Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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File: Ch02, CHAPTER 2, Functions and Strategy

TRUE/FALSE

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

Ans: False
Difficulty: Medium
Objective: Explain how HRM aligns human resource management processes and practices with organizational strategy.

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

Ans: False
Difficulty: Easy
Learning Objective: Describe the functions of management.

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

Ans: False
Difficulty: Medium
Learning Objective: Identify advances in management leading to modern human resource management practices.

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

Ans: True
Difficulty: Easy
Learning Objective: Identify advances in management leading to modern human resource management practices.

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

Ans: True
Difficulty: Medium
Learning Objective: Explain the structure of a typical human resource management department.

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

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

Ans: True
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations.

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

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

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

Ans: False
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations.

9. Interpersonal communication skills have little influence on advancement in an HR career.

Ans: False
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations.

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

Ans: False
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

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

Ans: False
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

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

Ans: True
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

MATCHING KEY TERMS AND DEFINITIONS

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

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

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

14. A primary management function focusing on determining what activities need to be completed to accomplish organizational goals

Ans: j
Difficulty: Medium
Learning Objective: Describe the functions of management.

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

Ans: i
Difficulty: Medium
Learning Objective: Describe the functions of management.

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

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Ans: f
Difficulty: Medium
Learning Objective: Describe the functions of management.

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

Ans: p
Difficulty: Easy
Learning Objective: Explain the structure of a typical human resource management department.

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

Ans: b
Difficulty: Medium
Learning Objective: Identify advances in management leading to modern human resource management practices.

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

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

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

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

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

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

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

Ans: q

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

23. HRM programs designed to provide information to employees.

Ans: l
Difficulty: Medium
Learning Objective: Explain the structure of a typical human resource management department.

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

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

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

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

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

Ans: e
Difficulty: Medium
Learning Objective: Identify advances in management leading to modern human resource management practices.

27. Sharing HRM activities among geographically dispersed divisions.

Ans: k
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

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

Ans: m
Difficulty: Medium
Learning Objective: Describe the functions of management.

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

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

FILL-IN-THE BLANKS

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

Ans: Managers
Difficulty: Medium
Learning Objective: Describe the functions of management.

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

Ans: staff or support
Difficulty: Medium
Learning Objective: Outline the components and the goals of the staffing, training and development, motivation and maintenance functions of human resource management.

32. External HRM influences are include the dynamic environment, _____, labor unions, and current management practice.

Ans: laws and regulation
Difficulty: Medium
Learning Objective: : Explain how HRM aligns human resource management processes and practices with organizational strategy.

33. The _____ brought the importance of work groups and the quality of supervision to light.

Ans: Hawthorne studies
Difficulty: Medium
Learning Objective: Identify advances in management leading to modern human resource management practices.

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

34. _____ focuses on providing workers with skills necessary for a specific position.

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

35. Good employees are hard to find and _____ focuses on finding effective ways to recruit, hire and keep them.

Ans: Talent Management
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations.

36. Talent management uses _____ to track and determine effectiveness of hiring efforts.

Ans: technology
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations.

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

Ans: Employee development
Difficulty: Medium
Learning Objective: Explain the structure of a typical human resource management department.

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

Ans: professional employer organization
Difficulty: Hard
Learning Objective: Outline current trends and opportunities in human resource management.

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

Ans: specialist
Difficulty: Medium

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

MULTIPLE – CHOICE

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

Ans: c
Difficulty: Medium
Learning Objective: Describe the functions of management.

41. Which of the following statements best describes the role of managers?
a) The role of managers is to set organizational goals.
b) The role of managers is to delegate responsibilities and ensure that organizational goals are met.
c) The role of managers is to monitor activities and employees to ensure that organizational goals are met.
d) The role of managers is to reward and punish employees to ensure that organizational goals are met.
e) The role of managers is to work with and through other people, allocating resources, in the effort to achieve organizational goals.

Ans: e
Difficulty: Medium
Learning Objective: Describe the functions of management.

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

Ans: d

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Difficulty: Hard
Learning Objective: Describe the functions of management.

43. Which of the following is true regarding the Talent Management?
a) Talent management focuses primarily on recruiting and hiring.
b) Tracking the effectiveness of Talent Management uses subjective measures.
c) Once Talent Management is in place, an organizational strategy should be developed.
d) Talent Management allow HR to identify characteristics of top performing employees.
e) Predictive analytics prepare Talent Management relationships.

Ans: d
Difficulty: Medium
Learning Objective: Discuss talent management and how it benefits organizations

44. Abby is a manager in a toy store. She is screening and evaluating resumes for sales positions in her store. She is very concerned about how to motivate the new worker once they are hired. The primary management function indicated is
a) planning.
b) organizing.
c) leading.
d) controlling.
e) delegating.

Ans: c
Difficulty: Hard
Learning Objective: Describe the functions of management.

45. Juan is concerned about how to evaluate whether his HR activities are accomplishing organizational goals. Josh is focused on which of these functions?
a) Planning
b) Organizing
c) Leading
d) Controlling
e) Delegating

Ans: d
Difficulty: Medium
Learning Objective: Describe the functions of management.

46. Mary as a manager is focused on the primary management function that consists of establishing organizational goals. Mary is focused on which of these functions?
a) Planning

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

b) Organizing
c) Leading
d) Controlling
e) Delegating

Ans: a
Difficulty: Medium
Learning Objective: Describe the functions of management.

47. Marty, as a manager, is focused on the primary management function that consists of ensuring that the right people are on the job with appropriate skills, and motivating them to high levels of performance. Marty is focused on which of these functions?
a) Planning
b) Organizing
c) Leading
d) Controlling
e) Delegating

Ans: c
Difficulty: Medium
Learning Objective: Describe the functions of management.

48. Employee relations are part of which primary HRM activity?
a) Global assessment
b) Motivation
c) Staffing
d) Training and development
e) Maintenance

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

49. All of the following are within the primary HRM functions EXCEPT:
a) meeting federal guidelines for employment practices.
b) hiring the best qualified candidates.
c) establishing working conditions that are conducive to retaining the best workers.
d) setting production standards.
e) training employees to function effectively within the organization.

Ans: d
Difficulty: Medium

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

50. Emmanuel conducts new employee orientation for a large organization. His work is within which basic HRM function?
a) Training and development
b) Work process engineering
c) Motivation
d) Career management
e) Staffing

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

51. You have been offered a job by a major manufacturer as a campus recruiter for technology positions. Your work will be in which HRM function?
a) Training and development
b) Maintenance
c) Motivation
d) Career management
e) Staffing

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

52. Tamara is an HRM professional who's primarily involved in the motivation function. As such, she may perform all of these activities EXCEPT
a) employee benefits.
b) health and safety.
c) job design.
d) performance appraisals.
e) rewards and compensation.

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

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

53. Which of the following is NOT true about people analytics?
a) Businesses have been slow to adopt the technology.
b) Algorithms identify applicants that are likely to be most successful.
c) Organizations that implement people analytics have found a decrease in consumer complaints.
d) People analytics can predict people who are likely to quit.
e) It has been used to create sports team rosters.

Ans: a
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

54. Which of the following is NOT a responsibility of human resource professionals?
a) Train employees to improve their productivity.
b) Design a work environment conducive to employee retention.
c) Manage the professional development of each employee.
d) Attract the best qualified employees.
e) Improve the well-being of employees by closely monitoring their personal and family life.

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

55. As organizational decision makers develop and evaluate strategy, HR assists by doing all of the following EXCEPT:
a) Summarize past performance.
b) Evaluate where the organization currently stands regarding goals.
c) Decide what the organization wants to become.
d) Develop a plan to achieve goals.
e) Check progress toward goals.

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

56. Chris is a human resource professional who is currently working with line managers to reward those employees who are creative and innovative. Chris's work is aligning HR strategy with which organizational strategy?
a) Cost differentiation
b) Customer intimacy
c) Customer/Market focus

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d) Product differentiation
e) Motivation

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

57. The Maintenance Function includes all of these activities EXCEPT:
a) Maintain a safe working environment.
b) Establish effective communication programs.
c) Create a package of family-friendly benefits.
d) Build a strong culture.
e) Increase employee turnover.

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

58. Salima accepted an overseas assignment from her employer, however, after 30 days, she and her family were not happy. This most likely occurred because HR failed to:
a) Arrange for the family pet to join Salima and her family members overseas.
b) Involve her entire family in the relocation and orientation process prior to departure.
c) Adjust Salima's compensation and benefits to match those of other employees in the new location.
d) Provide adequate bi-lingual household help.
e) Corporate housing was required.

Ans: b
Difficulty: Medium
Learning Objective: Explain how human resource management practices differ in international settings.

59. Albert, a VP for Human Resources, is evaluating the extent to which the hiring and employment practices in his organization are in compliance with federal and state laws. Which type of external influences that impact HRM is Albert is considering?
a) Workforce diversity
b) Community relations
c) Laws and regulations
d) Ethics
e) Labor unions

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

60. Kai, a human resources manager in a service organization, has re-evaluated and updated all job descriptions to make sure that they are aligned with organizational strategy. This is an example of which function of HRM?
a) Staffing.
b) Delegation.
c) Training and Development.
d) Motivation.
e) Maintenance.

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

61. When an employer's employees belong to a union, the Employee Relations function and communication between employees and management may be restricted by:
a) The Federal Employees' Union Bureau.
b) Unruly employees.
c) Financial agreements.
d) The contract and the National Labor Relations Board.
e) Federal Communications Commission.

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

62. Principles of Scientific Management outlined ways to enhance worker productivity and was published by:
a) Hawthorne
b) Munsterberg.
c) Mayo.
d) Taylor.
e) Verhulst.

Ans: d

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

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

Ans: b
Difficulty: Easy
Learning Objective: Identify advances in management leading to modern human resource management practices.

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

Ans: a
Difficulty: Easy
Learning Objective: Identify advances in management leading to modern human resource management practices.

65. Which of the following early management theorists suggested improved methods of employment testing, training, performance evaluations, and job efficiency?
a) Frederic Taylor
b) Hugo Munsterberg
c) Mary Parker Follet
d) Tom Peters
e) Elton Mayo

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

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

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

Ans: c
Difficulty: Medium
Learning Objective: Identify advances in management leading to modern human resource management practices.

67. Which of the following is NOT an external influence that affects HRM?
a) Labor unions
b) Laws and regulations
c) Job design
d) The dynamic environment
e) Current management practice

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

68. Which of these activities ends the staffing function?
a) Recruiting
b) Acceptance of a job offer
c) Interview
d) Qualifications defined
e) Career development

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

69. Lou, an HR manager, knows there is trouble in the staffing function for which of these reasons?
a) There are a large number of minority applicants.
b) Most applicants are successful on the job.
c) Retention of new employees is well above the industry average.
d) There are a large number of qualified applicants.

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e) There are a large number of unqualified applicants.

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

70. The goal of _____is to have competent, adapted employees who possess up-to-date skills, knowledge, and abilities to perform their current jobs more successfully.
a) training and development
b) employee training
c) empowerment training
d) work process development
e) organization development

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

71. Which of these training and development functions is designed to provide better skills for the current job?
a) Career development
b) Employee development
c) Employee training
d) Organization development
e) Skill qualification

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

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

Ans: b
Difficulty: Medium

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

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

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

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

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

75. Employee motivation can be increased by all the following EXCEPT
a) Maintaining a level of respect between employees and management.
b) Involving employees in decisions which affect them.
c) Listening to employees.
d) Implementing employee suggestions where appropriate.
e) Eliminating performance standards.

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

76. Which of the following is NOT part of the maintenance function?

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

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

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

77. Which of these activities might be the responsibility of an employee relations specialist?
a) Working with position control specialists in compensation.
b) Ensure policies and procedures are enforced properly.
c) Making the job offer.
d) Benefits administration.
e) Conducting the initial interview.

Ans: b
Difficulty: Medium
Learning Objective: Explain the structure of a typical human resource management department.

78. Olga is an employment manager whose goal is to get qualified persons into the right job. This activity is better known as _____.
a) salary planning
b) communication programs
c) benefits
d) recruiting
e) career development

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

79. Sofia graduated from your college about 10 years ago with an HRM degree. She has developed job analysis and job evaluation materials for three different organizations. She is well suited for which senior HRM position?
a) Compensation and benefits manager
b) Employee relations manager
c) Labor relations manager
d) Training and development manager

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

e) Employment manager

Ans: a
Difficulty: Hard
Learning Objective: Discuss talent management and how it benefits organizations.

80. Jamal, a plant manager in a medium-sized nonunion manufacturing firm, has just "wasted" another day answering employee complaints and questions about job changes necessary due to an organizational change in strategy. He heads home with a briefcase full of the work he had scheduled to do. He wonders if HRM can help and wonders who he should call. The best choice would be:
a) Tom, employment manager
b) Don, employee relations manager
c) Myrtle, compensation and benefits manager
d) Mason, training and development manager
e) Sheila, union grievance avoidance specialist

Ans: d
Difficulty: Hard
Learning Objective: Discuss talent management and how it benefits organizations.

81. A large manufacturing organization uses several consulting firms to provide training programs, private staffing agencies to perform recruiting and selection activities, and a financial organization to handle benefits administration. This situation is an example of
a) Outsourcing.
b) Shared services.
c) Decentralized work surveillance.
d) Telecommuting.
e) Offshoring.

Ans: a
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

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

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Ans: b
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

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

Ans: c
Difficulty: Hard
Learning Objective: Outline current trends and opportunities in human resource management.

84. When using shared services, which type of service works directly with business unit managers in strategic roles to develop goals and plans for the organization?
a) Centers of excellence
b) Generalist centers
c) Service centers
d) Professional employer organizations
e) Business partners

Ans: e
Difficulty: Medium
Learning Objective: Outline current trends and opportunities in human resource management.

85. Which Talent Management process is used to emphasize culture, core values, and key behaviors that support organizational strategy?
a) Succession planning
b) Onboarding
c) Performance management
d) Workforce development
e) Workforce planning

Ans: e
Difficulty: Hard
Learning Objective: Discuss talent management and how it benefits organizations.

Fundamentals of Human Resource Management 13th edition Verhulst Test Bank

86. Which HR function assumes the role of a change agent to help organization members adjust to changes due to the external environment?
a) External Functional Managers
b) Line manager
c) Motivation
d) Training and Development
e) Compensation and Benefits

Ans: d
Difficulty: Easy
Learning Objective: Explain the structure of a typical human resource management department.

87. Which of the following is used to maintain employee commitment and loyalty while helping to ensure a safe and healthy working environment?
a) Maintenance functions
b) Communication programs
c) Training and development
d) Compensation and benefits
e) Motivation functions

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

88. Which of the following helps to facilitate the system-wide changes in an organization?
a) Career development
b) Employee development
c) Communications programs
d) Employee training
e) Organization development

Ans: e
Difficulty: Hard
Learning Objective: Explain the structure of a typical human resource management department.

89. How do managers use HR dashboards?
a) To compare data to other benchmarks.
b) As a visual display of data displays of HR metrics.
c) As a quantitative assessment to measure the effectiveness of a practice.
d) To align HR policies and decisions to organizational strategy and missions.
e) To create a clear connection between the goals of the organization and the goals of the employees.

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

90. How could an analysis of internal strengths and weaknesses of an organization be developed?
a) Based on core competencies
b) With a SWOT analysis
c) By identifying growth strategies
d) By determining competitive advantage
e) Based on a well-developed mission and goal statement

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

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