Human Resource Management 2nd edition Bauer Test Bank

SKU: 9781071876855-TEST-BANK

Human Resource Management (2nd)

ISBN 9781071876855 | Chapter 1: Introduction to Human Resource Management

Total Questions: 75

Easy

Multiple Choice (24)

Q1. *[Multiple Choice]*

_____ refers to the constellation of decisions and actions associated with managing individuals throughout the employee lifecycle to maximize employee and organization effectiveness in attaining goals.

a) Knowledge revolution
b) People decisions
c) Human resource management ✓ correct
d) Organizational culture

Q2. *[Multiple Choice]*

_____ bias is the tendency to rely more on information that is readily available to us and thus we discount alternative information.

a) Availability ✓ correct
b) Anchoring
c) Overconfidence
d) Ethical

Q3. *[Multiple Choice]*

_____ bias is the tendency to rely too much on the first piece of information given.

a) Availability
b) Anchoring ✓ correct
c) Overconfidence
d) Ethical

Q4. *[Multiple Choice]*

_____ bias is the tendency to seek confirmation of one's own beliefs or expectations.

a) Availability
b) Anchoring
c) Overconfidence ✓ correct
d) Ethical

Q5. *[Multiple Choice]*

The _____ framework suggests influence in an organization happens through who is attracted to join the organization, who is selected to join the organization, and who decides to remain or leave the organization.

a) A-S-A ✓ correct
b) selection impact
c) KSAO
d) organizational

Human Resource Management 2nd edition Bauer Test Bank

Q6. *[Multiple Choice]*

Human capital refers to _____.

a) people's decision-making capabilities
b) an individual's influence over peers
c) the amount of diversity in the workforce
d) people's knowledge, skills, and abilities ✓ correct

Q7. *[Multiple Choice]*

Organizational _____ is the shared, "taken-for-granted" assumptions that members of the organization have that affect the way they act, think, and perceive their environment.

a) culture ✓ correct
b) structure
c) strategy
d) hierarchy

Q8. *[Multiple Choice]*

_____ cultures are collaboration-oriented and are characterized by valuing being cohesive, people-oriented, team players, and empowering employees.

a) Clan ✓ correct
b) Adhocracy
c) Market
d) Hierarchy

Q9. *[Multiple Choice]*

_____ cultures focus on creating and emphasize being entrepreneurial, flexible, taking risks, and being creative.

a) Clan
b) Adhocracy ✓ correct
c) Market
d) Hierarchy

Q10. *[Multiple Choice]*

_____ cultures are characterized by competition and value being aggressive, competitive, and customer-oriented.

a) Clan
b) Adhocracy
c) Market ✓ correct
d) Hierarchy

Q11. *[Multiple Choice]*

_____ cultures focus on controlling and value being efficient, timely, and consistent.

a) Clan
b) Adhocracy
c) Market
d) Hierarchy ✓ correct

Human Resource Management 2nd edition Bauer Test Bank

Q12. *[Multiple Choice]*

By 2030, _____ or more of those in the United States are projected to be aged 65 or older, which is more than double the percentage in 1970.

a) 10%
b) 20% ✓ correct
c) 30%
d) 40%

Q13. *[Multiple Choice]*

In 2021, for every dollar a male employee made, female employees made _____.

a) 0.50
b) 0.75
c) 0.92 ✓ correct
d) 1.25

Q14. *[Multiple Choice]*

Which are the fastest growing economies?

a) United States and China
b) India and Korea
c) China and India ✓ correct
d) United States and India

Q15. *[Multiple Choice]*

_____ is a system of principles that governs how a business operates, how decisions are made, and how people are treated.

a) Organizational culture
b) Business ethics ✓ correct
c) Hierarchy
d) Adhocracy

Q16. *[Multiple Choice]*

Who is involved in human resource management?

a) human resource managers
b) recruiters
c) everyone in the organization ✓ correct
d) leadership teams

Q17. *[Multiple Choice]*

How many years of human resource–related experience do most HR manager jobs require?

a) 5–7 years
b) 4–6 years
c) 3–5 years ✓ correct
d) 1–2 years

Q18. *[Multiple Choice]*

In an HR _____ function, the employee attends to all aspects of one specific HRM function such as recruitment, compensation, or training.

a) generalist
b) business partner
c) specialist ✓ correct
d) assistant

Human Resource Management 2nd edition Bauer Test Bank

Q19. *[Multiple Choice]*

The second most frequently advertised job in human resource management is _____.

a) human resource business partner ✓ correct
b) human resource generalist
c) human resource specialist
d) human manager

Q20. *[Multiple Choice]*

An HR _____ serves as a consultant to management on HR-related Issues.

a) business partner ✓ correct
b) generalist
c) specialist
d) assistant

Q21. *[Multiple Choice]*

A _____ is a cluster of knowledge, skills, abilities, and other characteristics (KSAOs) necessary to be effective at one's job.

a) forte
b) competency ✓ correct
c) technical skill
d) leadership vision

Q22. *[Multiple Choice]*

A _____ occurs when a correlation is found between two variables that are not directly related but that may share a common cause.

a) regression coefficient
b) *t*test
c) spurious correlation ✓ correct
d) *p*value

Q23. *[Multiple Choice]*

Which term describes the trend of unhappy employees quitting their jobs during the pandemic?

a) "Grand Revolution"
b) "Job Jumpers"
c) "Great Resignation" ✓ correct
d) "Empty Employees"

Q24. *[Multiple Choice]*

According to a Gallup poll, of the nearly half of U.S. employees who worked remotely for at least part of 2021, _____ of respondents said they would like to continue working at home post-pandemic.

a) all
b) most ✓ correct
c) roughly half
d) less than 10%

True/False (8)

Human Resource Management 2nd edition Bauer Test Bank

Q25. *[True/False]*

"How should we motivate and reward employees to be effective, innovative, and loyal?" is the type of questions those involved in HRM need to ask.

a) True ✓ correct

b) False

Correct answer: True

Q26. *[True/False]*

Small, unconscious biases are harmless in HRM.

a) True

b) False ✓ correct

Correct answer: False

Q27. *[True/False]*

Regardless of your major, understanding human resource management is beneficial for you and your career.

a) True ✓ correct

b) False

Correct answer: True

Q28. *[True/False]*

Employing people who are valued, highly supported, and engaged promotes company success.

a) True ✓ correct

b) False

Correct answer: True

Q29. *[True/False]*

The Competing Values Framework characterizes types of cultures by their emphasis on collaboration, creating, controlling, or competing.

a) True ✓ correct

b) False

Correct answer: True

Q30. *[True/False]*

Top management teams set the tone for how much human resource management is valued as strategic function to enhance an organization's effectiveness.

a) True ✓ correct

b) False

Correct answer: True

Q31. *[True/False]*

The term "big data" refers to data that has a huge number of decimal places.

a) True

b) False ✓ correct

Correct answer: False

Q32. *[True/False]*

Rapidly evolving technology has made analyzing big data more accessible.

a) True ✓ correct

b) False

Correct answer: True

Medium

Multiple Choice (24)

Q33. *[Multiple Choice]*

Filling out an application is part of the human resource management _____ function.

a) training
b) selection ✓ correct
c) hiring
d) screening

Q34. *[Multiple Choice]*

Ultimately, HRM is about "people decisions," which means _____.

a) decisions made about people ✓ correct
b) decisions people make
c) decisions made managers
d) decisions made by applicants

Q35. *[Multiple Choice]*

When making decisions, Larry tends to rely more on information that is readily available to him and to discount alternative information. It is likely that Larry is guilty of _____ bias.

a) availability ✓ correct
b) anchoring
c) overconfidence
d) ethical

Q36. *[Multiple Choice]*

A small construction company with all male workers is hiring. The human resource manager does not consider placing ads that might be targeted toward women because he believes the work is better suited for men. This is an example of _____.

a) a clan culture
b) bias ✓ correct
c) the Hawthorne effect
d) perspective

Q37. *[Multiple Choice]*

Malcolm, a human resource manager, hears that an internal applicant for an open position calls out sick frequently. During an interview the applicant explains that a recent issue in her current position was absences related to recovering from pneumonia but that she is better now. Malcolm worries frequent call outs will be an issue if he moves this applicant into a new position. This is an example of _____ bias.

a) availability
b) anchoring ✓ correct
c) overconfidence
d) ethical

Q38. *[Multiple Choice]*

Kathleen, a human resource manager, believes all nurse educators should be nurses rather than professional trainers. She discusses her belief with the Director of Nursing for confirmation, even though the Director of Training has explained that professional trainers can provide the required trainings assigned to the opened position. This is an example of _____ bias.

a) availability
b) anchoring
c) overconfidence ✓ correct
d) ethical

Q39. *[Multiple Choice]*

Jill works in the marketing division of her company. There is emphasis on team work and she is empowered to reach out to internal business partners for collaboration. Jill feels she is part of a cohesive group and enjoys working on a team where people matter. Jill works in a(n) _____ culture.

a) clan ✓ correct
b) adhocracy
c) market
d) hierarchy

Q40. *[Multiple Choice]*

Organizational culture is _____.

a) the degree of diversity within an organization
b) the shared assumptions about an organization ✓ correct
c) the value placed on differences
d) the entrepreneurial spirit of employees

Q41. *[Multiple Choice]*

Joe is a project manager for a start-up company. The team is working to design a line of products and needs to move quickly to meet deadlines. Joe notices that the team leads are willing to take risks and think creatively “outside of the box” when barriers arise. There is an expectation for people to adapt quickly to change, understanding that the entrepreneurial spirit of a start-up requires flexibility. Joe works in a(n) _____ culture.

a) adhocracy ✓ correct
b) hierarchy
c) clan
d) market

Q42. *[Multiple Choice]*

Renee is a sales representative at a major pharmaceutical company. She is frequently on the road visiting clients and works aggressively to meet exceed her sales goals. Renee’s boss values her competitiveness. Renee works in a(n) _____ culture.

a) adhocracy
b) clan
c) hierarchy
d) market ✓ correct

Q43. *[Multiple Choice]*

Liam works in a call center. The supervisors are always present and walking around the floor. There is a lot of emphasis on scripting and the metrics such as time to answer a call and one call resolution. Liam works in a(n) _____ culture.

a) adhocracy
b) market
c) hierarchy ✓ correct
d) clan

Q44. *[Multiple Choice]*

A _____ economy is characterized by the prevalence of temporary employment positions and individuals are employed as independent workers rather than actual employees of an organization.

a) gig ✓ correct
b) product
c) market
d) freelance

Q45. *[Multiple Choice]*

A _____ is defined as a single project or task that a worker is hired to do on demand.

a) competency
b) benchmark
c) signal
d) gig ✓ correct

Q46. *[Multiple Choice]*

Sue and many of her colleagues accept work as independent workers moving from project to project on demand. They are instructional designers and find a prevalence of freelance opportunities. This is an example of _____.

a) a weak economy
b) a gig economy ✓ correct
c) a slow economy
d) an interest-based economy

Q47. *[Multiple Choice]*

Kelsi recently was hired by a company, on a temporary basis, to design a new product. This is an example of a(n) _____.

a) job
b) side hustle
c) gig ✓ correct
d) extraction

Q48. *[Multiple Choice]*

Paige finds that gigs work best for her because she has young children and needs to adapt to their changing schedules. A characteristic of gigs that attract people like Paige is _____.

a) flexibility ✓ correct
b) stability
c) mobility
d) adaptability

Q49. *[Multiple Choice]*

Most gigs do not offer _____.

a) benefits ✓ correct
b) flexibility
c) experience
d) knowledge

Q50. *[Multiple Choice]*

_____ refers to data that are large in volume, variety, and velocity.

a) Analytics
b) Predictive modeling
c) Big data ✓ correct
d) General data

Q51. *[Multiple Choice]*

Sarah is looking for a job at a new company in human resources. She has worked for the past couple of year in human resources and particularly likes the training functions of the job. She often wishes she could just focus on this one aspect of her job. What role is well-matched to Sarah's desire to focus on one aspect of human resource management?

a) human resource generalist
b) human resource business partner
c) human resource specialist ✓ correct
d) human resource assistant

Q52. *[Multiple Choice]*

In an HR _____ function, the employee's work spans multiple HR functions.

a) generalist ✓ correct
b) business partner
c) specialist
d) assistant

Q53. *[Multiple Choice]*

Alexandra's work in human resource management spans across multiple human resource functions. Her job description fits the role of a _____.

a) human resource business partner
b) human resource generalist ✓ correct
c) human resource manager
d) human resource assistant

Q54. *[Multiple Choice]*

Elaine serves as a consultant about human resource matters to various areas of the business at her company. She works closely with business areas to help align business objectives with employees and management. She also helps to address small concerns before they become large concerns. What job title does Elaine's job description support?

a) human resource specialist
b) human resource manager
c) human resource associate
d) human resource business partner ✓ correct

Q55. *[Multiple Choice]*

Given the projected growth rate for human resource management jobs over the next decade, this field is considered _____.

a) to have moderate risk associated to it
b) to have decreasing opportunities
c) to have a positive job outlook with solid career opportunities ✓ correct
d) to have high risk associated to it

Q56. *[Multiple Choice]*

_____ occurs when a human resource manager compares a company metric to that same metric achieved by another similar company.

a) Comparing
b) Contrasting
c) Analyzing
d) Benchmarking ✓ correct

True/False (7)

Q57. *[True/False]*

Overreliance on the first piece of information given to us is called the availability bias.

a) True
b) False ✓ correct

Correct answer: False

Q58. *[True/False]*

Engaged employees are busier and thus have more errors in their work.

a) True
b) False ✓ correct

Correct answer: False

Q59. *[True/False]*

A factory where there is much focus on control and efficiency is an example of a clan culture.

a) True
b) False ✓ correct

Correct answer: False

Q60. *[True/False]*

A start-up company where the focus is on being entrepreneurial and taking risks is an example of an adhocracy culture.

a) True ✓ correct
b) False

Correct answer: True

Q61. *[True/False]*

A gig economy ensures the stability of consistent income and security of health-care benefits.

a) True
b) False ✓ correct

Correct answer: False

Q62. *[True/False]*

Everyone in a business organization is involved in human resource management.

a) True ✓ correct

b) False

Correct answer: True

Q63. *[True/False]*

An organization with more 35,000 employees is more likely to hire human resource specialists than a smaller company with only 100 employees.

a) True ✓ correct

b) False

Correct answer: True

Essay (2)

Q64. *[Essay]*

Describe Human Resource Management (HRM).

Suggested answer: *Sample response: Human Resource Management refers to the constellation of decisions and actions associated with managing individuals throughout the employee lifecycle to maximize employee and organizational effectiveness in attaining goals. This includes functions that range from analyzing and designing jobs; managing diversity and complying with local, national, and global employee laws; recruiting individuals to apply for jobs; selecting individuals to join organizations; training and developing people while they are employed; helping to manage their performance; rewarding and compensating employee performance while maintaining healthy labor relations and helping to keep them safe; and managing their exit, or departure, from the organization. Ultimately, HRM is about making decisions about people. This decision-making process involves many questions that those within an organization must ask and answer. Over time, the answers may change as the firm experiences growth or decline, external factors change, or the organizational culture evolves*

Q65. *[Essay]*

Based on what you have learned from the textbook, write a job description for a human resource manager including job duties, education and experience requirements, and a salary.

Suggested answer: *Sample response: Varies but should include job duties like planning, directing, and coordinating administrative functions; overseeing recruiting, interviewing, and hiring activities; consulting on strategic planning; and serving as a liaison between management and employees. Education is a bachelor's degree and experience required is 5 years. A starting salary is about $110,000.*

Hard

Multiple Choice (7)

Q66. *[Multiple Choice]*

Suzanne, a human resource manager, interviews Carol. Carol shares that she currently works at ABC Hospital. Suzanne has hired others from ABC Hospital before, and they have performed well. She decides to hire Carol instead of another equally qualified applicant from an unknown hospital based on her past experience hiring from ABC Hospital. This is an example of _____ bias.

a) availability ✓ correct

b) anchoring

c) overconfidence

d) ethical

Human Resource Management 2nd edition Bauer Test Bank

Q67. *[Multiple Choice]*

Which of the following is an example of availability bias?

a) The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion.

b) The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee.

c) The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from. ✓ correct

d) The human resource manager carefully weighs the information about a new hire before making a decision.

Q68. *[Multiple Choice]*

Which of the following is an example of anchoring bias?

a) The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion.

b) The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee. ✓ correct

c) The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from.

d) The human resource manager carefully weighs the information about a new hire before making a decision.

Q69. *[Multiple Choice]*

Which of the following is an example of overconfidence bias?

a) The human resource manager's gut instinct tells him a potential hire is not right, so he looks for evidence to confirm his suspicion. ✓ correct

b) The human resource manager is looking for a replacement for an excellent former employee, so she compares all potential hires to that employee.

c) The human resource manager hires someone because she is a recent graduate from a university that other successful hires have come from.

d) The human resource manager carefully weighs the information about a new hire before making a decision.

Q70. *[Multiple Choice]*

Damaris attended a mandatory training at her company. At the end of the training, Damaris was tested on what she learned and did not pass the test. The company values honest feedback and coaching. Given the stated values of the company, what could you assume happened next?

a) Damaris was provided honest feedback and asked to resign from the company.

b) Damaris was provided feedback and demoted to a role that better matches her skill set.

c) Damaris was provided feedback and suspended to allow time for her to study.

d) Damaris was provided feedback and coached to master the necessary knowledge and skills. ✓ correct

Q71. *[Multiple Choice]*

Which of these is an example of a glass ceiling?

a) Companies are more hesitant to hire women because of concerns about legal claims.

b) Women and people of color are more likely to participate in a gig economy than White males.

c) African American male employees make 76 cents for every dollar a Caucasian male makes.

d) Only a handful of large multinational corporations are run by CEOs of Hispanic descent. ✓ correct

Q72. *[Multiple Choice]*

Shane provides human resource management job applicants a self-assessment to rate themselves on their ability to communicate effectively and manage relationships with colleagues. This is an attempt to assess the _____ competency cluster.

a) business competencies
b) interpersonal competencies ✓ correct
c) core technical competencies
d) leadership competencies

Essay (3)

Q73. *[Essay]*

Describe how HRM systems can be used to overcome one of the following biases: availability, anchoring, or confirmation.

Suggested answer: *Sample response: Varies but should address the following biases: Availability bias: The tendency to rely more on information that is readily available to us and thus we discount alternative information. Anchoring bias: The tendency to rely too much on the first piece of information given. Overconfidence bias: The tendency to seek confirmation of one's own beliefs or expectations.*

Q74. *[Essay]*

Provide an example of each type of culture included in the Competing Values Framework. Analyze why the example works for the assigned culture.

Suggested answer: *Sample response: Varies but should include the types of cultures: clan cultures, adhocracy cultures, market cultures, and hierarchy cultures. Example should also be included along with an analysis as to why the example works for that type of culture. Clan cultures are collaboration-oriented and are characterized by valuing being cohesive, people-oriented, team players, and empowering employees. An example could be a surgical team at a hospital. Surgical teams need to work together to collaborate toward a common goal. They must be team players because they need to count on one another and should be empowered to act in the best interest of their patients. Adhocracy cultures focus on creating and emphasize being entrepreneurial, flexible, taking risks, and being creative. An example would be a start-up technology company. A successful start-up is made up of people who are comfortable building a business from the ground up and taking the necessary risks to develop a competitive edge. They must also be creative and able to think outside of the box to differentiate themselves in the market and approach problems in a way that maximizes resources, rather than depletes them. Market cultures are characterized by competition and value being aggressive, competitive, and customer-oriented. An example could be an insurance company's sales organization. Insurance companies need aggressive, competitive sales teams to win market share and need to be customer service to sustain customers over the long term. Hierarchical cultures focus on controlling and value being efficient, timely, and consistent. A factory is an example of a hierarchical culture. Control over processes and procedures maximizes efficiency and safety, standardizes work for consistency, and reduces errors and other sources of waste preventing timely rework.*

Q75. *[Essay]*

Apply what you have learned about changing demographics to show the impact on the work of human resource management.

Suggested answer: *Sample response: Varies but should include a statement about changing demographics being one of the largest factors impacting human resource management work. Answers should also apply how an aging workforce and increasing diversity impact the way human resource management is delivered. For example, human resource management teams need to plan for baby boomers retiring. Another example includes how human resource management addresses the issue of equal pay for equal work among members of different races.*