A. Compensating

B. Staffing

C. Developing and Managing

D. Protecting and Expanding

E. Technical Skill

Ans: D

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Application

Answer Location: The Model

Difficulty Level: Easy

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR

# True/False

1. Business acumen, an area of management dealing with quantitative information such as metrics and data analytics, is expected to grow in HR departments.

Ans: T

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: Today’s HRM Challenges

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

2. Revenue centers are departments that generate monetary returns for the organization.

Ans: T

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

3. A productivity center is a revenue center that enhances the profitability of the organization by improving the productivity of the people within the organization.

Ans: T

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Knowledge

Answer Location: HRM Past and Present

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

4. Staffing includes all the things an organization needs to do to get people interested in working for the organization, including recruitment and selection.

Ans: T

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Knowledge

Answer Location: Disciplines Within HRM

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

5. Staff managers are like internal consultants for the company.

Ans: T

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Knowledge

Answer Location: Line Versus Staff Management

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

6. Line managers play an important role in determining training needs within an organization.

Ans: T

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Knowledge

Answer Location: Major HR Responsibilities of HR Staff and Line Management

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

7. For the HR managers, technical skills are the easiest of the major skills to develop.

Ans: T

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: Technical Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

8. A manager with conceptual skill can focus on the intricate business details of the department, division, or organization, but cannot see “the big picture.”

Ans: F

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: Conceptual and Design Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

9. HR professionals must have knowledge of the organization and its strategies if they are to contribute strategically.

Ans: T

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: Business Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

10. In the modern HR office, HR managers will need to be more empathetic.

Ans: T

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: Interpersonal Skills

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

11. HR managers can be held personally liable for some of the actions that they take as part of their job.

Ans: T

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Professional Responsibility and Liability

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

12. WorldatWork primarily deals with training and development issues.

Ans: F

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Other HR Organizations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

13. ATD is the largest HR advocacy organization in the United States.

Ans: F

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Other HR Organizations

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

14. PHR and SPHR are examples of certifications in the HR field.

Ans: T

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Society for Human Resource Management (SHRM)

Difficulty Level: Easy

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

# Short Answer

1. Explain how a company’s human resources department creates a competitive advantage for the organization.

Ans: The competitive advantage is created by managing the company’s most valuable asset--its people. All other resources available or accessible to companies, such as material, facilities, and economic resources can be easily obtained, but well-trained and well-managed people give a company an edge over competitors.

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Comprehension

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

2. What is the difference between turnover and absenteeism?

Ans: Turnover is the permanent loss of workers in the organization. Absenteeism is the failure of an employee to report to the workplace as scheduled.

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Analysis

Answer Location: The Purpose for Managing Human Resources

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

3. How can HR move from being a cost center to being a productivity center?

Ans: Their function, along with other managers in the organization, is to improve organization revenues and profits--to be a profit center. HR focuses on the productivity of the organization through a focus on effectiveness and efficiency.

KEY: Learning Objective: 1.2: Discuss how HRM helps meet management challenges to improve organizational revenues.

REF: Cognitive Domain: Comprehension

Answer Location: Productivity Center

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

4. List five of eight major areas of human resources.

Ans: Legal environment, staffing, training and development, employee relations, labor and industrial relations, compensation and benefits, safety and security, and ethics and sustainability.

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Knowledge

Answer Location: Disciplines Within HRM

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

5. Discuss the difference between line and staff managers.

Ans: Line managers create, manage, and maintain the people and organizational processes that create whatever it is that the business sells. Staff managers advise line managers in some field of expertise.

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Analysis

Answer Location: Line Versus Staff Management

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

6. What is the difference between conceptual skills and business skills?

Ans: Conceptual skills are the ability to evaluate a situation, identify alternatives, select a reasonable alternative, and make a decision to implement a solution to a problem. Business skills are the analytical and quantitative skills, including in-depth knowledge of how the business works and its budgeting and strategic planning processes, that are necessary for a manager to understand and contribute to the profitability of the organization.

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Analysis

Answer Location: Business Skills

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

7. What are three of the major HR-related organizations and what do they focus on?

Ans: Society for Human Resource Management--general HR organization, WorldatWork--compensation and benefits, and Association for Talent Development--training and development.

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Knowledge

Answer Location: Resources for HRM Careers

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

8. What are the five sections of the practitioner’s model for human resource management?

Ans: (1) Current HRM, Strategic Planning, and HR Laws; (2) Staffing; (3) Developing and Managing; (4) Compensating; and (5) Protecting and Expanding.

KEY: Learning Objective: 1.7: Explain the practitioner’s model for HRM and how it applies to this book.

REF: Cognitive Domain: Knowledge

Answer Location: The Model

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

# Essay

1. Discuss the evolution of HRM as a profession over the past 50 years. Be sure to include the effect of HR managers on organizational productivity.

Ans: Varies.

KEY: Learning Objective: 1.1: Explain why all managers need to understand the basics of HRM.

REF: Cognitive Domain: Knowledge

Answer Location: Why Study Human Resource Management (HRM)?

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: HR’s Role in Organizations

2. In your opinion, which discipline areas of HR do you believe are the most important to the modern HR practitioner?

Ans: Varies.

KEY: Learning Objective: 1.3: Describe the major HRM discipline areas.

REF: Cognitive Domain: Analysis

Answer Location: Disciplines Within HRM

Difficulty Level: Hard

TOP: AACSB: Application of knowledge

NAT: SHRM: HR’s Role in Organizations

3. Compare and contrast the roles of the line manager and staff manager in an organization.

Ans: Varies.

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Analysis

Answer Location: Line Versus Staff Management

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

4. Describe the HR responsibilities of HR staff and line management.

Ans: Varies.

KEY: Learning Objective: 1.4: Recall the primary difference between line and staff managers by their major HR responsibilities.

REF: Cognitive Domain: Analysis

Answer Location: Line Versus Staff Management

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

5. Identify and describe the major HRM skill sets discussed in the text.

Ans: Varies.

KEY: Learning Objective: 1.5: Summarize the major HRM skill sets.

REF: Cognitive Domain: Comprehension

Answer Location: HRM Skills

Difficulty Level: Hard

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Employee and Labor Relations

6. Identify the most common HRM certification programs and their parent organizations.

Ans: Varies.

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Analysis

Answer Location: Resources for HRM Careers

Difficulty Level: Medium

TOP: AACSB: Systems and processes in organizations

NAT: SHRM: Strategic HR

7. Briefly discuss the practitioner’s model for HRM. Identify how the sections build on one another in order to create the desired end result for human resources within the organization.

Ans: Varies.

KEY: Learning Objective: 1.6: Identify the most common HRM certification programs and their parent organizations.

REF: Cognitive Domain: Application

Answer Location: Sections of the Model

Difficulty Level: Hard

TOP: AACSB: Application of knowledge

NAT: SHRM: Strategic HR