***Human Resource Management, 14e* (Dessler)**

**Chapter 1 Introduction to Human Resource Management**

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

A) planning

B) organizing

C) outsourcing

D) leading

Answer: C

Explanation: C) The five basic functions of the management process include planning, organizing, staffing, leading, and controlling. Outsourcing jobs may be an aspect of human resources, but it is not one of the primary management functions.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

2) Which of the following is the person responsible for accomplishing an organization's goals by planning, organizing, staffing, leading, and controlling personnel?

A) manager

B) entrepreneur

C) generalist

D) marketer

Answer: A

Explanation: A) The manager is the person responsible for accomplishing an organization's goals by planning, organizing, staffing, leading, and controlling the efforts of the organization's people. An entrepreneur may manage people or may hire a manager to do so instead, but entrepreneurs are defined as individuals who start their own businesses.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) job analysis

B) strategic management

C) management process

D) adaptability screening

Answer: C

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) planning

B) organizing

C) staffing

D) leading

Answer: A

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

5) Celeste spends most of her time at work establishing goals for her staff of fifty employees and developing procedures for various tasks. In which function of the management process does Celeste spend most of her time?

A) leading

B) controlling

C) organizing

D) planning

Answer: D

Explanation: D) The planning function of the management process requires managers to establish goals and standards, develop rules and procedures, and develop plans and forecast. Leading involves motivating staff, while controlling requires a manager to set standards, such as sales quotas. Assigning tasks to employees is an aspect of the organizing function.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) staffing

B) organizing

C) motivating

D) leading

Answer: B

Explanation: B) The organizing function of the management process includes delegating authority to subordinates and establishing channels of communication. The organizing function also includes establishing departments and coordinating the work of subordinates.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Describe effective interviewing techniques

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

A) planning

B) leading

C) controlling

D) organizing

Answer: C

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Describe effective interviewing techniques

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

A) organizing

B) planning

C) motivating

D) staffing

Answer: D

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Describe effective interviewing techniques

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

A) planning

B) organizing

C) controlling

D) staffing

Answer: C

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Describe effective interviewing techniques

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

A) Labor relations

B) Human resource management

C) Behavioral management

D) Organizational health and safety management

Answer: B

Explanation: B) Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. HRM falls under the staffing function of the management process.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) motivating subordinates

B) setting performance standards

C) training new employees

D) developing procedures

Answer: A

Explanation: A) The management process includes five functions—planning, organizing, staffing, leading, and controlling. The leading function requires a manager to get others to get the job done; maintaining morale, and motivating subordinates.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) orienting and training new employees

B) appraising employee performance

C) building employee commitment

D) developing customer relationships

Answer: D

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

13) Since Human Resources is important to all managers, which is NOT a personnel mistake a manager wants to make while managing?

A) Waste time with useless interviews

B) Hire the wrong person

C) Have your people not doing their best

D) Experience low turnover

Answer: D

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

Difficulty: Moderate

Chapter: 1

Objective: 2,

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

14) According to experts, the primary hindrance to a firm's productivity is its inability to \_\_\_\_\_\_\_\_.

A) establish effective manufacturing facilities

B) acquire and maintain human capital

C) use advanced accounting controls

D) attain adequate cash and credit

Answer: B

Explanation: B) Experts assert that it's the work force and the company's inability to recruit and maintain a good work force that constitutes a bottleneck for production. Projects backed by good ideas, vigor, and enthusiasm are less likely to be stopped by a shortage of cash than a shortage of human capital, which is the knowledge, education, training, skills and expertise of a firm's workers.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) Leadership

B) Authority

C) Management

D) Responsibility

Answer: B

Explanation: B) The right to make decisions, to direct the work of others, and to give orders is known as authority. Line authority gives managers the right to issue orders to other managers or employees. In contrast, staff authority gives the manager the authority to advise other managers or employees.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

16) Which of the following best defines line authority?

A) management over a small staff in a public firm

B) management with flexible decision-making powers

C) a manager's right to advise other managers or employees

D) a manager's right to issue orders to other managers or employees

Answer: D

Explanation: D) Line authority is a manager's right to issue order to other managers or employees, which creates a superior-subordinate relationship. Staff authority refers to a manager's right to advise other managers or employees, which creates an advisory relationship.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

17) In most organizations, human resource managers are categorized as \_\_\_\_\_\_\_\_, who assist and advise \_\_\_\_\_\_\_\_ in areas like recruiting, hiring, and compensation.

A) staff managers; line managers

B) line managers; middle managers

C) line managers; staff managers

D) functional managers; staff managers

Answer: A

Explanation: A) Human resource managers are usually staff managers. They assist and advise line managers in areas like recruiting, hiring, and compensation. However, line managers still have human resource duties.

Difficulty: Hard

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) training specialist

B) staff manager

C) line manager

D) recruiter

Answer: C

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) Protecting employees' health and physical condition

B) Changing employees' attitudes regarding work

C) Developing the abilities of each person

D) Interpreting the company policies and procedures

Answer: B

Explanation: B) The direct handling of people has always been part of every line manager's duties, from the president down to first-line supervisors. One major company outlines its line supervisor's responsibilities for effective human resource management under these general headings: Placing the right person in the right job; Starting new employees in the organization (orientation); Training employees for jobs that are new to them; Improving the job performance of each person; Gaining cooperation, and developing smooth working relationships; Interpreting the company's policies and procedures; Controlling labor costs; Developing the abilities of each person; Creating and maintaining department morale; Protecting employees' health and physical condition.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) maintaining department morale

B) controlling labor costs

C) protecting employees' health

D) marketing new products and services

Answer: D

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

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

21) Which of the following refers to the authority exerted by an HR manager as coordinator of personnel activities?

A) staff authority

B) line authority

C) functional authority

D) corporate authority

Answer: C

Explanation: C) Functional authority refers to the authority exerted by an HR manager as coordinator of personnel activities. An HR manager ensures that line managers are implementing the firm's HR policies and practices. Line authority is a manager's right to issue orders to other managers or employees, which creates a superior-subordinate relationship. Staff authority refers to a manager's right to advise other managers or employees, which creates an advisory relationship.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) ensuring that line managers are implementing HR policies

B) advising line managers about how to implement EEO laws

C) representing the interests of employees to senior management

D) directing the activities of subordinates in the HR department

Answer: D

Explanation: D) HR managers carry out three primary functions—line, coordinative, and staff. Directing members of the HR staff is a line function. Ensuring that line managers implement HR policies is a coordinative function. Advising line managers and representing employee interests to senior management are staff functions.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) coordinative

B) corporate

C) staff

D) line

Answer: D

Explanation: D) Line functions, staff functions, and coordinative functions are the distinct functions of HR managers. Examples of line functions include a human resource manager directing the activities of the people in his or her own department or perhaps in related areas (like the plant cafeteria).

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

24) Which of the following is an example of a coordinative function performed by HR managers?

A) ensuring that line managers are adhering to a firm's sexual harassment policies

B) voicing employee concerns about health benefits and wages to upper management

C) providing upper management with relevant data on national employment trends

D) assisting line managers with hiring, evaluating, and firing employees

Answer: A

Explanation: A) The human resource manager performs coordinative functions which require coordinating personnel activities. This function is often referred to as functional authority (or functional control). Here he or she ensures that line managers are implementing the firm's human resource policies and practices, such as adhering to sexual harassment policies.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

25) \_\_\_\_\_\_\_\_ functions involve assisting and advising line managers, and they are the central aspect of a human resource manager's job.

A) Staff

B) Advocacy

C) Line

D) Coordinative

Answer: A

Explanation: A) Staff functions involve assisting and advising line managers, and they are the heart of the human resource manager's job. He or she advises the CEO so the CEO can better understand the personnel aspects of the company's strategic options. HR also assists in hiring, training, evaluating, rewarding, counseling, promoting, and firing employees. Line and coordinative functions are the other two primary duties of an HR manager.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

26) All of the following are ways in which an HR manager most likely assists and advises line managers EXCEPT \_\_\_\_\_\_\_\_.

A) administering health and accident insurance programs

B) representing employees' interests to upper management

C) making strategic business planning decisions

D) hiring, training, and evaluating employees

Answer: C

Explanation: C) Making strategic business plans is typically the job of upper level managers. HR managers also represent the interests of employees to top management and assist line managers with hiring, training, and evaluating employees.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) line authority; staff authority

B) staff authority; line authority

C) functional authority; line authority

D) staff authority; implied authority

Answer: A

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

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

28) All of the following are functions of the human resource manager EXCEPT \_\_\_\_\_\_\_\_.

A) ensuring that line managers are implementing HR policies

B) advising line managers about how to implement EEO laws

C) representing the interests of employees to senior management

D) integrating the duties of line managers with staff managers

Answer: D

Explanation: D) Ensuring that line managers implement HR policies, advising line managers about EEO laws, and representing employee interests to senior management are common HRM functions. Integrating line and staff manager functions is not an HRM activity.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) job analyst

B) financial advisor

C) compensation manager

D) labor relations specialist

Answer: B

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

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

30) In general, how many human resource employees would be on staff for a firm with 500 total employees?

A) 1

B) 2

C) 5

D) 10

Answer: C

Explanation: C) In most firms, there is one HR employee for every 100 company employees. Therefore, a firm with 500 company employees would require five HR employees to handle all of the firm's HR issues.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) job analyst

B) job training specialist

C) compensation manager

D) EEO coordinator

Answer: A

Explanation: A) As a job analyst, a human resource manager collects and examines information about jobs to prepare job descriptions. HR managers also act as recruiters, EEO coordinators, compensation managers, training specialists, and labor relations specialists.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) embedded HR units

B) corporate HR groups

C) HR centers of expertise

D) transactional HR groups

Answer: D

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

33) An HR generalist at Wilson Manufacturing has been assigned to the sales department to provide HR management assistance as needed. Which of the following best describes the structure of the HR services provided at Wilson Manufacturing?

A) transactional HR teams

B) embedded HR teams

C) centers of expertise

D) corporate HR teams

Answer: B

Explanation: B) In the embedded HR teams structure, a HR generalist is assigned directly to a department within an organization to provide localized human resource management assistance as needed. Transactional, corporate, and centers of expertise are three other typical organizational approaches to HR.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

34) Roberta Whitman has recently been hired by Jackson Pharmaceuticals as the senior vice president of human resources. Jackson Pharmaceuticals has a history of problems within its HR department including difficulties recruiting and retaining qualified employees, EEO violations, inadequate employee training programs, and confusion regarding health benefit enrollment and coverage. With years of experience transforming HR departments in other firms, Whitman believes she can correct the problems at Jackson Pharmaceuticals.

Which of the following best supports Whitman's idea to develop a transactional HR group to handle benefits administration?

A) An embedded HR unit would assist top management with big picture issues as well as benefits administration.

B) Extensive training has been provided to line managers so that they fully understand the different insurance options available to employees.

C) Outside vendors specializing in all aspects of benefits administration would provide improved support to the firm's employees.

D) Lower insurance premiums would eliminate the need for outsourcing services and improve employee health coverage.

Answer: C

Explanation: C) The transactional HR teams focus on using centralized call centers and outsourcing arrangements with vendors (such as benefits advisors) to provide specialized support in day-to-day transactional HR activities (such as changing benefits plans and providing updated appraisal forms) to the company's employees. By outsourcing benefits administration, Jackson would allow HR managers to focus on other issues and enable benefits specialists to handle benefits enrollment and coverage issues. Corporate HR teams rather than embedded HR teams work with top management. It is not the role of line managers to handle benefits administration.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

35) Roberta Whitman has recently been hired by Jackson Pharmaceuticals as the senior vice president of human resources. Jackson Pharmaceuticals has a history of problems within its HR department including difficulties recruiting and retaining qualified employees, EEO violations, inadequate employee training programs, and confusion regarding health benefit enrollment and coverage. With years of experience transforming HR departments in other firms, Whitman believes she can correct the problems at Jackson Pharmaceuticals.

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

A) Employees frequently complain about the inconsistent assistance they receive from the HR department due to its large size.

B) The global nature of the firm makes it difficult for the HR department to effectively communicate corporate messages to employees scattered around the world.

C) Centralized call centers would enable the HR department to provide specialized support on daily transactional activities.

D) Line managers want to implement additional screening and evaluations to improve the quality of their subordinates.

Answer: A

Explanation: A) The embedded HR teams assign HR generalists (also known as "relationship managers" or "HR business partners") directly to departments like sales and production, to provide the localized human resource management assistance the departments need. If employees are unable to receive the HR assistance they need on a regular basis, then it would be appropriate for the firm to assign HR generalists to each department as a direct line to the HR department.

Difficulty: Hard

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

36) Which of the following responsibilities is shared by line managers and human resource managers in most firms?

A) preemployment testing

B) benefits administration

C) initial screening interviews

D) performance appraisals

Answer: D

Explanation: D) In most firms, line managers and HR managers both have HR responsibilities, but they typically share activities like employment interviews, performance appraisals, and skills training. Preemployment testing, benefits administration, and initial screening interviews are usually handled by HR managers rather than line managers.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

37) In most firms, line managers work in conjunction with HR managers when \_\_\_\_\_\_\_\_.

A) visiting college campuses to recruit

B) interviewing job applicants

C) administering preemployment tests

D) testing employees for drugs

Answer: B

Explanation: B) Interviewing job applicants is a duty shared by line managers and HR managers. Recruiting at college campuses, administering preemployment tests, and testing employees for drugs are primarily the responsibilities of HR managers.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

38) How have globalization and increased competition most likely affected human resource management?

A) Corporate intranets are used by HR managers to communicate important messages.

B) HR managers need to focus on integrating ethics into a firm's policies and practices.

C) Benefits administration is increasingly being handled internally as a way to lower costs.

D) HR managers need to focus on big picture issues to help firms achieve their strategic goals.

Answer: D

Explanation: D) Globalization and increased competition are significant trends in the business world, and as a result firms must be more competitive, responsive, and cost-effective. HR managers are now focusing on big picture issues such as helping firms achieve their strategic goals. Transactional services like benefits administration are frequently being outsourced.

Difficulty: Hard

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Describe the global human resource challenges related to differences among countries

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

A) Expansion

B) Globalization

C) Export growth

D) Diversification

Answer: B

Explanation: B) Globalization is the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad. Firms usually expand globally to expand sales, cut labor costs, or form partnerships with foreign firms.

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Describe the global human resource challenges related to differences among countries

40) All of the following are the most common reasons that firms decide to globalize EXCEPT \_\_\_\_\_\_\_\_.

A) lower costs

B) supervising quality control methods

C) make employees more productive

D) to do things better

Answer: B

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

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the global human resource challenges related to differences among countries

41) Which was NOT a change in the economic and political philosophies that drove the globalization boom causing U.S. imports and exports to rise from $47 billion in 1960, to $562 billion in 1980, to about $4.7 trillion recently?

A) government dropped cross-border taxes or tariffs

B) economic free trades areas were formed

C) steps were taken to encourage free flow of trade among countries

D) instability in the world labor market

Answer: D

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

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the global human resource challenges related to differences among countries

42) \_\_\_\_\_\_\_\_ has affected how people work, and therefore on the skills and training today's workers need.

A) Technology

B) Factory jobs

C) Global environmental concerns and legislation

D) Manufacturing

Answer: A

Explanation: A) Technology has affected how people work and therefore on the skills and training today's workers need.

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) human resources

B) human capital

C) intangible assets

D) contingent personnel

Answer: B

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

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

44) Which of the following describes the most significant demographic trend facing the U.S. work force?

A) increased number of aging workers

B) decreased number of contingent workers

C) increased number of blue-collar workers

D) decreased number of bilingual workers

Answer: A

Explanation: A) One of the most significant demographic trends facing the U.S. workforce is the increasing number of aging workers, who are those over age 55. There are not enough younger workers to replace the projected number of baby boom era older-worker retirees. As a result, many retirees are returning to the workforce.

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

45) Over the next few years, employers may face a severe labor shortage because \_\_\_\_\_\_\_\_.

A) there are fewer people entering the workforce than there are retiring baby boomers

B) one-third of single mothers are not employed in the U.S. labor force

C) there are too many nontraditional workers holding multiple jobs

D) older employees are more family-centric than younger employees

Answer: A

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

Difficulty: Hard

Chapter: 1

Objective: 2

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

46) According to employer surveys, one of the primary challenges of Generation Y employees is their \_\_\_\_\_\_\_\_.

A) inability to use information technology

B) inadequate multi-tasking skills

C) inability to balance work and family

D) need for constant praise and recognition

Answer: D

Explanation: D) Generation Y has been described as "the most high maintenance workforce in the history of the world," which is why the primary challenge of Generation Y employees is their constant need for feedback and recognition. However, Generation Y grew up using computers, so their greatest strength relates to their ability to use information technology.

Difficulty: Hard

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

47) Which of the following best describes a nontraditional worker?

A) workers near retirement age

B) ethnically diverse workers

C) workers with multiple jobs

D) service-based workers

Answer: C

Explanation: C) Nontraditional workers include those who hold multiple jobs, or who are "temporary" or part-time workers, or who are working in alternative work arrangements. Today, almost 10% of 115 million Americans workers fit this nontraditional workforce category. Of these, about 13 million are independent contractors who work on specific projects and move on once they complete the projects.

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

48) Globalization, competition, and technology have led to which of the following trends in human resource management?

A) HR managers primarily focus on providing transactional services like recruiting and hiring.

B) Metrics used to measure employee potential have been replaced by standardized testing.

C) HR managers assist top management with developing and implementing new strategies.

D) Employee contracts are frequently used by HR managers to protect the interests of the firm.

Answer: C

Explanation: C) Globalization, competition, workforce trends, and economic upheaval have led HR managers to become more involved with top management in developing and implementing the firm's strategies or long-term plans. HR managers are focusing more on the big picture and less on transactional services, which are being increasingly outsourced.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

49) All of the following are ways in which employers use technology to support their human resource management activities EXCEPT \_\_\_\_\_\_\_\_.

A) paying employees and suppliers electronically

B) offshoring and outsourcing benefits administration services

C) offering online employee training through streaming desktop videos

D) developing data warehouses to compare employees' skills with the firm's needs

Answer: B

Explanation: B) Although outsourcing services such as benefits administration is becoming common among employers, the activity is not related to technology changes in HR management activities. Technological applications that are used to support HR include using electronic payment systems, providing training through streaming videos, using data warehouses to monitor HR systems, and monitoring the e-mail and Internet usage of employees.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

50) Which term refers to using external vendors to perform HR jobs that were once handled by a firm internally?

A) freelancing

B) outsourcing

C) rightsizing

D) warehousing

Answer: B

Explanation: B) Outsourcing refers to using outside vendors to provide a service that was once handled internally by a firm's employees. Many transactional HR services are being outsourced, such as issuing checks and handling benefits administration.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

51) When focusing on improving performance, which is NOT a top challenge the HR manager faces?

A) competition for market share

B) skill development

C) government regulations

D) need to increase productivity

Answer: B

Explanation: B) Employers expect their human resource managers to help lead their companies' performance improvement efforts. Surveys of HR professionals list competition for market share, price competition/price control, government regulations, need for sales growth, and need to increase productivity as top challenges HR managers face.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

52) Which of the following would provide the best solution for a global firm's HR department that needs to immediately provide employees with corporate information?

A) streaming desktop video

B) electronic outsourcing

C) productivity software

D) network monitoring

Answer: A

Explanation: A) Streaming desktop videos are used by firms to facilitate distance learning and training or to provide corporate information to employees quickly and inexpensively. For a global firm, streaming videos is the best way to provide information to workers around the world.

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

53) An HR manager who wants to analyze the costs associated with each new hire will most likely use which of the following?

A) podcasts

B) Web portal

C) data warehouse

D) public domain software

Answer: C

Explanation: C) Data warehouses and computerized analytical programs help HR managers monitor their HR systems. Both make it simpler for HR managers to assess things like cost per hire and to compare current employees' skills with the firm's projected strategic needs.

Difficulty: Moderate

Chapter: 1

Objective: 5

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

54) Unlike HR managers of the past, modern HR managers must be able to \_\_\_\_\_\_\_\_.

A) assist with employee training in various departments within a firm

B) explain HR activities in terms of a firm's performance and profitability

C) determine the most appropriate compensation for employees

D) hire workers who are well-matched to a firm's HR needs

Answer: B

Explanation: B) In the past, "Personnel" managers use to focus mostly on administrative activities. Now, HR managers need to be familiar with strategic planning, marketing, production, and finance. He or she must also be able to "speak the CFO's language," by explaining human resource activities in financially measurable terms, such as return on investment and cost per unit of service.

Difficulty: Hard

Chapter: 1

Objective: 5

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

55) Tara Robles earned an MBA degree and is now an HR manager for a Fortune 500 company. In which of the following tasks does Tara's advanced degree benefit her the most?

A) using application service providers to expedite employee services

B) assisting upper management in formulating business strategies

C) distributing pension payments to retiring employees

D) recruiting college graduates for entry-level positions

Answer: B

Explanation: B) Human resource managers in today's workforce still need skills in areas such as employee selection, training, and compensation, as HR managers in the past did. However, modern HR managers also require broader business knowledge and proficiencies, which can be gained through an MBA program. For example, to assist top management in formulating strategies, the human resource manager needs to be familiar with strategic planning, marketing, production, and finance. He or she must also be able to "speak the CFO's language," by explaining human resource activities in financially measurable terms, such as return on investment and cost per unit of service.

Difficulty: Hard

Chapter: 1

Objective: 5

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

56) Which of the following best explains why top HR executives are being paid increasingly high salaries?

A) A firm's vision is only effective when HR managers play a strategic role in its development.

B) Effective HR managers increase corporate profitability and organizational performance.

C) Transactional activities are more cost-effective when outsourced by HR.

D) Business strategies developed by HR managers are quantifiable.

Answer: B

Explanation: B) From top management's point of view, it's not sufficient that HR management just oversee activities such as recruiting and benefits. It must add value, particularly by boosting profitability and performance in measurable ways. So, many top-ranked human resource managers earn multi-million dollar total salaries.

Difficulty: Hard

Chapter: 1

Objective: 5

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

57) Strategic human resource management refers to \_\_\_\_\_\_\_\_.

A) formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve strategic aims

B) planning the balance of internal strengths and weaknesses with external opportunities and threats to maintain competitive advantage

C) emphasizing the knowledge, education, training, skills, and expertise of a firm's workers

D) extending a firm's sales, ownership, and manufacturing to new markets

Answer: A

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

Difficulty: Moderate

Chapter: 1

Objective: 5

AACSB: Reflective thinking

Learning Outcome: Describe the process and tools of strategic human resource management

58) \_\_\_\_\_\_\_\_ refers to ensuring that the human resources management function is delivering its services efficiently.

A) Strategic planning

B) Strategic human resource management

C) HR department lever

D) Human resource scorecard approach

Answer: C

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

Difficulty: Moderate

Chapter: 1

Objective: 5

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

59) Evidence-based human resource management relies on all of the following types of evidence EXCEPT \_\_\_\_\_\_\_\_.

A) scientific rigor

B) existing data

C) research studies

D) qualitative opinions

Answer: D

Explanation: D) Qualitative information or opinions are not characteristic of evidence-based HR management because neither can be measured. Evidence-based human resource management is based on the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) HR department lever

B) strategic results lever

C) practices

D) employee cost lever

Answer: B

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

Difficulty: Moderate

Chapter: 1

Objective: 4

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

61) All of the following are ethical issues that must be considered by human resource managers EXCEPT \_\_\_\_\_\_\_\_.

A) comparable work

B) workplace safety

C) affirmative action

D) FCC regulations

Answer: D

Explanation: D) The regulations of the Federal Communications Commission are not likely to affect decisions made by HR managers. Ethical issues faced by HR managers include workplace safety, security of employee records, employee theft, affirmative action, comparable work, and employee privacy rights.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Ethical understanding and reasoning

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) ethics

B) strategies

C) preferences

D) competencies

Answer: A

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

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Ethical understanding and reasoning

Learning Outcome: Describe the role of human resource management in promoting ethics and fairness

63) Which organization provides professional certification for human resource managers?

A) Association of Certified HR Managers

B) Society for Human Resource Management

C) Academy of Human Resource Executives

D) Association of Business Administration

Answer: B

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

Difficulty: Easy

Chapter: 1

Objective: 4

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

64) HR managers who take SHRM certification exams are tested on all of the following areas EXCEPT \_\_\_\_\_\_\_\_.

A) strategic business management

B) workforce planning

C) information technology

D) occupational health and safety

Answer: C

Explanation: C) The Society for Human Resource Management (SHRM) provides professional certification exams that test the professional's knowledge of all aspects of human resource management, including ethics, management practices, staffing, development, compensation, labor relations, strategic business management, workforce planning, and health and safety. Information technology is less likely to be covered on the SHRM exam.

Difficulty: Moderate

Chapter: 1

Objective: 4

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) staff authority

B) procedural authority

C) line authority

D) functional authority

Answer: C

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

66) Shelly, an HR manager, recently had a meeting with the production manager to determine if the firm's vacation policy was being strictly followed in the production department. Shelly was most likely performing a \_\_\_\_\_\_\_\_ function.

A) coordinative

B) procedural

C) staff

D) line

Answer: A

Explanation: A) The coordinative function of an HR manager involves coordinating personnel activities, a duty often referred to as functional authority (or functional control). Here he or she ensures that line managers are implementing the firm's human resource policies and practices, such as vacation policies.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

67) Administering health benefits programs, helping line managers comply with EEO laws, and assisting with labor relations are all elements of the \_\_\_\_\_\_\_\_ function.

A) coordinative

B) procedural

C) staff

D) line

Answer: C

Explanation: C) The staff function of HRM involves administering various benefit programs (health and accident insurance, retirement, vacation, and so on). It helps line managers comply with equal employment and occupational safety laws, and plays an important role in handling grievances and labor relations.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

68) Which HR specialty involves preparing job descriptions?

A) compensation manager

B) EEO coordinator

C) job analyst

D) recruiter

Answer: C

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

A) centers of expertise

B) embedded HR teams

C) corporate HR teams

D) professional employee organizations

Answer: C

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

Difficulty: Moderate

Chapter: 1

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

70) \_\_\_\_\_\_\_\_ refers to companies extending their sales, ownership, and/or manufacturing to new markets abroad.

A) Free trade areas

B) Globalization

C) Off-shoring

D) Regulations

Answer: B

Explanation: B) There are several trends that are shaping HR management. Globalization is one of those which refers to companies extending their sales, ownership and/or manufacturing to new markets abroad.

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Diverse and multicultural work environments

Learning Outcome: Define human resource management and describe modern trends in the field

71) Setting standards such as sales quotas, quality standards, or production levels is part of the leading function of human resource management.

Answer: FALSE

Explanation: Setting standards such as sales quotas, quality standards, or production levels is part of the controlling rather than the leading function of human resource management. Leading involves maintaining morale and motivating workers.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

72) The planning function of management includes establishing goals and standards and developing forecasts.

Answer: TRUE

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

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

73) Communicating is one of the five basic functions of the management process.

Answer: FALSE

Explanation: Planning, organizing, staffing, leading, and controlling are the five functions of the management process. Although communicating with employees is part of every step, it is not one of the five basic functions.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Written and oral communication

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: TRUE

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

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: FALSE

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

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

76) Staff managers are authorized to issue orders to subordinates and are directly in charge of accomplishing the organization's basic goals.

Answer: FALSE

Explanation: Line managers, not staff managers, are authorized to issue orders down the chain of command. Staff managers have the authority to advise other managers or employees.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

77) Human resource managers are generally staff managers.

Answer: TRUE

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

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: FALSE

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

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: TRUE

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

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

80) Human resource managers assist line managers with hiring, training, evaluating, rewarding, counseling, promoting, and firing employees.

Answer: TRUE

Explanation: Assisting and advising line managers is the heart of the human resource manager's job. HR assists in hiring, training, evaluating, rewarding, counseling, promoting, and firing employees.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

81) Functional authority is the authority exerted by an HR manager as coordinator of personnel activities.

Answer: TRUE

Explanation: The human resource manager coordinates personnel activities, a duty often referred to as functional authority (or functional control). Here he or she ensures that line managers are implementing the firm's human resource policies and practices (for example, adhering to its sexual harassment policies).

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: FALSE

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

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: FALSE

Explanation: Corporate HR teams focus on assisting top management in big picture issues such as developing a firm's long-term strategic plan. Transactional HR teams focus on providing specialized HR support on daily transactional HR activities like benefits administration.

Difficulty: Moderate

Chapter: 1

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

84) In the majority of firms, the task of interviewing job candidates is shared between HR and the line manager.

Answer: TRUE

Explanation: In about 60% of firms, HR and other line managers share the responsibility of interviewing job candidates. Line managers and HR managers also share duties such as performance appraisals, skills training, and disciplinary procedures.

Difficulty: Easy

Chapter: 1

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

85) In most firms, top human resource executives have many years of experience working in the human resources department, and about 40% of them have professional HR certification.

Answer: TRUE

Explanation: Most top human resource executives do have prior human resource experience. About 80% of those in one survey worked their way up within HR. About 17% of these HR executives had earned the Human Resource Certification Institute's senior professional in human resources (SPHR) designation, and 13% were certified professionals in human resources (PHR).

Difficulty: Easy

Chapter: 1

Objective: 4

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

86) Although technology has changed how people communicate, it has failed to alter traditional factory work, which requires the specific skills of manual laborers.

Answer: FALSE

Explanation: More and more traditional factory jobs are going high-tech. As the U.S. government's Occupational Outlook Quarterly put it, "knowledge-intensive high tech manufacturing in such industries as aerospace, computers, telecommunications, home electronics, pharmaceuticals, and medical instruments" is replacing factory jobs in steel, auto, rubber, and textiles.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

87) According to the Bureau of Labor Statistics, between now and 2018 the number of workers classified as "white, non-Hispanic" will decrease, and the number of workers classified as Asian will increase.

Answer: TRUE

Explanation: The number of workers classified as "white, non-Hispanic" is expected to decrease by 2018. The workforce will see an increase in the number of Asian, Hispanic, and African-American workers according to the Bureau of Labor Statistics.

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Diverse and multicultural work environments

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: FALSE

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

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

89) In general, Generation Y employees tend to be more family-centric or dual centric than work centric.

Answer: TRUE

Explanation: Generation Y employees tend to be more family-centric or dual centric than work centric.

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

90) Millennial/Generation Y employees bring challenges and strengths. They are said to be "the most high maintenance workforce in the history of the world."

Answer: TRUE

Explanation: Millennial/Generation Y employees bring challenges and strengths. They are said to be "the most high maintenance workforce in the history of the world." Their information technology skills will also make them the most high performing.

Difficulty: Moderate

Chapter: 1

Objective: 2

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

91) Modern human resource managers perform transactional duties as well as help top management develop and execute the firm's long-term plans.

Answer: TRUE

Explanation: Today's new human resource managers are involved in more "big picture" issues. They don't just do transactional things like signing onboard new employees. Today's employers face new challenges, such as squeezing more profits from operations. They expect their human resources managers to have what it takes to address these new challenges.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Define human resource management and describe modern trends in the field

92) Strategic human resource management refers to performing transactional duties that satisfy the needs and demands of both the employees and the employer.

Answer: FALSE

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

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Describe the process and tools of strategic human resource management

93) The primary goal of talent management is managing the training and development needs of newly hired workers.

Answer: FALSE

Explanation: Talent management involves instituting a coordinated process for identifying, recruiting, hiring, and developing high-potential employees, which may or may not be newly hired.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: TRUE

Explanation: The Institute for Corporate Productivity defines engaged employees "as those who are mentally and emotionally invested in their work and in contributing to an employer's success." Unfortunately, studies suggest that less than one-third of the U.S. workforce is engaged.

Difficulty: Easy

Chapter: 1

Objective: 2

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

95) The evidence used in evidence-based human resource management may come from actual measurements, existing data, or critically evaluated research studies.

Answer: TRUE

Explanation: Evidence is the core of evidence-based human resource management. Data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies are used to support human resource management proposals, decisions, practices, and conclusions.

Difficulty: Easy

Chapter: 1

Objective: 3

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

96) Ethical issues such as work place safety, and employee privacy rights are all related to human resource management.

Answer: TRUE

Explanation: Ethics refers to the standards someone uses to decide what his or her conduct should be. Ethical issues related to HR management include workplace safety, and employee privacy rights.

Difficulty: Moderate

Chapter: 1

Objective: 3

AACSB: Ethical understanding and reasoning

Learning Outcome: Describe the role of human resource management in promoting ethics and fairness

97) The SHRM Human Resource Certification exams include testing on management practices, staffing, development, compensation, labor relations, and health and safety.

Answer: TRUE

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

Difficulty: Moderate

Chapter: 1

Objective: 4

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

98) Human resource managers who complete professional certification exams can earn SPHR, GPHR, or PHR certificates.

Answer: TRUE

Explanation: SHRM exams test the professional's knowledge of all aspects of human resource management, including ethics, management practices, staffing, development, compensation, labor relations, and health and safety. Those who successfully complete all requirements earn the SPHR (Senior Professional in HR), GPHR (Global Professional in HR), or PHR (Professional in HR) certificate.

Difficulty: Easy

Chapter: 1

Objective: 4

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

99) A key concept of the textbook is that human resource management is the sole responsibility of human resource managers, so line managers and staff managers rely heavily on HR specialists to hire the best employees.

Answer: FALSE

Explanation: Human resource management is the responsibility of every manager—not just those in human resources. Throughout every page in the textbook, you'll therefore find an emphasis on practical material that you as a manager will need to perform your day-to-day management responsibilities.

Difficulty: Easy

Chapter: 1

Objective: 5

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: TRUE

Explanation: Employers need human resource management practices that add value. To illustrate this throughout the book, each chapter contains illustrative "HR as a Profit Center" features. These show actual examples of how human resource management practices add measurable value.

Difficulty: Easy

Chapter: 1

Objective: 5

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

101) What are the five basic functions of the management process? Explain some of the specific activities involved in each function. Which function is most closely associated with human resource management?

Answer: The five basic functions are planning, organizing, staffing, leading, and controlling. Planning activities include establishing goals and standards, developing rules and procedures, and developing plans and forecasting. Organizing activities include giving specific task assignments to subordinates, establishing departments, delegating authority to subordinates, and establishing channels of authority and communication. Staffing activities include determining what type of people should be hired, recruiting prospective employees, and setting performance standards. Leading activities include maintaining morale and motivating subordinates. Controlling activities include setting standards such as sales quotas, and quality standards and taking corrective action as needed. Staffing is the function most readily related to human resource management. However, HR managers actually perform all five functions.

Difficulty: Hard

Chapter: 1

Objective: 4

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: HR management is important to all managers because managers can do everything else right—lay brilliant plans, draw clear organization charts, set up world-class assembly lines, and use sophisticated accounting controls—but still fail, by hiring the wrong people or by not motivating subordinates. On the other hand, many managers—presidents, generals, governors, supervisors—have been successful even with inadequate plans, organizations, or controls because they had the knack of hiring the right people for the right jobs and motivating, appraising, and developing them. The direct handling of people is an integral part of every line manager's duties. More specifically, line managers must place the right person in the right job, orient and train new employees, improve the job performance of each person, gain cooperation and develop smooth working relationships, interpret the company's policies and procedures, control labor costs, and protect employees' health and physical condition.

Difficulty: Hard

Chapter: 1

Objective: 1

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

103) Explain the difference between line authority and staff authority. What type of authority do human resource managers have?

Answer: Authority is the right to make decisions, to direct the work of others, and to give orders. Line managers are authorized to direct the work of subordinates and are directly in charge of accomplishing the organization's basic goals. Staff managers are authorized to assist and advise line managers in accomplishing these basic goals. Human resource managers are usually staff managers because they are responsible for assisting and advising line managers in areas like recruiting, hiring, and compensation. However, human resource managers do have line authority within their own department.

Difficulty: Hard

Chapter: 1

Objective: 1

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

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

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

105) How have technological trends changed the nature of businesses? In what way has technology changed human resources management?

Answer: Everyone knows that technology changed the nature of almost everything we do. We use PDAs to communicate with the office, and plan trips, manage money, and custom build new computers online. Similarly, technology changes what businesses do and how they do it. For example, Internet-based communications enables firms to offshore call center jobs to India, which has had a significant effect on HR management. Technological applications provide support to human resources. ASPs are used to process employment applications, Web portals are used to enable employees to manage their benefits packages, and data warehouses help HR managers monitor their HR systems.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Information technology

Learning Outcome: Define human resource management and describe modern trends in the field

106) Today over two-thirds of the U.S. work force is employed in producing and delivering services, not products. In a brief essay, explain the reasons for this trend.

Answer: Several things account for this trend towards service jobs. With global competition, more manufacturing jobs are shifting to low-wage countries. For example, Levi Strauss, one of the last major clothing manufacturers in the United States, closed the last of its American plants a few years ago. There has also been a dramatic increase in productivity that lets manufacturers produce more with fewer workers. Just-in-time manufacturing techniques link daily manufacturing schedules more precisely to customer demand, thus squeezing waste out of the system and reducing inventory needs. As manufacturers integrate Internet-based customer ordering with just-in-time manufacturing systems, scheduling becomes even more precise. More manufacturers are collaborating with their suppliers to create integrated supply chains. The net effect is that manufacturers have been squeezing slack and inefficiencies out of the entire production system, enabling companies to produce more products with fewer employees. So, in America and much of Europe, manufacturing jobs are down, and service jobs up.

Difficulty: Hard

Chapter: 1

Objective: 2

AACSB: Analytical thinking

Learning Outcome: Define human resource management and describe modern trends in the field

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

Answer: Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Strategizing, internal consulting, and dealing with outside vendors and technology call for new human resource management competencies. Modern HR managers need to be talent managers, culture and change stewards, strategy architects, operational executors, business allies, and credible activists. Of course, human resource managers still need skills in areas such as employee selection, training, and compensation.

Difficulty: Hard

Chapter: 1

Objective: 1, 4

AACSB: Application of knowledge

Learning Outcome: Define human resource management and describe modern trends in the field

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

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

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Reflective thinking

Learning Outcome: Define human resource management and describe modern trends in the field

109) What ethical issues relate to human resource management? Provide an example to illustrate your answer.

Answer: Ethics means the standards someone uses to decide what his or her conduct should be. Six of the ten most serious workplace ethical issues—workplace safety, security of employee records, employee theft, affirmative action, comparable work, and employee privacy rights—are human resource management related. HR managers who hire children younger than 16 or illegal immigrants are violating ethical standards.

Difficulty: Hard

Chapter: 1

Objective: 3

AACSB: Application of knowledge

Learning Outcome: Describe the role of human resource management in promoting ethics and fairness

110) How has increasing globalization affected business? What effect does globalization have on HRM?

Answer: For businesspeople, globalization means more competition, and more competition means more pressure to lower costs, to make employees more productive, and to do things better and less expensively. Both workers and companies have to work harder and smarter than they did without globalization. Job offshoring—having employees abroad do jobs that Americans formerly did—is a common method for reducing labor costs. In the next few years, many employers plan to offshore even highly skilled jobs such as sales managers, general managers, and HR managers. However, other firms are actually "reshoring" jobs—bringing them back to the United States. HR managers working for global firms must be able to develop policies and practices that are effective both at home and abroad.

Difficulty: Hard

Chapter: 1

Objective: 2

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the global human resource challenges related to differences among countries