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Correct answers located at the end of the chapter.

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

2) Human resources cannot be imitated.
   - ◎ true
   - ◎ false

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.
   - ◎ true
   - ◎ false

4) Human resource departments have the same roles and responsibilities in different companies.
   - ◎ true
   - ◎ false

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

6) Establishing and administering personnel policies and ensuring compliance with labor laws are two of the practices that support the main responsibilities of human resource departments.
   - ◎ true
   - ◎ false

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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.
   - ◎ true
   - ◎ false

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

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

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.
   - ◎ true
   - ◎ false

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

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

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

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.
- ◎ true
- ◎ false

15) The right of free consent states that people have the right to be treated only as they knowingly and willingly agree to be treated.
- ◎ true
- ◎ false

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.
- ◎ true
- ◎ false

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

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

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

- ◎ true
- ◎ false

20) The typical field of study for the HRM professional is psychology.

- ◎ true
- ◎ false

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

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.

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

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.

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

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

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

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.

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

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.

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

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.

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27) Which statement about human resources is true?
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.

28) A household appliance 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 current employees on appliance automation and design. Which belief has *most* likely led the company to make this decision?
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.

29) Xavier, the human resource manager at Silver Stars Inc., has a clear understanding of the firm's business. This enables him 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 Xavier's responsibility of
A) providing administrative services.
B) preparing a job analysis.
C) providing business partner services.
D) creating a job design.
E) maintaining positive employee relations.

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30) Trish is a member of the human resource department at a flooring wholesale company. Setting a goal to enhance the firm's competitive advantage, Trish 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?

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

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

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

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

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

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

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

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

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

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

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

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

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

37) At HydraDrink, a company that produces hydrating sports drinks, 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?

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

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

39) What process is an organization using when it places a listing on LinkedIn about a job opening?
A) orientation
B) training
C) recruitment
D) work analysis
E) job design

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

41) Daveed works at the Foster 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 Daveed?
A) performance management
B) employee relations
C) selection
D) training
E) compensation

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42) What term describes a planned effort to enable employees to learn job-related knowledge, skills, and behavior?
A) selection
B) performance appraisal
C) training
D) compensation
E) recruitment

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

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

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

46) Which term refers to the process of ensuring employees' activities and outputs match an organization's goals?
A) job analysis
B) supply chain management
C) employee development
D) performance management
E) career planning

47) The employees at InvestRight 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 InvestRight need to specifically improve upon to resolve the complaints put forth by its employees?
A) recruitment
B) employee selection
C) training and development
D) performance management
E) planning and administering pay and benefits

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48) Corinne works at Enviro-Cleaners. 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 Corinne?

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

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

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.

50) A marketing communications 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. Ryan, 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 Ryan focus on?

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.

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51) In an attempt to motivate its current employees and to attract skilled professionals, Morrison Metals Inc. decides to increase salaries as well as year-end bonuses for its *best* performers. Which HR function is demonstrated in this scenario?
A) performance management
B) training and development
C) recruitment
D) planning and administering pay and benefits
E) maintaining positive employee relations

52) On the first day of her new job, Renata received an employee handbook that detailed all of the company's policies. Which HR function does this handbook represent?
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

53) Maria, an employee at Helium Corp., develops and distributes newsclips on the company's intranet that announce upcoming events in the company. Which human resource management practice is being performed by Maria?
A) performance management
B) employee relations
C) selection
D) training
E) compensation

54) Some of the employees of Daily Health Inc. are unhappy with their supervisor's lack of communication and poor planning skills. They feel they are being treated unfairly by the supervisor, and so they turn to the HR department for help. Addressing such problems is a part of the HR function of
A) recruitment and selection.
B) employee relations.
C) training and development of employees.
D) performance management.
E) planning and administration of pay and benefits.

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55) The HR function of maintaining positive employee relations includes
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.

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

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

58) Jordan, a manager at Recycle Corp., is responsible for workforce analytics in the organization. His supervisor, Rebecca, argues it is an unnecessary expense as she believes that collecting employee-related information is just an administrative responsibility. Which statement, if true, would weaken Rebecca's argument?
A) Jordan established policies regarding violations of company regulations.
B) Jordan identified subordinates who showed the potential to become leaders in the company based on the data.
C) Jordan prepared and distributed company publications on the organization's intranet.
D) Jordan was able to actively recruit candidates from external sources, such as Internet job postings and college recruiting events.
E) Jordan was able to specify the tasks and outcomes of a job that contributed to the organization's success.

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59) Magna Metals 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. Magna Metals Corp. is engaging in the practice of

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

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

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.

61) Spokes n Wheels, a company in the motorcycle manufacturing business, has revamped its management and business criteria. It has also added 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

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

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

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

63) Which statement *best* describes evidence-based HR?

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.

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

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

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65) Future Care Clothing, 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?

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

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

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

67) Edwin, a local farmer, buys his equipment exclusively from the manufacturer Field Needs Inc. Because of this, Edwin is affected by Field Needs Inc.'s operations. This indicates that Edwin is a

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

68) Peterson Petroleum claims it is a sustainable organization. If this is the case, which statement *best* describes the company?

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.

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69) An HR manager can demonstrate competency in communication by excelling at which behavior?
A) setting a vision for the HR function
B) listening effectively
C) supporting inclusiveness
D) maintaining confidentiality
E) applying knowledge of business principles

70) A human resource professional of a company exhibits the competency of business acumen when he or she
A) acquires knowledge of other cultures.
B) responds to reports of unethical conduct.
C) applies statistical knowledge to understand data.
D) uses information to support the organization's strategy.
E) uses HR technology correctly.

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

72) According to the SHRM competency model, which competency is part of the interpersonal cluster?
A) leadership
B) human resource expertise
C) business acumen
D) critical evaluation
E) global and cultural effectiveness

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73) Deirdre 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 Deirdre's competency in the area of

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

74) Molly is a human resource manager at Bretform Manufacturing. 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 Molly has strengths in the HR success competency of

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

75) Sylvie, 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 Sylvie has competencies in the area of

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

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

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

77) Tomas heads the human resource department at a software development company. There, he monitors trends of the labor markets within the industry. Studying the trends, Tomas realizes the company is likely going to need more sources of employees skilled in AI. He gathers information about the *best* AI 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 his competency in

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

78) Sanjay is the human resource manager at Platinum 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 the company's success. This scenario indicates that Sanjay has competency in the area of

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

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

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

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

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

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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

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

84) Derek, 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, Farah, another manager at the same firm, encourages her subordinates to communicate with her openly. Which statement uses basic rights to argue in favor of Farah's practice over that of Derek's?

A) It enables Farah 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.

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

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.

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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?
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

87) The right of privacy is the right of a person to
A) know the nature of the job they are being hired for.
B) have autonomy in how they carry out their work.
C) control what they reveal about their private life.
D) have a fair and impartial hearing.
E) fight against a wrongful discharge.

88) By keeping employees' personal records confidential, an employer respects their right of
A) autonomy.
B) freedom of conscience.
C) equal opportunity.
D) freedom of speech.
E) privacy.

89) Nathan, an employee at a greeting card 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, Nathan is applying his right of
A) freedom of conscience.
B) first refusal.
C) freedom of speech.
D) privacy.
E) free consent.

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90) Rosie, a manager at RPM Inc., was asked by her 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. Rosie was against this idea of polluting the river with the waste, so she refused to sign the contract. In this scenario, Rosie exercised her right of

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

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

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

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

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.

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

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

95) When Worries Behind, 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?
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 Worries Behind insurance
E) a steady decline of unhappy employees at Worries Behind due to new healthcare benefits

96) Which statement is true about the HR profession?
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.

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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?
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

98) What is one measure of an organization's performance influenced by human resource management?
A) motivation
B) profitability
C) intelligence
D) relationships
E) effort

99) An organization in which technology, organizational structure, people, and processes all come together seamlessly to give the organization a competitive advantage in the work environment is referred to as a(n)
A) self-actualized team.
B) HRM competitive machine.
C) all-around organization.
D) relationship management system.
E) high-performance work system.

100) Gwynn considers it part of her role as a human resource professional to coach those employees who are struggling as they work to transition to higher levels within the company. Which competency of HR behaviors does this represent?
A) global and cultural effectiveness
B) communication
C) consultation
D) leadership and navigation
E) relationship management

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101) List the qualities associated with human resources that help an organization gain a sustainable competitive advantage.

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

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

104) 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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105) 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.

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

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

108) Who are the typical stakeholders in an organization?

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

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110) How can HR professionals increase their career opportunities?

111) Compare and contrast job analysis and job design.

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Answer Key

Test name: Chapter 01

1) FALSE
2) TRUE
3) TRUE
4) FALSE
5) TRUE
6) TRUE
7) TRUE
8) TRUE
9) FALSE
10) FALSE
11) TRUE
12) TRUE
13) TRUE
14) TRUE
15) TRUE
16) TRUE
17) FALSE
18) TRUE
19) FALSE
20) FALSE
21) C
22) D
23) B
24) E
25) D
26) A
27) C
28) B
29) C
30) B
31) D
32) E
33) A
34) B
35) C
36) A
37) B

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38) A
39) C
40) B
41) C
42) C
43) C
44) A
45) A
46) D
47) D
48) A
49) C
50) A
51) D
52) B
53) B
54) B
55) D
56) A
57) C
58) B
59) E
60) D
61) C
62) D
63) C
64) D
65) A
66) B
67) A
68) C
69) B
70) D
71) B
72) E
73) B
74) B
75) D
76) D
77) C

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78) A
79) E
80) A
81) C
82) A
83) B
84) B
85) C
86) D
87) C
88) E
89) C
90) A
91) C
92) E
93) B
94) C
95) D
96) E
97) C
98) B
99) E
100) C
101) Essay
102) Essay
103) Essay
104) Essay
105) Essay
106) Essay
107) Essay
108) Essay
109) Essay
110) Essay
111) Essay

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Chapter 1
Managing Human Resources

This chapter provides the introductory foundation for students. Elements include HRM's role in organizational success, skills for effective HRM, and how these skills are necessary for all managers, not just HR managers. The chapter concludes with discussion of careers in HRM, ethical considerations and an outline for the rest of the chapter.

Chapter Outline

Human Resources and Company Performance

- **Human resource management (HRM)** refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.
- **Human capital** is a type of resource; it is the organization's employees, described in terms of their training, experience, judgment, intelligence, relationships, and insight.
- Necessary qualities of human resources:
  - Human resources are valuable.
  - Human resources are rare.
  - Human resources cannot be imitated.
  - Human resources have no good substitutes.

Responsibilities of Human Resource Departments

- **HR** consists of a business within the organization with three product lines:
  - Administrative services and transactions.
  - Business partner services.
  - Strategic partner.
- Some HR functions include:
  - Analyzing and designing jobs.
  - Recruiting and hiring employees.
  - Training and developing employees.
  - Managing performance.
  - Planning and administering pay and benefits.
  - Maintaining positive employee relations.
  - Establishing and administering personnel policies.
  - Managing and using human resource data.
    - **Workforce analytics.**
  - Ensuring compliance with labor laws.
  - Supporting the organization's strategy.

Skills of HRM Professionals

- **HRM** requires ten HR success competencies, including:
  - Human resource expertise.
  - Relationship management.
  - Consultation.

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- Leadership and navigation.
- Communications.
- Global mindset.
- Ethical practice.
- Diversity, equity, and inclusion.
- Analytical aptitude.
- Business acumen.

HR Responsibilities of Supervisors

- Non-HR managers, such as supervisors, typically have responsibilities related to all HR functions such as analyzing work, interviewing, training, and writing performance appraisals.

Ethics in Human Resource Management

- **Ethics** refers to fundamental principles of right and wrong.
- Make consistently ethical decisions.
- Understand and enforce employee rights.
- Ethical companies act according to four principles.

Careers in Human Resource Management

- Careers in **HRM** may involve specialized work in fields such as recruiting, training, compensation, and employee relations.

Learning Objectives

LO 1-1: Define human resource management, and explain how HRM contributes to an organization's performance.

LO 1-2: Identify the responsibilities of human resource departments.

LO 1-3: Summarize the types of competencies needed for human resource management.

LO 1-4: Explain the role of supervisors in human resource management.

LO 1-5: Discuss ethical issues in human resource management.

LO 1-6: Describe typical careers in human resource management.

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Society for Human Resource Management Body of Competency & Knowledge

This chapter contains content, which may be identified within the following content areas:

- Talent Acquisition
- Learning & Development
- Total Rewards
- Structure of HR Function
- HR Strategic Planning
- Organizational Effectiveness & Development
- Workforce Management
- Risk Management

Human Resource Certification Institute's A Guide to the HR Body of Knowledge

This chapter contains content, which may be identified within the following content areas:

- Business Management
- Talent Planning and Acquisition
- Learning and Development
- Total Rewards
- Employee and Labor Relations

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Question Guidance to Vignettes and Discussion Questions

HR Oops!

Business Execs Doubt HR's Message on Employee Experience

1. What kinds of experiences in your current or recent job (or a job you would like to have) are positive? Consider, for example, company policies, procedures you must follow, relationships with your supervisor and others, nature of the work, and the pay you earn.

   Answer: Student responses will vary but may include an easy-to-use self-service system to get information, training opportunities, constructive feedback from managers, additional types of competition other than pay, etc.

2. Why is it important to be able to measure the impact of an HR initiative?

   Answer: It is important because it will benefit both employees and the company. If HR can gather data on business performance before and after the programs are launched, it will help them determine what works and what could work better, which will ultimately help the employees and the company.

HRM Social

How HR Professionals Use Social Media

1. Of the social-media applications described here, which, if any, have you already used? On which, if any, have you observed messages from employers or co-workers?

   Answer: Expect many student answers to center around the largest and most popular social media sites/apps. This is both true for the first and second parts of question 1. Consider moving the conversation to tools such as Google Drive, Dropbox, or other sharing tools that are used for both personal and work projects.

2. Based on the descriptions here and your experiences with social media, briefly describe one way the use of social media might help you start or advance your career.

   Answer: Students will probably focus on their network and how job postings can be made and spread very easily. Instructors will want to guide the conversation to targeted strategies, where students can research a company the same way a company can research potential applicants.

HR How To

Being a Strategic Partner

1. Does the role of strategic partner appeal to you? Why or why not?

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Answer: Responses will vary, consider targeting the various roles an HR professional would play as a strategic partner.

2. Discuss which of the capabilities listed are areas of strength or interest for you.

   Answer: Students should identify capabilities that would enhance their ability to act as a strategic partner. For example, marketing skills or data analysis skills.

HR Analytics & Decision Making

1. What measures does Kimley-Horn use to measure the success of its development program?

   Answer: The success of this program is measured by the retention rate of the company's female engineers.

2. If you were a Kimley-Horn manager deciding whether continued investment in this program is worthwhile, what additional evidence would you want to have?

   Answer: Student responses will vary but may include references to the cost of this program compared to the cost of hiring female engineers who have an MBA or the effect this program has on the overall success of the company.

Best Practices

At Merck, Analytic Skills Have a Measurable Impact

1. What categories of competencies can you find described in this story?

   Answer: Core competencies include HR expertise (the HR professionals are charged with understanding the business issues that managers can benefit from investigating), relationship management, consultation (they consulted with business managers), communication, and global and cultural effectiveness (to get the global company working on the same page).

2. Suppose the HR division had brought in people analytics experts whose other competencies (i.e., outside of critical evaluation) were just average. How would that staffing approach have affected the introduction and use of the data analytics platform at Merck?

   Answer: If the experts did not have competencies in relationship management and consultation, they might not have gathered the right data or been able to use it effectively to make any positive change within the company.

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Did You Know?

HR Is Focused on Making Organizations Relatable

1. To what extent do you think employers can make their organizations relatable?

   Answer: Organizations need to identify the ever-changing needs of employees and adapt to these needs. This is a constant challenge that needs attention in order to make the organization relatable.

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End of Chapter Questions and Cases

Thinking Ethically

Whose Side Are You On?

1. Consider a situation where a new sales associate complains that a top-earning sales manager has been harassing them. Who would be affected by (a) a decision to fire the sales manager; and (b) a decision to tell the employee the manager is valuable, and the new employee should figure out how to handle the situation independently?

   Answer: Responses should indicate a consideration as to how both sides' rights may be impacted, while also considering the legal and publicity ramifications of either action.

2. What duties does the HR department receiving this complaint have to (a) the sales associate; (b) the sales manager; (c) the company that employs them?

   Answer: In today's age, instructors should anticipate this to be a hotly debated topic in the classroom. Student answers should be respectful in considering both parties and how the process should play itself out. In addition, decisions must incorporate the business decisions of maintaining profitability. Refer back to the section on reputation of the business in creating a positive culture.

Review and Discussion Questions

1. How can human resource management contribute to a company's success? *(LO 1-1)*

   Answer: Human resource management consists of an organization's "people practices" such as the policies, practices, and systems that influence employees' behavior, attitudes, and performance. HRM influences who works for the organization and how those people work. These human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contributing to basic objectives like quality, profits, and customer satisfaction.

2. Imagine that a small manufacturing company decides to invest in a materials resource planning (MRP) system. This is a computerized information system that improves efficiency by automating such work as planning needs for resources, ordering materials, and scheduling work on the shop floor. The company hopes that with the new MRP system, it can grow by quickly and efficiently processing small orders for a variety of products. Which of the human resource functions are likely to be affected by this change? How can human resource management help the organization carry out this change successfully? *(LO 1-2)*

   Answer: The sort of change described in the question above would most likely affect, to some degree, all nine of the functions of human resource management. The analysis and design of work would need to be considered in a decidedly different manner than it was

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before the newly implemented automated process, as the "job" itself would be changed under the new system. Recruitment and selection as well as training and development would require adjustment to secure those individuals with the necessary skills, knowledge, and abilities to perform at expected levels under the new system. Performance management, the process of ensuring employees' activities and outputs match the organization's goals, would need reevaluation due to the changes created by the new process. Compensation would require adjustment because of the changes caused by the automation. Employee relations and human resource planning to support the organizational strategy would require adjustment to bring harmony and balance back into the workplace as individuals are noted to fear and resist new changes.

Human resource management can help the organization successfully carry out this change by combining its knowledge of human behavior with performance management tools in order to assist the organization in constructively managing the change process.

3. What competencies are important for success in human resource management? Which of these competencies are already strengths of yours? Which would you like to develop? *(LO 1-3)*

Answer: Human resource management requires substantial human relations skills, including skill in communicating, negotiating, and promoting team development. Human resource professionals also need decision-making skills based on knowledge of the HR field as well as the organization's line of business. Leadership skills are necessary, especially for managing conflict and change. Technical skills of human resource professionals include knowledge of current techniques, applicable laws, and computer systems.

The student responses will vary as to which skills are their current strengths and which skills they would like to develop further.

4. Traditionally, human resource management practices were developed and administered by the company's human resource department. Line managers now play a major role in developing and implementing HRM practices. Why do you think non-HR managers are becoming more involved? *(LO 1-4)*

Answer: As the relationship between various HRM practices and the productivity and performance of employees has been recognized, line managers have strong reasons to become involved in the development and implementation of HRM practices. The information from line managers is critical to determine needed and appropriate policies and practices that will reinforce the strategic and operational needs of the organization. For instance, if quality needs improvement, then it is critical that incentive/compensation practices be developed to reward quality improvement rather than volume production.

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5. If you were to start a business, which aspects of human resource management would you want to entrust to specialists? Why? *(LO 1-3)*

Answer: Human resource specialists most often possess certain areas of expertise, such as recruitment, training, and labor relations. Human resource generalists usually perform the full range of HRM activities, such as recruitment, training, compensation, and employee relations. The cost difference associated with hiring a specialist or a generalist would need to be considered, as this is a newly established company. A full picture of organizational size, objectives, financial standing, as well as organizational need would need to be examined prior to selecting either a specialist or a generalist to guide the HR process.

The responses provided by the students will vary depending upon their personal viewpoints. However, each response provided should discuss rationales for why such a decision was made.

6. Why do all managers and supervisors need knowledge and skills related to human resource management? *(LO 1-4)*

Answer: Although many organizations have human resource departments, non-HR managers must be familiar with the basics of HRM and their own role regarding managing human resources. Supervisors typically have responsibilities related to all HR functions. Supervisors help analyze work, interview job candidates, participate in selection decisions, provide training, conduct performance appraisals, and recommend pay increases. On a day-by-day basis, supervisors represent the company to their employees, so they also play an important role in employee relations.

7. Federal law requires that employers not discriminate based on a person's race, sex, national origin, or age over 40. Is this also an ethical requirement? A competitive requirement? Explain. *(LO 1-5)*

Answer: Ethics refers to the fundamental principles of right and wrong. Ethical behavior is behavior that is consistent with those principles. It is imperative for organizations to adhere to current laws and regulations. This is indicative of ethical organizational behavior. The way an organization conducts its business can affect the way in which others such as customers, government agencies, and vendors perceive that organization. While operating ethically is not a competitive requirement, remember that individuals most often prefer to deal with organizations they feel they can trust. So in essence, operating in an ethical/unethical manner may greatly impact an organization's competitiveness.

8. When a restaurant employee slipped on spilled soup and fell, requiring the evening off to recover, the owner realized that workplace safety was an issue to which they had not devoted much time. A friend warned the owner that if they started creating a lot of safety rules and procedures, they would lose focus on customers and might jeopardize the future of the restaurant. The safety problem is beginning to feel like an ethical dilemma. Suggest

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some ways the restaurant owner might address this dilemma. What aspects of human resource management are involved? *(LO 1-5)*

Answer: Safety for workers as well as for customers is vital for every organization regardless of its size. Accidents can prove to be an exorbitant cost for businesses. The restaurant owner may address this dilemma by gaining knowledge on the value of safety training. By viewing implementation of safety training as an enhancement, the owner may conquer any of her fears.

In actuality, all nine areas of human resource management functions could potentially be involved in or affected by the creation of a safety-training program. Of course, the training and development function would sustain an immediate and more recognized effect.

9. A friend hears you are taking this course and mentions an interest in an HRM career. Based on this chapter's description, what advice would you give your friend? *(LO 1-6)*

Answer: Individual students will provide a wide variety of responses to this topic. Answers should represent an understanding of each content area in this chapter.

Taking Responsibility

PwC's Anti-Racism Strategy Starts at the Top

1. A major responsibility of HR departments is to support the organization's strategy. Pick one of the other HR responsibilities (such as recruiting, hiring, or training), and briefly say how it could support PwC's strategy of enabling full participation by diverse employees.

Answer: Student responses will vary, but they should be able to relate the responsibility back to encouraging diversity in measurable ways.

2. PwC's CEO aims to communicate fully the firm's progress in achieving diversity and inclusion. Suggest two measures PwC could use to track its progress.

Answer: Student responses will vary but may include measuring the number of new hires and promotions of minorities and gathering data from employees on whether they feel the company has made progress.

Managing Talent

Frito-Lay to Employees: You're "Going Places"

1. Which HR functions should come into play for addressing issues described in this case? (see Table 1.1)

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Answer: Student answers might focus on analysis and design of work, training and development, and support for strategy as Frito-Lay works on recruiting team members.

2. Do you think Frito-Lay's recent layoffs signal that the company needs to change its employee value proposition again? Why or why not?

   Answer: Some students may agree that the layoffs are the result of an economic slowdown so the company doesn't necessarily need to change the employee value proposition. Others may argue against this.

HR in Small Business

Managing the Fall and Rise of Levin Furniture

1. Based on the information given, briefly describe Irene Fostyk's impact on Levin Furniture's performance.

   Answer: Fostyk focused on a collaborative management approach which provided her with deep knowledge of the business. She not only understood the business, but she also understood the people behind the business and continued to look out for them during all of the ups and downs of the company.

2. What competencies can you identify in this description of Irene Fostyk? How do they compare with the chapter's description of the competencies needed for success in human resource management?

   Answer: Fostyk demonstrated human resource expertise, relationship management, communications, leadership and navigation, consultation, and business acumen. This represents more than half of the competencies needed for success in HR.

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Connect Activities

HRM Matters to Everyone

Learning Objective: 01-02 Identify the responsibilities of human resource departments.
Activity Summary: This case analysis involves the changing role of the HR department over time and the addition of increased responsibility and decision making.
Follow-Up Activity: Active and collaborative learning exercises are recommended for this application exercise. One example would be for small groups to diagram the different organizational structures for HR as time has progressed. In addition, students can then delegate the different HR responsibilities of each employee as the company has evolved.

Ethical Concerns in Human Resource Management

Learning Objective: 01-05 Discuss ethical issues in human resource management.
Activity Summary: This activity includes matching of real-world issues to the ethical concerns highlighted in the text.
Follow-Up Activity: Activities for this application exercise could include any number of topics. Use the multiple-choice questions as a pre- and post-assessment so that students understand each of the ethical dilemmas outlined in the text. After the pre-assessment is complete, have individuals or groups document previous examples in their own careers when an ethical concern arose. Students could then categorize those examples as one of the main ethical concern areas as outlined in the activity.

HRM Skills and Practices

Learning Objectives: 01-02 Identify the responsibilities of human resource departments.
01-03 Summarize the types of competencies needed for human resource management.
Activity Summary: Today is it not enough for an HR professional to know only how to perform tasks specific to human resources management. HR professionals must be proficient in the nine categories of HR success competencies clustered into four areas: technical, interpersonal, business, and leadership.
Follow-Up Activity: This matching exercise plays a more foundational role in a student's ability to understand the role of HR in the current landscape. Ask students to complete this worksheet when class begins and then have them retake it at the end of the class meeting (the same could be done in an online environment). Use the results to guide your teaching to the needs/weaknesses of your students on a real-time basis, which will increase the chances of retention.

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In the News: The Business Case for Sustainability

Learning Objectives: 01-01 Define human resource management, and explain how HRM contributes to an organization's performance.
01-02 Identify the responsibilities of human resource departments.
Activity Summary: This activity asks students to come up with sustainable practices for the newspaper industry.
Follow-Up Activity: After reading about the concept of sustainability in this case, have students think about another sustainability issue, such as plastic waste or pollution, and offer suggestions for how companies may deal with that particular environmental issue.

CHRO Conversations: Tracy Keogh, HP, Inc.

Learning Objectives: 01-02 Identify the responsibilities of human resource departments.
01-03 Summarize the types of competencies needed for human resource management.
01-06 Describe typical careers in human resource management.
Activity Summary: The video case and multiple-choice questions that follow will push students to apply previously learned information to corporate-level strategy.
Follow-Up Activity: Students should understand the role that HR takes in managing an environment that has the necessary tools and structure to lead an organization to a highly competitive market position. Active learning strategies could include having students research their own employers or find "best HR practices" and then apply course content to these scenarios.

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Classroom Exercises

Students may benefit from exercises that illustrate the concepts of the chapter. Use these along with CONNECT activities.

1. Understanding of HRM and the Textbook

   Instructors may engage students in a general discussion meant to support the understanding of HRM. Instructors may have students review Figures 1.1 and 1.2, and then discuss Review and Discussion question #1. Instructors may then direct students to Table 1.3 to see the outline of the book and answer any questions they may have concerning the content.

2. The Role of HRM

   Students may be asked to discuss and identify HRM's role within organizations. Review and Discussion questions #5 may be used to begin the discussion. Then instructors may ask students to respond to the question in the *Did You Know?* vignette. While responding to the question, the instructor may ask students to reflect on their responses to the Review and Discussion question and ask whether their initial responses have now changed.

3. Competencies for Careers

   Instructors may facilitate a discussion for students to discuss the competencies necessary for strong managers. Review and Discussion questions #3 and #4 may be asked to begin the discussion. Then, Review and Discussion question #6 may be asked as a follow-up, with students then reflecting on their responses to questions #3 and #4.

4. HRM Career Considerations

   Instructors may wish to have students identify components in Chapter 1 within both the *Society for Human Resource Management Body of Competency & Knowledge* and the *Human Resource Certification Institute's A Guide to the HR Body of Knowledge*. Discussion could be focused on how these chapter concepts are important to the development of their careers and potential certification.

5. Vignette Discussions

   Any of the vignettes (see above) may be employed for classroom discussion. Students could be asked to respond as individuals or placed into groups for discussion. Individuals and/or groups may then be asked to defend their responses and rationale when comparing and contrasting other responses.

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