Fundamentals of Human Resource Management 9th edition Noe Test Bank

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Fundamentals of Human Resource Management 9th Edition by Noe CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Managers and economists traditionally have seen human resource management as a source of value to their organizations.

1) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Gradable : automatic

2) Human resources cannot be imitated.

2) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Gradable : automatic

3) High-performance work systems have been essential in making organizations strong enough to weather the storm of a recession and remain profitable when the economy begins to expand after the recession.

3) _____

◎ true
◎ false

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
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Gradable : automatic

4) Human resource departments have the same roles and responsibilities in different companies.

4) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Gradable : automatic

5) An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

5) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Gradable : automatic

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6) Establishing and administering personnel policies allows a company to handle problematic situations more fairly and objectively than if it addressed such incidents on a case-by-case basis.

6) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

7) When a person evaluating performance is not familiar with the details of a job, outcomes tend to be easier to evaluate than specific behaviors.

7) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

8) Human resource management requires the ability to communicate through a variety of channels.

8) _____

◎ true
◎ false

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

9) Rhonda was just hired as a human resource manager. As such, her work will focus primarily on administrative functions.

9) _____

- ◎ true
- ◎ false

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Gradable : automatic

10) Evidence-based HR refers to the practice of initiating disciplinary action against employees only in the presence of clear and demonstrable proof of undesirable behavior.

10) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

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11) In organizations with sustainable strategies, the HR departments focus on employee development and empowerment rather than short-term costs.

11) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Gradable : automatic

12) HR competencies are the sets of knowledge and skills associated with successful human resource management.

12) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

13) The competencies needed by human resource professionals are grouped into four clusters: technical, interpersonal, business, and leadership competencies.

13) _____

◎ true
◎ false

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

14) The supervisors in an organization play a key role in employee relations because they are most often the voice of management for the employees.

14) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-04 Explain the role of supervisors in human resource management.
Gradable : automatic

15) The right of free consent states that employers can conceal the nature of a job while hiring an employee for a particular position.

15) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

16) Georgina feels that being denied a promotion has more to do with her being a woman than with her overall performance. However, her supervisors and the HR department are refusing to hear her case. This suggests that Georgina has been denied her right to due process.

16) _____

◎ true
◎ false

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Gradable : automatic

17) In companies that are ethical and successful, senior executives are the only stakeholders who are responsible for the actions of the company.

17) _____

◎ true
◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

18) For human resource practices to be considered ethical, they must result in the greatest good for the largest number of people.

18) _____

◎ true
◎ false

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

19) The role of an HR generalist is essentially limited to recruitment and selection.

19) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-06 Describe typical careers in human resource management.
Gradable : automatic

20) The vast majority of HRM professionals have a college degree.

20) _____

- ◎ true
- ◎ false

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-06 Describe typical careers in human resource management.
Gradable : automatic

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MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) The concept of "human resource management" implies that employees are

21) _____

A) a secondary component of a business.
B) troublesome and need to be monitored.
C) resources of the employer.
D) an unnecessary cost to an employer.
E) a rare component of the business world.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

22) In the context of human resource management, human capital refers to the

22) _____

A) wages, benefits, and other costs incurred in support of HR functions in an organization.
B) cash, equipment, technology, and facilities that an organization uses.
C) total pay earned by an employee.
D) organization's employees, who add economic value to the company.
E) total budget allocated to the HR department in an organization.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Gradable : automatic

23) What term describes the employees of an organization in terms of their training, experience, judgment, intelligence, relationships, and insight?

23) _____

A) capital expense
B) human capital
C) tangible capital
D) traditional management
E) working capital

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Gradable : automatic

24) Adelphi, the director of operations, strongly believes that human resource management (HRM) is critical to the success of organizations. Frances, the CFO of the organization, opposes Adelphi's view because she thinks HRM is an unnecessary expense for the company. Which statement weakens Frances' belief?

24) _____

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A) HRM is highly substitutable and interchangeable.
B) HRM is easily available for all companies to utilize.
C) HRM helps an organization imitate human resources at a high-performing competitor.
D) HRM ensures that persons with high levels of the needed skills and knowledge are easily found.
E) HRM is indispensable for building a competitive advantage.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

25) How do human resources professionals provide an organization with a sustainable competitive advantage?

25) _____

A) They manage commonly available resources.
B) They help the organization do what competitors are doing.
C) They keep the organization focused on the short term.
D) They hire high-quality employees who provide a needed service as they perform many critical functions.
E) They hire employees who are very enthusiastic despite lacking job experience and training.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

26) In the context of today's organizations, which statement is true of employees?

26) _____

A) Employees are not easily replaced parts of a system; they are the source of a company's success or failure.
B) There are many substitutes for good employees.
C) Employees with high levels of the required skills and knowledge can be easily imitated.
D) Employees within an organization seldom perform critical functions.
E) Employees do not have the right to refuse to do what violates their moral beliefs.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

27) Which statement about human resources is true?

27) _____

A) Human resources can be imitated.
B) Human resources are commonly found.
C) Human resources have no good substitutes.
D) Human resources seldom perform critical functions.
E) Human resources are interchangeable, easily replaced parts of a system.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

28) An automobile manufacturing company had the largest number of its employees in the manufacturing sector last year. Instead of hiring more employees, the company decided to invest heavily in training its employees on automotive maintenance and design. Which belief has most likely led the company to make this decision?

28) _____

A) The employees in the company are interchangeable.
B) The employees are the source of the company's success or failure.
C) The union employees in the company will resign once their contract expires.
D) A majority of the employees own shares in the company.
E) A majority of the employees in the company have an automotive engineering background.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
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AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

29) Parul, the human resource manager at Triant Inc., has a clear understanding of the firm's business. This enables her to understand the various needs of the business and help the company meet its goals for attracting, keeping, and developing employees with the required skills. This scenario indicates Parul’s responsibility of

29) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) providing administrative services.
B) preparing a job analysis.
C) providing business partner services.
D) creating a job design.
E) maintaining positive employee relations.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

30) Tetsu is a member of the human resource department at a fabric wholesale company. Setting a goal to enhance the firm's strategy, Tetsu works to attain it by understanding the current human resources. Through a series of surveys, interviews, and observations, she learns what talents the various departments of the company currently need, and attracts new human resources according to those requirements. What kind of HRM responsibility does this example illustrate?

30) _____

A) HRM's responsibility to handle administrative tasks
B) HRM's responsibility to serve as a strategic partner
C) HRM's responsibility to carry out transactions
D) HRM's responsibility to develop effective systems
E) HRM's responsibility to answer questions

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Difficulty : 3 Hard
Bloom's : Analyze
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

31) How can an HR department that is considered its company's strategic partner help the company gain a competitive advantage?

31) _____

A) by handling administrative tasks with a commitment to quality
B) by providing business partner services to meet the company's goals
C) by providing skills training and career development programs
D) by understanding the existing human resources and providing new ones
E) by answering questions on employee hiring and benefits

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

32) Kareem works in the human resource department at Gamma Corp. His chief responsibilities include administering salaries, determining incentives, managing group insurance, and employee vacation and leave. Which HRM function is being performed by Kareem?

32) _____

A) performance management
B) employee relations
C) selection
D) training and development
E) compensation and benefits

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Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Gradable : automatic

33) Which responsibility is specifically associated with the HR function of employee relations?

33) _____

A) conducting attitude surveys
B) analyzing work
C) creating HR information systems
D) planning and forecasting human resources
E) creating a job design

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Gradable : automatic

34) Dorey's company was undergoing a major change from brick and mortar stores to an online ordering system. As HR manager, she was assigned the task of managing this transition. Which HR responsibility is Dorey performing??

34) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) analysis and design of work
B) support for strategy
C) personnel policies
D) compliance with laws
E) employee data and information systems

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

35) The process of getting detailed information about jobs is referred to as

35) _____

A) a job rotation.
B) supply chain management.
C) a job analysis.
D) policy creation.
E) a job orientation.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Job Analysis and Job Design
Gradable : automatic

36) In his new position, Marc was told he would be in charge of job design. What will Marc be doing?

36) _____

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A) defining the way work will be performed and the tasks that a given job requires
B) generating a pool of potential candidates for a job
C) identifying suitable candidates for jobs
D) enabling employees to learn job-related knowledge, skills, and behavior
E) presenting candidates with detailed information about a job

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

37) At Softcomp, a company that deals in software products, employees regularly complain about the lack of clarity regarding the tasks they are required to perform. Often there are two employees working on overlapping tasks, while some tasks are not designated to any employee. Though employees are satisfied with the pay and work culture, this aspect of their work environment has led to a lot of conflict in the workplace. From the information provided, this complaint of the employees can be closely linked to which HR function?

37) _____

A) compliance with laws
B) analysis and design of work
C) compensation and benefits
D) maintenance of employee relations
E) recruitment and selection

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Topic : Job Analysis and Job Design
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

38) What is responsible for the shift in the job trend towards the use of broadly defined jobs instead of the use of narrowly defined jobs in organizations?

38) _____

A) emphasis on innovation and quality
B) increased demand for low-skilled workers
C) increased focus on simplifying jobs
D) lack of competition
E) reduced use of team-based projects

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Job Analysis and Job Design
Gradable : automatic

39) Identify the process through which an organization seeks applicants for potential employment.

39) _____

A) orientation
B) training
C) recruitment
D) work analysis
E) job design

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Recruitment Policies and Techniques
Gradable : automatic

40) The process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals is referred to as

40) _____

A) orientation.
B) selection.
C) compensation.
D) work analysis.
E) performance management.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Recruitment Policies and Techniques
Gradable : automatic

41) Parker works at Delta Corporation. He is responsible for identifying individuals with skills required for the various roles in the organization. Which human resource management practice is being performed by Parker?

41) _____

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A) performance management
B) employee relations
C) selection
D) training
E) compensation

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

42) What term describes a planned effort to enable employees to learn job-related knowledge, skills, and behavior?

42) _____

A) selection
B) performance appraisal
C) training
D) compensation
E) recruitment

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Employee Training
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

43) Which HR function involves offering programs through which employees acquire knowledge, skills, and behavior that improve their ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs?

43) _____

A) recruitment
B) personnel policy
C) development
D) employee relations
E) selection

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Employee Training
Gradable : automatic

44) If a company, as part of its job redesign program, plans to set up teams to manufacture products, which program might it offer to help employees learn the ins and outs of effective teamwork?

44) _____

A) development programs
B) recruitment programs
C) orientation programs
D) selection programs
E) performance management programs

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Employee Training
Gradable : automatic

45) In the context of HRM functions, the activities of training and development include

45) _____

A) making decisions on whether an organization will emphasize enabling employees to perform their current jobs, preparing them for future jobs, or both.

B) keeping track of how well employees are performing relative to objectives such as job descriptions and goals for a particular position.

C) attempting to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals.

D) preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.

E) establishing policies related to hiring, discipline, promotions, and benefits.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

46) Which term refers to the process of ensuring employees' activities and outputs match an organization's goals?

46) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) job analysis
B) supply chain management
C) employee development
D) performance management
E) career planning

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

47) The employees at BrightLook Financial often complain that they are not provided feedback about their work. They feel that they do not get proper information as to how they have performed and the areas in which they need to improve. They also claim that the performance goals are vague and not measurable. Which HR function does BrightLook Financial need to specifically improve upon to resolve the complaints put forth by its employees?

47) _____

A) recruitment
B) employee selection
C) training and development
D) performance management
E) planning and administering pay and benefits

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

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48) Shelby works at Trader Inc. Her primary role in the company is to create self-rating, job-related questionnaires for the employees. Which human resource management practice is being performed by Shelby?

48) _____

A) performance management
B) employee relations
C) selection
D) training
E) compensation

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

49) In the context of HRM functions, the activities of performance management include

49) _____

A) identifying applicants with the necessary knowledge and abilities that will help an organization achieve its goals.
B) making a planned effort to enable employees to learn job-related knowledge, skills, and behavior.
C) specifying the tasks and outcomes of a job that contribute to an organization's success.
D) acquiring knowledge and skills that improve employees' ability to meet the challenges of a variety of new or existing jobs.
E) seeking applicants for potential employment.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
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Bloom's : Understand
Difficulty : 2 Medium
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

50) An advertising firm is hiring employees who specialize in analyzing large volumes of data about consumer behavior. The manager to whom these analysts report does not share their knowledge of quantitative methods but wants them to develop recommendations for better decision making. Jamal, who works in the HR department, is developing a form the manager will follow in measuring the analysts' performance. What kinds of performance measures should Jamal focus on?

50) _____

A) The form should measure outcomes, such as timely and useful recommendations, because the manager will not be able to evaluate specific technical behaviors.
B) The form should measure specific technical behaviors, because the methods used by the analysts will determine the usefulness of their recommendations.
C) The form should measure both outcomes and behaviors, because both are essential to success in the job.
D) The form should measure personal traits, such as getting along with others, because Jamal and the manager don't understand the technical requirements.
E) The form should ask broad questions, so the manager can discuss whatever they think is important.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Apply
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

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51) In an attempt to motivate its current employees and to attract skilled professionals, Integrated Inc. decides to increase salaries as well as year-end bonuses for its best performers. Which HR function is demonstrated in this scenario?

51) _____

A) performance management
B) training and development
C) recruitment
D) planning and administering pay and benefits
E) maintaining positive employee relations

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Topic : Communicating Benefits to Employees
Gradable : automatic

52) Which HR function includes preparing and distributing employee handbooks that detail company policies?

52) _____

A) recruitment and selection
B) maintaining positive employee relations
C) ensuring compliance with labor laws
D) performance management
E) planning and administering pay and benefits

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Communicating Benefits to Employees
Gradable : automatic

53) Amita, an employee at Neon Corp., develops and distributes newsletters that announce upcoming events in the company. Which human resource management practice is being performed by Amita?

53) _____

A) performance management
B) employee relations
C) selection
D) training
E) compensation

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

54) Some of the employees of MYV Services are unhappy with their supervisor's comments and remarks. They feel they are being unduly discriminated against by the supervisor, and so they turn to the HR department for help. Addressing such problems is a part of the HR function of

54) _____

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A) recruitment and selection.
B) employee relations.
C) training and development of employees.
D) performance management.
E) planning and administration of pay and benefits.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

55) The HR function of maintaining positive employee relations includes

55) _____

A) maintaining performance measures on outcomes.
B) offering training programs on effective teamwork.
C) selecting only those applicants that are referred by employees.
D) maintaining communication with union representatives.
E) planning employee pay and benefits.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

56) What is the advantage of establishing and administering policies in organizations?

56) _____

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A) It allows companies to handle situations more fairly and objectively.
B) It allows companies to address issues on a case-by-case basis.
C) It eliminates the need for documentation and record keeping.
D) It encourages employees to defend themselves by claiming ignorance of disciplinary norms.
E) It leaves a lot of room for subjective decision making.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

57) _____ refers to the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals.

57) _____

A) Conjoint analysis
B) Performance management
C) Workforce analytics
D) Career development
E) Task analysis

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

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58) Mieke, a manager at Mentor Corp., is responsible for workforce analytics in the organization. Her supervisor, Alan, argues it is an unnecessary expense as he believes that collecting employee-related information is just an administrative responsibility. Which statement, if true, would weaken Alan′s argument?

58) _____

A) Mieke established policies regarding violations of company regulations.
B) Mieke identified subordinates who showed the potential to become leaders in the company based on the data.
C) Mieke prepared and distributed company publications on the organization's intranet.
D) Mieke was able to actively recruit candidates from external sources, such as Internet job postings and college recruiting events.
E) Mieke was able to specify the tasks and outcomes of a job that contributed to the organization's success.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Gradable : automatic

59) BrightenUp Corp. uses a set of quantitative tools to assess employee data such as performance, compensation, designations, and benefits. This is done to arrive at decisions based on accurate findings from analyses that can help the firm achieve its goals. BrightenUp is engaging in the practice of

59) _____

A) training and development.
B) job design.
C) employee relations.
D) talent management.
E) workforce analytics.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
Gradable : automatic

60) When GRN Manufacturing experienced a slowdown in sales, it laid off the two employees with the poorest attendance. One of the employees sued the company, saying it should have laid off the most recently hired workers. What defense would GRN Manufacturing most likely offer?

60) _____

A) The layoffs were not discriminatory.
B) The company was forced to make the layoffs.
C) There are no federal laws that apply to this situation.
D) The layoffs were instances of employment at will.
E) The age of the company's workforce has been rising.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Difficulty : 3 Hard
Bloom's : Analyze
Topic : Issues and Procedures Related to Employee Termination
Gradable : automatic

61) Green Waste, a company in the recycling business, has revamped its management and business criteria. It has also added new objectives that would require recruitment of new and skilled labor. The responsibility of identifying the numbers and the kinds of employees lies with the HR department of the firm. This responsibility of the HR department is known as

61) _____

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A) supply chain management.
B) performance management.
C) human resource planning.
D) utilization analysis.
E) performance planning.

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

62) What term refers to a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers?

62) _____

A) work flow recruitment
B) job analysis
C) conjoint analysis
D) talent management
E) performance management

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Talent Management
Gradable : automatic

63) Which statement best describes evidence-based HR?

63) _____

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A) It is the exclusive use of statistical models for planning, forecasting, and other related HR activities.

B) It is establishing overlapping performance goals and desired outcomes during performance management.

C) It is demonstrating that human resource practices have a positive influence on a company's profits or key stakeholders.

D) It is the process of ensuring that employees' activities and outputs match an organization's goals.

E) It is the organization-wide planned effort to enable employees to learn job-related knowledge, rather than teamwork or communication skills.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

64) An organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community, is called

64) _____

A) adjustability.
B) absorbability.
C) substitutability.
D) sustainability.
E) credibility.

Fundamentals of Human Resource Management 9th edition Noe Test Bank

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Gradable : automatic

65) Rosalee, Inc., an apparel manufacturer, has been profitable for a long time without depleting its resources—raw materials, employees, and the support of the local community. The company also caters to the needs of all its stakeholders. Which characteristic is illustrated in this scenario?

65) _____

A) sustainability
B) strategic architecture
C) compliance with law
D) talent management
E) workforce analytics

Question Details
Accessibility : Keyboard Navigation
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

66) The parties with an interest in a company's success—typically, shareholders, the community, customers, and employees—constitute which members of the company?

66) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) advisors
B) stakeholders
C) management
D) personnel
E) strategic partners

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Gradable : automatic

67) Heidi, a local farmer, buys her equipment exclusively from the manufacturer Farm Supply Inc. Because of this, Heidi is affected by Farm Supply Inc.'s operations. This indicates that Heidi is

67) _____

A) stakeholder.
B) business partner.
C) workforce analyst.
D) talent manager.
E) strategic partner.

Question Details
Accessibility : Keyboard Navigation
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
AACSB : Knowledge Application
Bloom's : Apply
Difficulty : 3 Hard
Gradable : automatic

68) Identify the correct statement regarding sustainable organizations.

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68) _____

A) They primarily focus on maximizing profits and delivering high returns to investors.
B) They focus on smooth turnover and outsourcing rather than long-term planning.
C) They are more concerned about justice and fairness than short-term profits.
D) They are less concerned about employee development and empowerment.
E) They are more concerned with the quantity of output than quality standards.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Understand
Difficulty : 2 Medium
Gradable : automatic

69) An HR manager can demonstrate competency in communication by excelling at which behavior?

69) _____

A) setting a vision for the HR function
B) listening effectively
C) supporting inclusiveness
D) maintaining confidentiality
E) applying knowledge of business principles

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

70) A human resource professional of a company exhibits the competency of business acumen when he or she

70) _____

A) acquires knowledge of other cultures.
B) responds to reports of unethical conduct.
C) applies statistical knowledge to understand data.
D) applies knowledge of how the functions of HR contribute to business success.
E) uses HR technology correctly.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

71) What clusters of competencies are necessary for success in human resource management?

71) _____

A) hiring, compensation, event planning, and training
B) technical, interpersonal, business, and leadership
C) technical, hiring, motivation, and compensation
D) business, development, leadership, and interpersonal
E) technical, business, training, and hiring

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Topic : The Role of Human Resource Managers
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

72) According to the SHRM competency model, which competency is part of the interpersonal cluster?

72) _____

A) leadership
B) human resource expertise
C) business acumen
D) critical evaluation
E) global and cultural effectiveness

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

73) Sakura is a benefits specialist at a manufacturing company. She negotiates contracts for insurance, retirement plans, and other employee benefits in order to get the best possible deal while meeting all legal requirements. She understands the details of each benefit and is able to help employees understand the value of their benefits. This scenario illustrates Sakura's competency in the area of

73) _____

A) consultation.
B) human resource expertise.
C) relationship management.
D) ethical practice.
E) business acumen.

Fundamentals of Human Resource Management 9th edition Noe Test Bank

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : automatic

74) Cindy is a human resource manager at Charles & Sons Corp. She skillfully handles personal interactions with her staff and the other department managers. She is highly admired by others in the organization because she treats others with respect and builds trust. This scenario indicates Cindy has strengths in the HR success competency of

74) _____

A) consultation.
B) relationship management.
C) leadership and navigation.
D) global and cultural effectiveness.
E) critical evaluation.

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
Difficulty : 2 Medium
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Gradable : automatic

75) Mona, a human resource manager, has developed an inspiring vision of how the HR function should contribute to employees' well-being and the company's success. She models the values and behaviors supporting that vision, and she gets her staff excited to be part of realizing the vision. This indicates that Mona has competencies in the area of

75) _____

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A) global and cultural effectiveness.
B) critical evaluation.
C) relationship management.
D) leadership and navigation.
E) human resource expertise.

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : automatic

76) Esmée heads the human resource team at a marketing firm with a diverse group of employees in three countries. She has knowledge about the cultures of the employees and applies that knowledge to build cooperation and resolve conflicts. She appreciates that all her employees bring different strengths to the company, and she helps to foster a climate in which all are encouraged to contribute. This scenario illustrates Esmée's competency in the area of

76) _____

A) ethical practice.
B) critical evaluation.
C) business acumen.
D) global and cultural effectiveness.
E) human resource expertise.

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : automatic

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77) Dustin heads the human resource department at a technology development company. There, he monitors trends of the labor markets within the industry. Studying the trends, Dustin realizes the company is likely going to need more sources of employees skilled in robotics. He gathers information about the best robotics training programs in the regions where the company operates. Then he applies that information to build connections with selected schools, thereby resolving a recruitment problem before it becomes serious. This scenario illustrates Dustin's competency in

77) _____

A) global and cultural effectiveness.
B) communication.
C) critical evaluation.
D) leadership and navigation.
E) relationship management.

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : automatic

78) Maverick is the human resource manager at Gold Corp. He clearly understands the company's strategy. He has a solid understanding of business principles, and he applies these to help the HR department contribute to Gold’s success. This scenario indicates that Maverick has competency in the area of

78) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) business acumen.
B) ethical practice.
C) communication.
D) leadership and navigation.
E) relationship management.

Question Details
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : automatic

79) Which statement is correct about the HR responsibilities of supervisors?

79) _____

A) Supervisors do not interview job candidates.
B) In large organizations, all HR activities are carried out by supervisors.
C) Supervisors do not need to be familiar with the basics of HRM.
D) Job analysis and job design are techniques that lie outside the purview of supervisors.
E) Supervisors typically have responsibilities related to all the HR functions.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-04 Explain the role of supervisors in human resource management.
Topic : Job Analysis and Job Design
Gradable : automatic

80) Kai, one of the senior managers at Brazen Inc., insists that the company supervisors handle employee relations as part of their jobs. Which statement strengthens Kai's argument?

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80) _____

A) The supervisors represent the company on a day-to-day basis.
B) The supervisors have the business experience to take up additional responsibilities.
C) The supervisors do not hold any stakes in the organization.
D) The supervisors are not a part of the employees' union.
E) The supervisors are responsible for any action taken by the employees.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-04 Explain the role of supervisors in human resource management.
Difficulty : 3 Hard
Bloom's : Analyze
Topic : Labor-Management Relations
Gradable : automatic

81) Which statement is *true* of ethics in human resource management?

81) _____

A) Evidence shows that HRM practices are invariably ethical.
B) The general public has a positive perception of the ethical conduct of U.S. businesses.
C) HR managers must view employees as having basic rights.
D) Most managers have a positive perception of the ethical conduct of U.S. businesses.
E) Most people believe that individuals apply values they hold in their personal lives to their professional activities.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

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82) Which view on employment reflects the ethical principles embodied in the U.S. Constitution and Bill of Rights?

82) _____

A) HR managers must view employees as having basic rights.
B) HR managers have the right to lifetime employment.
C) HR managers have the right to hire whoever they deem best suited for a job.
D) HR managers must view employees as a necessary expense.
E) HR managers must set aside quotas for minorities.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Difficulty : 1 Easy
Bloom's : Understand
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

83) According to the philosopher Immanuel Kant, the right of employees to know the nature of the job they are being hired to do and the obligation of a company not to deceive them in this respect is mainly reflective of the basic right of

83) _____

A) privacy.
B) free consent.
C) freedom of speech.
D) freedom of conscience.
E) first refusal.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

84) Darius, a manager, is rigid with his employees and does not allow them to voice their opinions or criticisms about their superiors. On the other hand, Faraja, another manager at the same firm, encourages her subordinates to communicate with her openly. Which statement uses basic rights to argue in favor of Faraja's practice over that of Darius's?

84) _____

A) It enables Faraja to keep a tab on the grapevine communication in the company.
B) It engages the employees in expressing constructive criticisms and opinions.
C) It reduces the possibility of any whistleblowers in the company.
D) It enhances the chances of more employees being promoted.
E) It curbs the privacy and confidential requirements of an employee.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Bloom's : Analyze
Gradable : automatic

85) Which scenario demonstrates a violation of the right of freedom of conscience in a workplace environment?

85) _____

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A) A supervisor shares the previous employment details of an employee with a colleague.
B) An interviewer does not specify the details of a job to a prospective employee.
C) A supervisor coerces an employee to use unsafe practices to keep a project on schedule.
D) An employee complains about his supervisor during a conference call with a client.
E) A supervisor does not provide a fair hearing when an employee complains about a colleague.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

86) Which of Kant's basic human rights is violated when a supervisor requires an employee to do something that is unsafe or environmentally damaging, in spite of the employee clearly objecting to the order?

86) _____

A) right of freedom of speech
B) right of equal opportunity employment
C) right to due process
D) right of freedom of conscience
E) right of privacy

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

Fundamentals of Human Resource Management 9th edition Noe Test Bank

87) The right of privacy is the right to

87) _____

A) know the nature of the job a person is being hired for.
B) autonomy in how a person carries out their work.
C) control what a person reveals about their private life.
D) a fair and impartial hearing.
E) fight against a wrongful discharge.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

88) By keeping employees' personal records confidential, an employer respects their right of

88) _____

A) autonomy.
B) freedom of conscience.
C) equal opportunity.
D) freedom of speech.
E) privacy.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

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89) Nicholas, an employee at a book publishing company, is unhappy with his company's existing project management system. He decides to communicate this to the top management by expressing his complaints in an email. According to the work of philosopher Immanuel Kant, Nicholas is applying his right of

89) _____

A) freedom of conscience.
B) first refusal.
C) freedom of speech.
D) privacy.
E) free consent.

Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Gradable : automatic

90) Atticus, a manager at KLM Inc., was asked by his supervisor to sign a contract with a new supplier. The contract stated that the industrial waste released by the company would be released into a local river. Atticus was against this idea of polluting the river with the waste, so he refused to sign the contract. In this scenario, Atticus exercised his right of

90) _____

A) freedom of conscience.
B) first refusal.
C) freedom of speech.
D) privacy.
E) free consent.

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Question Details
Accessibility : Keyboard Navigation
AACSB : Knowledge Application
Bloom's : Apply
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Gradable : automatic

91) If people believe their rights are being violated, they have the right to a fair and impartial hearing. This reflects the basic human right to

91) _____

A) lifetime employment.
B) privacy.
C) due process.
D) free consent.
E) freedom of conscience.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

92) Which statement best describes companies that are ethical and successful?

92) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) They are solely concerned about the benefits of the company while making business decisions.

B) The owners most often assume responsibility for the actions of the company, rather than the employees.

C) They are less concerned about the interests of the people involved in the business.

D) Their main aim is to maximize profits in all their transactions.

E) They have a sense of purpose and vision that the employees value and use in their day-to-day work.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

93) What is a standard that human resource managers must satisfy for HRM practices to be ethical?

93) _____

A) Managers must treat employees as family.

B) Human resource practices must result in the greatest good for the largest number of people.

C) Employment practices must respect employees' right of lifetime employment.

D) Managers must always maintain that customers are right.

E) Employment practices must limit the application of the principle of employment-at-will as it is unfair to employees.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : automatic

94) What is one of the four principles that guides how ethical companies act?

94) _____

A) shortchange customers and vendors
B) perform only in ways that benefit the company
C) have a sense of purpose or vision that employees value and use
D) only permit top management to take responsibility for the company
E) emphasize fairness only if it suits the company

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Gradable : automatic

95) When Paradise Incorporated, a travel insurance company, decided to introduce new goals for its internal management, there was a rift regarding what should be implemented. Group A emphasized short-term goals that would benefit the company, while Group B believed in introducing policies that would create more mutually beneficial relationships with client businesses, such as major airlines. Which result would prove Group B's decision to be ideal?

95) _____

Fundamentals of Human Resource Management 9th edition Noe Test Bank

A) rival businesses going bankrupt due to a slow economy
B) an increase of quarterly bonuses offered to executives
C) studies showing a rise in the number of consumers looking to take a vacation
D) an increase of airline customers purchasing Paradise Incorporated's insurance
E) a steady decline of unhappy employees at Paradise Incorporated due to new healthcare benefits

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Difficulty : 3 Hard
Bloom's : Analyze
AACSB : Reflective Thinking
Gradable : automatic

96) Which statement is true about the HR profession?

96) _____

A) A degree in law is the sole requirement for those who wish to choose HRM as a profession.
B) All HRM professionals have a postgraduate degree.
C) Professional certification in HRM continues to be the only way to get into the field.
D) Usually, HR generalists get paid substantially more than HR training directors.
E) HR generalists usually perform the full range of HRM activities.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Describe typical careers in human resource management.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

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97) What is the primary professional organization for HRM that provides education and information services, and is also the world's largest human resource management association?

97) _____

A) the Collective for Strategic Human Resource Management
B) the Foundation for the Recognition of Professionals International
C) the Society for Human Resource Management
D) the Human Resource Certification Institute
E) the Association for Human Resource Professionals

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-06 Describe typical careers in human resource management.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : automatic

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

98) What is the difference between training and development of employees?

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Understand
Difficulty : 2 Medium
Topic : Define Career Development and Its Objectives
Gradable : manual

99) What is the impact of planning and administering pay and benefits on an organization?

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : The Role of Human Resource Managers
Bloom's : Understand
Difficulty : 2 Medium
Gradable : manual

100) Who are the typical stakeholders in an organization?

Question Details
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Difficulty : 3 Hard
Bloom's : Analyze
Topic : Describe Human Resource Planning and the Categories of HRM Activities
AACSB : Reflective Thinking
Gradable : manual

101) What are the four principles followed by ethical, successful companies?

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-05 Discuss ethical issues in human resource management.
Topic : The Role of Ethics in Human Resource Management
Gradable : manual

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102) How can HR professionals increase their career opportunities?

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Understand
Difficulty : 2 Medium
Learning Objective : 01-06 Describe typical careers in human resource management.
Topic : Career Development Resources
Gradable : manual

ESSAY. Write your answer in the space provided or on a separate sheet of paper.
103) List the qualities associated with human resources that help an organization gain a sustainable competitive advantage.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-01 Define human resource management, and explain how HRM contributes to an or
Topic : How HRM Helps to Build a Sustainable Competitive Advantage
Bloom's : Apply
Difficulty : 3 Hard
Gradable : manual

104) List five of the HRM functions, briefly describing the specific activities associated with each.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Remember
Difficulty : 1 Easy
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : manual

105) Explain human resource planning and evidence-based HR. How do these concepts help HR in supporting an organization's strategy?

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Learning Objective : 01-02 Identify the responsibilities of human resource departments.
Bloom's : Apply
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : manual

106) Briefly describe the nine categories of HRM competencies that the Society for Human Resource Management found to be associated with success. Provide an example of a behavior for each.

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Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Topic : The Role of Human Resource Managers
Bloom's : Apply
Learning Objective : 01-03 Summarize the types of competencies needed for human resource management.
Difficulty : 3 Hard
Gradable : manual

107) Explain why supervisors and non-HR managers are expected to be familiar with the basics of HRM. List five examples of the types of HR responsibilities supervisors are expected to perform.

Question Details
AACSB : Analytical Thinking
Accessibility : Keyboard Navigation
Bloom's : Apply
Learning Objective : 01-04 Explain the role of supervisors in human resource management.
Difficulty : 3 Hard
Topic : Describe Human Resource Planning and the Categories of HRM Activities
Gradable : manual

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Fundamentals of Human Resource Management 9th Edition by Noe CH01
Answer Key

Test name: CH01

1) FALSE
2) TRUE
3) TRUE
4) FALSE
5) TRUE
Selection refers to the process by which the organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

6) TRUE
7) TRUE
8) TRUE
9) FALSE
At one time, human resource management was primarily an administrative function. As more organizations have come to appreciate the significance of highly skilled human resources, however, many human resource departments have taken on a more active role in supporting an organization's strategy.

10) FALSE
11) TRUE
12) TRUE
13) TRUE
14) TRUE

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Supervisors play a key role in employee relations because they are most often the voice of management for their employees, representing the company on a day-to-day basis. In their activities, supervisors can participate in HRM by taking into consideration the ways decisions and policies will affect their employees.

15) FALSE
16) TRUE
17) FALSE
18) TRUE
19) FALSE
HR generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations.

20) TRUE
21) C
The concept of "human resource management" implies that employees are resources of the employer.

22) D
As a type of resource, human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization.

23) B
As a type of resource, human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization.

24) E

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In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage (is better than competitors at something and can hold that advantage over a sustained period of time). Human resources that are valuable, rare, inimitable, and hard to replace will give a company such an advantage.

25) D

Human resources can provide companies with a sustainable competitive advantage because human resources are valuable (high-quality employees provide a needed service as they perform many critical functions), rare, inimitable, and irreplaceable. An organization realizes the potential of these human resources through the ways it practices human resource management.

26) A

Human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization. In other words, for an organization to succeed at what it does, it needs employees with certain qualities, such as particular kinds of training and experience. This view means employees in today's organizations are not interchangeable, easily replaced parts of a system but the source of the company's success or failure.

27) C

Human resources have no good substitutes. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. It is difficult to imagine another resource that can match committed and talented employees.

28) B

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Human capital means the organization's employees are described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics that can add economic value to the organization. In other words, for an organization to succeed at what it does, it needs employees with certain qualities, such as particular kinds of training and experience. This view means employees in today's organizations are not interchangeable, easily replaced parts of a system but the source of the company's success or failure. In this case, Motorama decided to invest heavily in training its employees on automotive maintenance and design instead of hiring more employees because employees are the source of the company's success or failure.

29) C

In this case, Parul executes her responsibility of providing business partner services. This involves developing effective HR systems that help the organization meet its goals for attracting, keeping, and developing people with the skills it needs. For the systems to be effective, HR people must understand the business so it can understand what the business needs.

30) B

One way to define the responsibilities of HR departments is to think of HR as a business within the company with three product lines: administrative services and transactions, business partner services, and strategic partner. Being a strategic partner involves contributing to the company's strategy through an understanding of its existing and needed human resources and ways HR practices can give the company a competitive advantage. For strategic ideas to be effective, HR people must understand the business, its industry, and its competitors.

31) D

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Contributing to a company's strategy through an understanding of its existing and needed human resources are ways HR practices can give the company a competitive advantage. For strategic ideas to be effective, HR people must understand the business, its industry, and its competitors.

32) E

In this case, Kareem is executing the HRM function of compensation and benefits. The responsibilities of the HRM function of compensation and benefits include wage and salary administration, incentive pay, insurance, vacation and leave administration, retirement plans, profit sharing, and stock plans.

33) A

The HR function of employee relations involves taking attitude surveys, managing labor relations, developing employee handbooks and company publications, ensuring labor law compliance, and relocation and outplacement services.

34) B

Dorey is supporting the company strategy by managing change.

35) C

Job analysis is the process of getting detailed information about jobs.

36) A

Job design is the process of defining the way work will be performed and the tasks that a given job requires.

37) B

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Job analysis is the process of getting detailed information about jobs. Job design is the process of defining the way work will be performed and the tasks that a given job requires. These processes help to group tasks in ways that help the organization to operate efficiently and to obtain people with the right qualifications to do the jobs well.

38) A

With many simple jobs, a company can easily find workers who can quickly be trained to perform the jobs at relatively low pay. However, greater concern for innovation and quality has shifted the trend to the use of more broadly defined jobs.

39) C

Recruitment is the process through which an organization seeks applicants for potential employment. Organizations may use internal or external sources for their recruitment process.

40) B

Selection refers to the process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

41) C

In this scenario, Parker is involved in selecting potential employees for his organization. Selection refers to the process by which an organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

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42) C

Training is a planned effort to enable employees to learn job-related knowledge, skills, and behavior. For example, many organizations offer safety training to teach employees safe work habits.

43) C

Most organizations provide ways for their employees to broaden or deepen their knowledge, skills, and abilities through training and development. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility.

44) A

Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility. Likewise, if a company plans to set up teams to manufacture products, it might offer a development program to help employees learn the ins and outs of effective teamwork.

45) A

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Decisions related to training and development include whether an organization will emphasize enabling employees to perform their current jobs, preparing them for future jobs, or both. The organization may offer programs to a few employees in whom the organization wants to invest, or it may have a philosophy of investing in the training of all its workers. Some organizations, especially large ones, may have extensive formal training programs, including classroom sessions and training programs online.

46) D

The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

47) D

BrightLook Financial needs to specifically improve upon the performance management function of HR to resolve the employees' complaints. The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

48) A

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In this scenario, Shelby is involved in performance management. The process of ensuring that employees' activities and outputs match an organization's goals is called performance management. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. The human resource department may be responsible for developing or obtaining questionnaires and other devices for measuring performance.

49) C

The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time period with the desired performance.

50) A

Performance measures may emphasize observable behaviors (for example, answering the phone by the second ring), outcomes (number of customer complaints and compliments), or both. When the person evaluating performance is not familiar with the details of the job, outcomes tend to be easier to evaluate than specific behaviors. Jamal should consult with the manager to identify the outcomes that are needed for the department's success.

51) D

The pay and benefits that employees earn play an important role in motivating them. A company that wants to provide an exceptional level of service or be exceptionally innovative might pay significantly more than competitors in order to attract and keep the best employees.

52) B

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Organizations often depend on human resource professionals to help them maintain positive relations with employees. This function includes preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.

53) B

In this scenario, Amita's role in the organization is to maintain employee relations. Organizations often depend on human resource professionals to help them maintain positive relations with employees. This function includes preparing and distributing employee handbooks that detail company policies and, in large organizations, company publications such as a monthly newsletter or a website on the organization's intranet.

54) B

Organizations often depend on human resource professionals to help them maintain positive relations with employees. Employees turn to the HR department for answers to questions about benefits and company policy and for communicating grievances. Members of the department should be prepared to address such problems.

55) D

In organizations where employees belong to a union, employee relations entail additional responsibilities. The organization periodically conducts collective bargaining to negotiate an employment contract with union members. The HR department maintains communication with union representatives to ensure that problems are resolved as they arise.

56) A

With a policy in place, a company can handle situations more fairly and objectively than if it addressed such incidents on a case-by-case basis.

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57) C
Organizations engage in workforce analytics, which is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals.

58) B
Employee-related information is not just an administrative responsibility, thanks to computer tools. It also can be the basis for knowledge that gives organizations an edge over their competitors. They may engage in workforce analytics, which is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals. In this case, as Mieke enforced workforce analytics at Mentor Corp., it helped her spot subordinates who could be made leaders in the future with the data.

59) E
Workforce analytics is the use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals. In this scenario, BrightenUp Corp. is using workforce analytics as it arrives at decisions based on accurate findings from analyses using quantitative tools that can help the firm achieve its goals.

60) D
Because economic or competitive conditions can force companies to close facilities and lay off employees, cases dealing with the illegal discharge of employees have increased. The issue of "employment at will"—that is, the principle that an employer may terminate employment at any time without notice—will be debated.

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61) C
This responsibility of Green Waste HR department is known as human resource planning. Human resource planning involves identifying the numbers and types of employees an organization will require in order to meet its objectives. Using these estimates, the human resource department helps the organization forecast its needs for hiring, training, and reassigning employees.

62) D
Talent management is a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers. When managers are clear about the kinds of people they will need to achieve an organization's goals, talent management combines recruiting, selection, training, and motivational practices to meet those needs.

63) C
Evidence-based HR refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders (employees, customers, community, shareholders). This practice helps show that the money invested in HR programs is justified and that HRM is contributing to the company's goals and objectives.

64) D
Sustainability is broadly defined as an organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community. Sustainability seeks profits in ways that communities, customers, and suppliers will support in the long run.

65) A

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Sustainability is broadly defined as an organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community. Success at sustainability comes from meeting the needs of the organization's stakeholders—all the parties who have an interest in the organization's success.

66) B

Stakeholders of a company are the parties who have an interest in the company's success; typically, they include shareholders, the community, customers, and employees. Success at sustainability comes from meeting the needs of the organization's stakeholders, all the parties who have an interest in the organization's success.

67) A

Stakeholders are all the parties who have an interest in the company's success (typically, shareholders, the community, customers, and employees). In this case, Heidi is a stakeholder because she purchases her equipment from Farm Supply Inc. This means she has an interest in the success of the company.

68) C

Sustainable organizations meet the stakeholders' needs by minimizing their environmental impact, providing high-quality products and services, ensuring workplace safety, offering fair compensation, and delivering an adequate return to investors. In an organization with a sustainable strategy, HR departments focus on employee development and empowerment rather than short-term costs, on long-term planning rather than smooth turnover and outsourcing, and on justice and fairness over short-term profits.

69) B

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Communication involves the skills needed to exchange information with others inside and outside the organization. Behavior examples include expressing information clearly, providing constructive feedback, and listening effectively.

70) D

Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors include gaining and applying knowledge of business principles and how HR functions relate to business success.

71) B

The Society for Human Resource Management has defined sets of knowledge and skills associated with success, grouping these into nine categories it calls HR success competencies. These fall into four clusters of competencies: technical, interpersonal, business, and leadership.

72) E

The Society for Human Resource Management has defined sets of knowledge and skills associated with success, grouping these into nine categories it calls HR success competencies. These fall into four clusters of competencies: technical, interpersonal, business, and leadership. The interpersonal cluster includes relationship management, communication, and global and cultural effectiveness.

73) B

This scenario illustrates Sakura’s human resource expertise. This competency essentially involves understanding and carrying out the functions of human resource management. These behaviors involve using HR technology, applying policies and procedures, and keeping up-to-date on HR laws.

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74) B

In this case, Cindy is displaying competency associated with relationship management. Relationship management involves handling the personal interactions necessary for providing services and supporting the organization's goals.

75) D

In this scenario, Mona demonstrates competency in leadership and navigation. This area of competency refers to directing the organization's processes and programs. Depending on one's level in the organization, the necessary behaviors would include behaving consistently with the organization's culture, encouraging people to collaborate, or setting a vision for the HR function or entire organization.

76) D

This scenario illustrates Esmée's competency in global and cultural effectiveness. This competency means valuing and considering various people's perspectives. Behaviors include acquiring knowledge of other cultures, resolving conflicts, and supporting inclusiveness so that all can contribute to their fullest.

77) C

This scenario illustrates Dustin's competency in critical evaluation. That competency refers to the interpretation of information needed for making business decisions. Behaviors include gathering relevant data, applying statistical knowledge to understand the data, and finding root causes of problems.

78) A

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In this scenario, Maverick exhibits strength in the area of business acumen. Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors include gaining and applying knowledge of business principles and how HR functions relate to business success.

79) E

Supervisors typically have responsibilities related to all the HR functions. Job analysis and design; HR planning; interviewing job candidates and participating in hiring decisions; training employees; conducting performance appraisals and recommending pay increases; and playing a key role in employee relations are some of the ways in which supervisors participate in HR functions.

80) A

In this case, Kai insists that the supervisors of Brazen Inc. handle employee relations because supervisors play a key role in employee relations. They are most often the voice of management for their employees, and represent a company on a day-to-day basis.

81) C

Ethics refers to fundamental principles of right and wrong. Ethical behavior is behavior that is consistent with those principles. In the context of ethical human resource management, HR managers must view employees as having basic rights. Business decisions, including HRM decisions, should be ethical, but the evidence suggests that is not always what happens. As a result, recent surveys indicate that the general public and managers do not have positive perceptions of the ethical conduct of U.S. businesses.

82) A

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In the context of ethical human resource management, HR managers must view employees as having basic rights. Such a view reflects ethical principles embodied in the U.S. Constitution and Bill of Rights.

83) B

The right of free consent states that people have the right to be treated only as they knowingly and willingly consent to be treated. An example that applies to employees would be that employees should know the nature of the job they are being hired to do; the employer should not deceive them.

84) B

The right of freedom of speech states that people have the right to criticize an organization's ethics if they do so in good conscience and their criticism does not violate the rights of individuals in the organization. Many organizations address this right by offering hotlines or policies and procedures designed to handle complaints from employees.

85) C

According to the right of freedom of conscience, people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms. A supervisor who demands that an employee do something that is unsafe or environmentally damaging may be violating this right if the task conflicts with the employee's values.

86) D

Right of freedom of conscience implies that people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms.

87) C

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The right of privacy holds that people have the right to do as they wish in their private lives, and they have the right to control what they reveal about private activities.

88) E
The right of privacy holds that people have the right to do as they wish in their private lives, and they have the right to control what they reveal about private activities.

89) C
In this case, Nicholas applied his right of freedom of speech. According to the work of philosopher Immanuel Kant, every person has certain basic rights. One of them is right of freedom of speech. According to this right, people have the right to criticize an organization's ethics if they do so in good conscience and their criticism does not violate the rights of individuals in the organization.

90) A
According to the work of philosopher Immanuel Kant, every person has certain basic rights. One of them is the right of freedom of conscience. According to this right, people have the right to refuse to do what violates their moral beliefs, as long as these beliefs reflect commonly accepted norms. A supervisor who demands that an employee do something that is unsafe or environmentally damaging may be violating this right if the task conflicts with the employee's values.

91) C
Right to due process implies that if people believe their rights are being violated, they have the right to a fair and impartial hearing.

92) E

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Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

93) B

For human resource practices to be considered ethical, they must satisfy three basic standards. First, HRM practices must result in the greatest good for the largest number of people. Second, employment practices must respect basic human rights of privacy, due process, consent, and free speech. Third, managers must treat employees and customers equitably and fairly.

94) C

Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

95) D

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Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of the company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

96) E
HR generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations. The vast majority of HRM professionals have a college degree, and many also have completed postgraduate work. The typical field of study for HR professionals is business.

97) C
The primary professional organization for HRM is the Society for Human Resource Management (SHRM). SHRM is the world's largest human resource management association. It provides education and information services, conferences and seminars, government and media representation, and online services and publications.

98) Training is a planned effort to enable employees to learn job-related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility.

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99) Administering pay and benefits is another big responsibility. Organizations need systems for keeping track of each employee's earnings and benefits. Employees need information about their health plan, retirement plan, and other benefits. Keeping track of this involves extensive record keeping and reporting to management, employees, the government, and others.

100) Stakeholders are all the parties who have an interest in the organization's success. Typically, an organization's stakeholders include shareholders, the community, customers, and employees.

101) Ethical, successful companies act according to four principles. First, in their relationships with customers, vendors, and clients, ethical and successful companies emphasize mutual benefits. Second, employees assume responsibility for the actions of their company. Third, such companies have a sense of purpose or vision that employees value and use in their day-to-day work. Finally, they emphasize fairness; that is, another person's interests count as much as their own.

102) HR professionals can increase their career opportunities by taking advantage of training and development programs. These may include taking courses toward a master’s degree, studying to pass an exam for a professional certification, accepting assignments to spend time observing, or “shadowing,” a manager in another department, or taking a position in another department to learn more about the business.

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103) Human resources have the following four necessary qualities that help an organization gain a sustainable competitive advantage:

1) Human resources are valuable. High-quality employees provide a needed service as they perform many critical functions.

2) Human resources are rare. A person with high levels of the needed skills and knowledge is not common.

3) Human resources cannot be imitated. To imitate human resources at a high-performing competitor, one would have to first figure out which employees are providing the advantage and how. Then people would need to be recruited who can do precisely the same thing. Finally, systems would have to be set up to enable those people to imitate the competitor.

4) Human resources have no good substitutes. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. It is difficult for another resource to match committed and talented employees.

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104) Some of the important HR responsibilities include:

1) Analysis and design of work: Work analysis, job design, and job descriptions.

2) Recruitment and selection: Recruiting, job postings, interviewing, testing, and coordinating use of temporary labor.

3) Training and development: Orientation, skills training, and career development programs.

4) Performance management: Performance measures; preparation and administration of performance appraisals; and discipline.

5) Compensation and benefits: Wage and salary administration, incentive pay, insurance, vacation leave administration, retirement plans, profit sharing, and stock plans.

6) Employee relations: Attitude surveys, labor relations, employee handbooks, company publications, labor law compliance, and relocation and outplacement services.

7) Personnel policies: Policy creation and policy communication.

8) Employee data and information systems: Record keeping, HR information systems, and workforce analytics.

9) Compliance with laws: Policies to ensure lawful behavior, reporting, posting information, safety inspections, and accessibility accommodations.

10) Support for strategy: Human resource planning and forecasting, talent management, and change management.

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105) Human resource planning involves identifying the numbers and types of employees an organization will require in order to meet its objectives. Using these estimates, the human resource department helps the organization forecast its needs for hiring, training, and reassigning employees. Planning also may show that the organization will need fewer employees to meet anticipated needs. In that situation, human resource planning includes how to handle or avoid layoffs. Human resource planning provides important information for talent management—a systematic, planned effort to attract, retain, develop, and motivate highly skilled employees and managers. When managers are clear about the kinds of people they will need to achieve the organization's goals, talent management combines recruiting, selection, training, and motivational practices to meet those needs. Approaching these tasks in terms of talent management is one way HR managers are making the link to organizational strategy.

Evidence-based HR refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders (employees, customers, community, shareholders). This practice helps show that the money invested in HR programs, such as talent management, is justified and that HRM is contributing to the company's goals and objectives.

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106) 1) Human resource expertise essentially involves understanding and carrying out the functions of human resource management. Behaviors can include the use of HR technology, applying policies and procedures, and keeping up-to-date on HR laws.

2) Relationship management involves handling the personal interactions necessary for providing services and supporting the organization's goals. Behaviors can include treating employees respectfully, building trust, and providing great customer service to those served by HR functions.

3) Consultation refers to the ways HR employees guide others in the organization. This can be done through behaviors such as coaching, gathering data to support business decisions, and especially at a senior level, designing solutions in support of business strategy.

4) Leadership and navigation refer to directing the organization's processes and programs. Depending on one's level in the organization, the necessary behaviors could include behaving consistently with the organization's culture, encouraging people to collaborate, or setting a vision for the HR function or entire organization.

5) Communication involves the skills needed to exchange information with others inside and outside the organization. Behavior examples can include expressing information clearly, providing constructive feedback, and listening effectively.

6) Global and cultural effectiveness means valuing and considering various people's perspectives. Behaviors can include acquiring knowledge of other cultures, resolving conflicts, and supporting inclusiveness so that all can contribute to their fullest.

7) Ethical practice involves applying integrity, accountability, and other core values. Behavior examples can include maintaining confidentiality, rewarding ethical behavior, and responding to reports of unethical conduct.

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8) Critical evaluation refers to the interpretation of information needed for making business decisions. Behaviors can include gathering relevant data, applying statistical knowledge to understand the data, and finding root causes of problems.

9) Business acumen involves understanding how information can be used to support the organization's strategy. Behaviors can include gaining and applying knowledge of business principles and how HR functions relate to business success.

107) Although many organizations have human resource departments, HR activities are by no means limited to HR specialists. Non-HR managers need to be familiar with the basics of HRM and their role with regard to managing human resources. In small organizations, there may be an HR specialist, but many HR activities are carried out by line supervisors. Supervisors typically have responsibilities related to all the HR functions. Organizations depend on supervisors to help them determine what kinds of work need to be done (job analysis and design) and in what quantities (HR planning). Supervisors typically interview job candidates and participate in the decisions about which candidates to hire. Many organizations expect supervisors to train employees in some or all aspects of the employees' jobs. Supervisors conduct performance appraisals and may recommend pay increases. Also, supervisors play a key role in employee relations because they are most often the voice of management for their employees, representing the company on a day-to-day basis. In all these activities, supervisors can participate in HRM by taking into consideration the ways that decisions and policies will affect their employees. Understanding the principles of communication, motivation, and other elements of human behavior can help supervisors inspire the best from the organization's human resources.

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