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Correct answers located at the end of the chapter.

1) Companies have historically looked at human relations management (HRM) as a means to contribute to profitability and quality.
   - ◎ true
   - ◎ false

2) The three product lines of human resources (HR) as a business are administrative services and transactions, business partner services, and strategic partner roles.
   - ◎ true
   - ◎ false

3) The amount of time that the human relations management (HRM) function devotes to administrative tasks is decreasing, and its role as a strategic business partner is increasing.
   - ◎ true
   - ◎ false

4) Senior Living Company has contracted with Truck to Go to handle all of its employee relocation services to enable its company's HR department to focus on other critical activities. This is an example of outsourcing.
   - ◎ true
   - ◎ false

5) When a firm shifts to evidence-based human relations management (HRM), it should stop using workforce analytics.
   - ◎ true
   - ◎ false

6) Intangible assets are less valuable than financial and physical assets, but they are difficult to duplicate or imitate.
   - ◎ true
   - ◎ false

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7) You have been hired as a consultant by senior management at a senior care services company that is experiencing issues with low employee satisfaction and high turnover. In your meeting with management, you recommend to them that in exchange for working longer hours without job security, employees want companies to provide flexible work schedules and comfortable working conditions. This is a valid recommendation that you made to management.
   - ◎ true
   - ◎ false

8) Central Services Incorporated is faced with a decision to hire part-time employees or more full-time employees. Management has heard that part-time employees make the job easier to fill but take longer to train. On the other hand, it is easier to terminate full-time employees.
   - ◎ true
   - ◎ false

9) You have been hired by senior management at a major electric vehicle manufacturer to help them design and implement a balanced scorecard to evaluate the company's business performance. In your meeting with management, you recommend to them that to be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments. This is a valid recommendation that you made to management.
   - ◎ true
   - ◎ false

10) Equinox Manufacturing Corporation has decided to adopt total quality management (TQM) to enhance the global competitiveness of the company. In doing so, training in quality was only offered to the production employees who worked on the production line. Based on TQM, this was an effective approach to implementing a quality program.
   - ◎ true
   - ◎ false

11) Big data used in evidence-based HR gathers information from many different sources.
   - ◎ true
   - ◎ false

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12) Workers with disabilities can be a source of competitive advantage.
- ◎ true
- ◎ false

13) When it comes to problem-solving, cultural diversity can provide companies with a competitive advantage.
- ◎ true
- ◎ false

14) Lean is a new way to envision the work. Projects using lean methodology emphasize only new skills to improve and do not encourage the use of old skills in new ways.
- ◎ true
- ◎ false

15) Management at the Pinnacle Corporation sought to develop a work system that aligned the company's strategies, structures, and processes with the people and culture in the company. This is an example of a high-performance work system.
- ◎ true
- ◎ false

16) As part of updating the HR resources available to employees and managers, Alban Company creates an intranet of useful materials that include performance evaluation metrics. This is an example of an HR dashboard.
- ◎ true
- ◎ false

17) In the case "Peanut Butter and Jelly at the Core of JM Smucker Business and Return to Work Policy," Smuckers uses a unique approach for dealing with return-to-work policies in which employees are required to work at the office 50 percent of the time each month.
- ◎ true
- ◎ false

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18) According to the "Evidence-Based HR" case study on IBM, the company attributes its success in upskilling and reskilling employees to the use of digital badges.
- ◎ true
- ◎ false

19) Based on the case "Mental Health Is Worth the Costs," the vast majority of companies in the United States do not have any formal initiatives to help employees with mental health concerns.
- ◎ true
- ◎ false

20) In the case "HR Practices Benefit Both Low-Wage Workers and Their Employers," employers who pay higher than the minimum wage for low-level jobs find it to be sufficient for addressing labor shortages and high employee turnover.
- ◎ true
- ◎ false

21) According to the case "Garment Makers and Artificial Intelligence Developers Share a Common Practice," OpenAI outsourced work to people in Kenya to build filters for inappropriate content to train the ChatGPT AI system because they were well educated and yet could also be paid a lower wage.
- ◎ true
- ◎ false

22) Martina Zgonzalez, an HR specialist, is responsible for recordkeeping, workforce analytics, social media, intranet, and Internet access. This corresponds with the _____ function of human resources.
- A) legal compliance
- B) employee data and information systems
- C) business strategy support
- D) performance management
- E) analysis and design of work

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23) The HR department is *most* likely to collaborate with other company functions on
A) legal compliance.
B) outplacement.
C) recordkeeping.
D) performance management.
E) unemployment compensation.

24) The HR Department at the Empire Corporation spends a lot of time and resources on collecting, analyzing, and evaluating data to demonstrate that HR practices have a positive influence on the company's bottom line or key stakeholders. This is an example of
A) shared services.
B) performance management.
C) workforce management.
D) workforce analytics.
E) evidence-based HR.

25) _____ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.
A) Total quality management
B) Financial management
C) Human resource management
D) Production and operations management
E) Competency management

26) The training and development function of an HR department includes
A) job analysis.
B) orientation.
C) performance measures.
D) attitude surveys.
E) policy creation.

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27) Alexa Patel was hired recently as a consultant by an insurance company to facilitate the administration of coaching and systematic feedback for all employees in its marketing division. This is part of the _____ function of HR.

A) recruitment and selection
B) compensation and benefits
C) employee relations
D) personnel policies
E) performance management

28) Vanessa Jones, a chemical engineer at an industrial products manufacturer, is unsure of which health insurance plan will meet her long-term needs. To address her concern, she should make an appointment to see an HR specialist who works with

A) training and development.
B) employee relations.
C) compensation benefits.
D) employee data and information systems.
E) legal compliance.

29) Often someone new to HR will be assigned to _____ in the HR department to manage employee data and information systems functions.

A) job analysis and description
B) recordkeeping and workforce analytics
C) attitude surveys and labor law compliance
D) orientation and skills training
E) talent and change management

30) Which of the following is true about the product line administrative services and transactions?

A) It deals with implementation of business plans and talent management.
B) It emphasizes knowing the business and exercising influence.
C) It emphasizes the knowledge of HR and of the business and competition.
D) It contributes to the business strategy based on considerations of business capabilities.
E) It deals with functions such as compensation, hiring, and staffing.

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31) When Simone responded to Nathan's email about how to find information on benefits and compensation, Simone was providing
A) performance management.
B) self-service.
C) employee engagement.
D) talent management.
E) shared service.

32) HR Resources, Incorporated, manages employee benefits and staffing services for small and medium-sized companies that have limited HR staff to handle these activities. Contracting with HR Resources is known as
A) e-commerce.
B) reshoring.
C) downsizing.
D) benchmarking.
E) outsourcing.

33) Traditionally, the human relations management (HRM) department was primarily a(n)
A) proactive agency.
B) finance expert.
C) employer advocate.
D) administrative expert.
E) payroll expert.

34) You have been hired as a consultant by the vice president of HR at the Victory Corporation to advise them on how to integrate workforce analytics into their strategy to be a strategic business partner to senior management at the company. When you meet with the VP of HR, which of the following would be an accurate statement to make about workforce analytics?
A) It relies on qualitative measures to evaluate employer performance.
B) It collects and analyzes information only from external databases.
C) It does not aid in evidence-based human resource decisions.
D) It does not include information from HR databases and financial reports.
E) It can show that HR practices influence an organization's profits.

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35) The HR Department at the BlueSky Corporation, a health care organization, focuses a lot of its time and resources on keeping up to date on changes in employment laws and regulations and new best practices in the field. This is an example of which HR competency?
A) relationship management
B) HR technical expertise
C) organizational navigation
D) ethical practice
E) consultation

36) The HR Department at the AmTech Corporation focuses a significant amount of its time and resources on sending out communications to the organization about changes in HR policies as well as new HR initiatives in areas such as diversity, equity, inclusion, and employee engagement. This is an example of which HR competency?
A) relationship management
B) HR technical expertise
C) organizational navigation
D) ethical practice
E) business acumen

37) When an HR professional is evaluated on how well she embraces inclusion and how effectively she works with diverse populations, she is being evaluated on her competency in
A) organizational navigation.
B) HR technical expertise and practice.
C) global and cultural effectiveness.
D) business acumen.
E) critical evaluation.

38) Linda Chu, an applicant for the HR rotational program at the CMX Corporation, has extensive previous work experience using business and HR analytics to drive improvements in organizational performance and results. Linda appears to possess a high level of which HR competency?
A) relationship management
B) organizational navigation
C) business acumen
D) business communication
E) ethical practice

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39) Which competency is an HR professional said to have if he is able to act personally and professionally with integrity and accountability?
A) critical evaluation
B) consultation
C) business acumen
D) communication
E) ethical practice

40) COMPX, a major computer hardware manufacturer, has been working to update its strategic plan so that it reflects an emphasis on achieving superior results in terms of the "triple bottom line" of economic, social, and environmental benefits. In doing so, the COMPX business is seen as
A) futuristic.
B) corporate.
C) sustainable.
D) communal.
E) profit.

41) A company competing through sustainability is likely to
A) place increased value on tangible assets.
B) avoid social and environmental responsibilities.
C) emphasize productivity more than quality.
D) adapt badly to changes in the labor force.
E) provide high-quality products and services.

42) When a corporate organization competes through globalization, as opposed to technology, it is likely to put *most* of its efforts into
A) social responsibility.
B) environmental issues.
C) expansion into foreign markets.
D) development of HR dashboards.
E) integration of technology and social systems.

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43) Senior management at the TXM Corporation, a computer software developer, met for its quarterly cabinet meeting. In reviewing the company's performance, management concluded that the company failed to meet its objectives for sustainability. Which of the following is the *most* likely underlying cause of the company's failure?

A) The company is able to meet the business needs at the cost of environmental responsibilities.
B) The company is pursuing economic goals despite social and ethical concerns.
C) The company has developed socially responsible strategies at the cost of profits.
D) The company is willing to sacrifice the business and other needs to support the needs of its competitors.
E) The company is unable to meet its business needs without sacrificing the ability of future generations to meet theirs.

44) Over the next decade, which of the following people will have the *most* difficulty attracting talented employees due to a skills deficit?

A) Wanda, the owner of several restaurants
B) Roberto, the HR manager for a biotech research firm
C) Sarita, the director of a mobile advertising company
D) Francesca, the HR director for a foodservice company
E) Ethan, the owner of a large cattle farm

45) New employees at the Optimus Corporation, a medical equipment manufacturer, are assigned mentors who guide them through on-the-job training as well as provide an orientation to the culture of the company. This is known as _____ capital.

A) social
B) customer
C) human
D) intellectual
E) financial

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46) The Star Corporation, a biotech company that engages in a lot of R&D, conducts research to identify improvements in product or service quality, trains workers on associated best practices, and then conducts ongoing meetings to pinpoint specific takeaways for future improvements in their work processes. This company is an example of a(n)

A) shared services model.
B) learning organization.
C) evidence-based organization.
D) performance management model.
E) self-service model.

47) Distribution channels are an example of _____ capital.

A) social
B) customer
C) human
D) intellectual
E) financial

48) Cesar Lopez, a brilliant scientist in the field of epidemiology at the VOX Corporation, was aggressively recruited by a key competitor due to his success in getting several breakthrough patents at the company. This is an example of a strategy that is focused on _____ capital.

A) social
B) customer
C) human
D) intellectual
E) financial

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49) Otto, the CEO of a company, appraises his managers based on how well they empower their employees. Which of the following managers is Otto likely to rate the highest in this regard?

A) Claire, who gives clear instructions to her subordinates and expects them to follow the orders exactly as given
B) Shannon, who asks her subordinates to always check with her before making any decisions
C) Yao, who prefers that members of his team always report to him what they do throughout the day
D) Meri, who assigns responsibility to her subordinates and intervenes only when there is a need
E) Jordan, who assigns complete authority to his subordinates and does not offer any guidance

50) The Concord Corporation, a food and beverage conglomerate, is facing severe staffing shortages for many positions in the company. HR leaders at the company are desperately trying to formulate a recruiting strategy to effectively attract high-quality job applicants. According to emerging changes in the employment relationship, which of the following benefits should the company *not* emphasize as something it can offer to employees?

A) flexible work schedules
B) comfortable working conditions
C) more autonomy
D) employability
E) job security

51) O'Donnell & Company employs the practice of team building and thinking outside the box. They are likely to have _____ compared to a company with low engagement.

A) lower retention
B) lower empowerment
C) poorer customer service
D) lower productivity
E) lower turnover

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52) Senior management at the Wellington Corporation have hired you as a consultant. When you meet with them, they state that they need you to help them develop an HR strategy that is a systematic, planned strategic effort, which will enhance the company's ability to attract, retain, develop, and motivate highly skilled employees and managers. Based on this, which HR system would you recommend to management?

A) performance appraisal
B) workforce analytics
C) talent management
D) training and development
E) employee engagement

53) Which of the following is true of a balanced scorecard?

A) It indicates the value of a company based on its competitive demands.
B) It depicts a company from the perspective of internal and external customers.
C) It measures a company's performance based on the business strategy adopted by it.
D) It should not be used to link HRM activities and a company's business strategy.
E) It guides companies to increase the time spent on new product and service development.

54) HR leaders at the USP Corporation have launched a new initiative to maximize the alignment between HR activities and the business strategy of the company. Based on this situation, the company should use

A) a balanced scorecard.
B) social responsibility.
C) evidence-based HR.
D) performance management.
E) sustainability.

55) Which of the following is an important change that is projected in the demographics and diversity of the workforce?

A) The average age of the workforce will increase.
B) The workforce will become less diverse in terms of gender, race, and generations.
C) Immigration will not affect the size and diversity of the workforce.
D) The proportion of workers age 55 and older will decrease from 23 to 18 percent by 2026.
E) The labor force participation of those 55 years and older will continue to decrease.

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56) The _____ imposes criminal penalties for corporate governing and accounting lapses.
A) Fair Labor Standards Act
B) Sarbanes–Oxley Act
C) Equal Employment Opportunity Commission
D) Dodd–Frank Act
E) Whistleblower Protection Act

57) When considering a balanced scorecard that depicts a company from a(n) _____ perspective, the critical HR indicators are employee satisfaction with HR department services and employee perceptions of the company as an employer.
A) learning
B) internal
C) financial
D) customer
E) innovation

58) Doscent Power provided funds to clean up the production wastes it had pumped into the ground. This shows that the company was recognizing the importance of
A) a balanced scorecard approach.
B) performance management.
C) total quality management.
D) social responsibility.
E) cultural responsibility.

59) Senior management at the RBZ Corporation, a manufacturer of advanced medical systems, has concluded that it is badly lagging its global competition in terms of efficiency, defect rates, costs, and the like. The company needs a comprehensive overhaul to what it does and how it does it in order to become a world-class competitor again. Based on this situation, the company should implement
A) the Six Sigma Process.
B) total quality management.
C) quality control.
D) a process decision program.
E) activity network management.

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60) CARZ, a global automobile manufacturer, is competing for the Malcolm Baldrige National Quality Award. Part of the evaluation of the company involves assessing the degree to which senior executives create and sustain vision, values, and mission. This reflects a focus on which category of the Malcolm Baldrige National Quality Award?

A) strategic planning
B) workforce focus
C) customer and market focus
D) operation focus
E) leadership

61) Which of the following is the objective of the Six Sigma process?

A) It focuses on the end product of employee satisfaction.
B) It terminates once the processes have been brought within the Six Sigma standards.
C) It strives to attain quality through supervision of daily work, not through training.
D) It discourages employees from lean thinking.
E) It aims to create a total business focus on serving the customer.

62) Senior management at ELZ Corporation, an athletic shoe manufacturer, has hired you as a consultant to help them develop a strategy to enhance the ability to be efficient and to minimize costs in a brutally competitive and price-sensitive industry. When meeting with management, the CEO asks you about the possibility of pursuing a lean-thinking strategy and what it attempts to do. Your response should be that when a company participates in lean thinking, it evaluates current practices to

A) do minimal work with highest attention and care for details.
B) deliver the best customer service while compromising on volume and quantity.
C) create quality products and services using maximum resources.
D) do more with less effort, time, space, and equipment.
E) discourage training and quality programs.

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63) Which of the following people would be categorized as part of the external labor market with regard to Jos Air Filtration?
A) Desiree, who works for Jos Air Filtration as a full-time employee
B) Tanisha, who works for Jos Air Filtration and is looking for a new job
C) Wang, who is an employee at a direct competitor of Jos Air Filtration and is not looking for a new job
D) Carlos, who is unemployed and not looking for employment
E) Kelban, who works for GoodAir Incorporated and is seeking employment elsewhere

64) Which of the following statements is true about the composition of the U.S. labor force in the next decade?
A) Immigration will cease to affect the size and diversity of the workforce.
B) The largest proportion of the labor force is expected to be in the age group of 16–24 years.
C) The percentage of highly skilled immigrants will continue to remain lower than the percentage of low-skilled immigrants.
D) The median age of the labor force will increase to the highest number ever.
E) The high cost of health insurance and a decrease in health benefits will cause many employees to quit working.

65) Which of the following statements is true about Generation X?
A) It includes people who were born between 1925 and 1945.
B) Its members grew up much before the personal computer was invented.
C) Its members value skepticism and informality.
D) It is called the "me" generation.
E) Its members prefer close supervision and have a lot of patience.

66) Today's workforce is changing. Which of the following is true at companies dealing with older employees?
A) Older employees do not want to learn new skills.
B) There are no additional increases in benefit or healthcare costs.
C) Worker performance will decrease.
D) Some employees will choose a working retirement.
E) There is no problem with age discrimination.

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67) Which of the following is a characteristic of Millennials?
A) They are not comfortable with using computers and the Internet.
B) They are pessimistic and cynical.
C) They have low levels of self-esteem.
D) They are eager to learn, work, and please.
E) They are not narcissistic.

68) Which of the following is true of how different generations view each other?
A) Millennials may think Generation X managers are good delegators.
B) Generation X managers may think that Millennials lack self-confidence.
C) Millennials might believe that Baby Boomers do not comply with company rules.
D) Traditionalists may believe that Millennials don't have a strong work ethic.
E) Baby Boomers may consider Millennials to be technologically illiterate.

69) From a staffing perspective, HR practices for supporting workforce diversity include
A) ensuring that tests used to select employees are not biased against minority ethnic groups.
B) generating a large pool of qualified applicants.
C) developing generic recruiting strategies that are used for all job applicants.
D) being creative in finding job applicants in nontraditional sources.
E) offering job applicants starting salaries that are above the industry average.

70) From a work-design perspective, HR practices for supporting workforce diversity include
A) designing jobs that are specialized and routine.
B) paying employees the industry average for performing their jobs.
C) providing online training options for learning job skills.
D) providing employees with flexible work schedules so they can address nonwork needs.
E) recruiting employees who are from a single racial/ethnic group.

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71) From a training perspective, HR practices for supporting workforce diversity include
A) ensuring that training enables workers to learn about the damaging effects of stereotyping.
B) paying workers above the industry average for performing their jobs.
C) evaluating the performance of employees based on multiple objective criteria.
D) recruiting workers with a high ability to learn.
E) selecting employees based on personality tests.

72) _____ refers to the systematic planned strategic effort by a company to use bundles of human relations management (HRM) practices to attract, retain, develop, and motivate highly skilled employees and managers.
A) Compensation
B) Talent management
C) The balanced scorecard
D) Social responsibility
E) Total quality management

73) VUCA is
A) volatility, uncertainty, complexity, and ambiguity.
B) value, certainty, complexity, and analysis.
C) variances, uncertainty, simplicity, and ambiguity.
D) volatility, certainty, complexity, and ambiguity.
E) a creativity argument.

74) Which of the following is a prediction about legal issues regarding employment in the United States?
A) The emphasis on eliminating discrimination is likely to end.
B) The focus will turn away from preemployment tests.
C) There will be less focus on criminal background screening.
D) There are likely to be fewer challenges to race discrimination.
E) There will be less emphasis on discrimination against veterans.

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75) With technology constantly changing and employers attempting to keep talented employees away from their competition, which legal issue may be on the rise in the United States?
A) Workplace safety will receive less attention.
B) HR professionals will work independently without legal counsel.
C) There will be no penalty for not providing health care coverage.
D) Reporting and inspection requirements will decrease.
E) Security of intellectual property will receive more attention.

76) Which of the following is one of the four characteristics of an ethical, successful company?
A) The company gets the best deals, even to the detriment of its vendors.
B) It has a vision that employees may relate to but cannot use in their day-to-day work.
C) The company emphasizes mutual benefits in its relationship with customers, clients, and vendors.
D) It works on the belief that one's own interest comes before the interest of others.
E) It allows flexibility of ethical norms when the financial stakes involved are very high.

77) Which of the following acts sets strict rules for businesses, especially for accounting practices that require more open and consistent disclosure of financial data and CEOs' assurance that the data is completely accurate?
A) Gramm–Leach–Bliley Act
B) Glass–Steagall Act
C) Sarbanes–Oxley Act
D) Dodd–Frank Act
E) McCarran–Ferguson Act

78) Which of the following statements is true about the Sarbanes–Oxley Act of 2002?
A) In case of noncompliance, it limits charges to heavy fines; it does not include prison terms for executives.
B) Organizations spend millions of dollars each year to comply with regulations under the Sarbanes–Oxley Act.
C) It imposes no criminal penalty for corporate governing and accounting lapses.
D) Retaliation against whistle-blowers is not included as a violation under the law.
E) It was passed in response to illegal and unethical behavior by employees toward the management.

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79) Which of the following is a core value of TQM?
A) Methods are designed to meet the needs of external customers, not internal customers.
B) A few, select employees in an organization are given training in quality.
C) Processes are designed such that errors are detected and corrected immediately after they occur.
D) The company promotes cooperation with vendors and customers to hold down costs.
E) Managers measure progress with feedback based on qualitative observations.

80) Sampson Lighting was struggling to make a quality product and meet its payroll. The costs for labor were too high. They visited several countries and then decided to move the production side of the business. This is called
A) insourcing.
B) offshoring.
C) reshoring.
D) onshoring.
E) homesourcing.

81) Many companies today are having to redo their personnel policies to address the issue of social networking. This is due to a fear of
A) suppressed knowledge sharing.
B) creation of online expert communities.
C) loss of expert knowledge.
D) no sharing of best practices.
E) lower productivity.

82) _____ tools can help prevent the loss of expert knowledge that occurs due to retirement.
A) Automation
B) Workplace analytics
C) Social networking
D) High-performance work system
E) Work design

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83) Bricklaying contractors are unable to find enough bricklayers. A semi-automated mason (SAM) can help perform some, but not all, of the human mason's tasks. This is an example of

A) AI streamlining complex tasks.
B) technology enhancing a person's job.
C) robots eliminating someone's job.
D) automation that works in collaboration with humans.
E) robots providing skills that are hard to find.

84) _____ maximize(s) the fit between the company's social system (employees) and its technical system.

A) Virtual teams
B) Performance management
C) Work design
D) Employee training
E) High-performance work systems

85) Which of the following is true of virtual teams?

A) They are typically situated in the same location.
B) They usually work in the same time zone.
C) They can work well without relying on technology.
D) They do not include partnership with competitors.
E) They combine top talent to solve tough challenges.

86) How does employees' use of mobile devices offer an advantage to companies?

A) Companies do not need to lease storage space in the cloud.
B) Employees have access to work information at any time or location.
C) Companies can decrease spending on desktop computers and software.
D) The devices facilitate automation of key HR and business practices.
E) It minimizes social networking by employees during business hours.

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87) In high-performance work systems,
A) previously established boundaries between employees and customers remain intact.
B) managers and employees work together, while vendors and suppliers work independently.
C) line employees are trained to specialize in individual tasks.
D) employees do not communicate directly with suppliers and customers.
E) line employees interact frequently with quality experts and engineers.

88) An HR dashboard is a series of indicators that
A) only HR managers have access to.
B) requires communication via an extranet.
C) allows the public to understand the HR policies of a company.
D) enables workforce analytics and evidence-based HR.
E) helps managers hire new employees based on secondary data.

89) Which of the following human relations management (HRM) practices involves helping employees understand how their jobs contribute to the finished product?
A) work design
B) performance management
C) training
D) staffing
E) compensation

90) Which of the following HRM practices involves peer interviews?
A) work design
B) staffing
C) training
D) performance management
E) compensation

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91) Which of the following HRM practices involves rewarding employees based on their team's performance?
A) work design
B) performance management
C) training
D) staffing
E) compensation

92) Which of the following major dimensions of HRM practices involves training employees to have the skills needed to perform their jobs?
A) vision and mission of human resources
B) managing the human resource environment
C) acquiring and preparing human resources
D) compensating human resources
E) assessment and development of human resources

93) Which of the following dimensions of HRM practices involves ensuring that HRM practices comply with federal, state, and local laws?
A) vision and mission of human resources
B) managing the human resource environment
C) acquiring and preparing human resources
D) compensating human resources
E) assessment and development of human resources

94) Pay structure and benefits are a part of the _____ function of HR.
A) recruiting
B) training
C) development
D) compensation
E) assessment

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95) Which of the following activities is part of the assessment and development of the human resources dimension of HRM practices?
A) training employees to have the skills needed to perform their jobs
B) identifying human resource requirements
C) ensuring that HRM practices comply with federal, state, and local laws
D) creating an employment relationship and a work environment that benefit the company
E) creating pay systems as well as providing employees with benefits

96) In the case "Charlie My Helper," which of the following is true about the virtual agent Charlie at Home Serve USA Corporation?
A) Charlie is used to support human agents by answering questions from customers.
B) Charlie is used to replace human agents in talking to customers.
C) Charlie is used to analyze inventory and to place orders when it is low.
D) Charlie is used to monitor then company's stores for theft of merchandise.
E) Charlie is used to check out customers when they want to pay for their purchases.

97) According to the case "Peanut Butter and Jelly at the Core of JM Smucker Business and Return to Work Policy," which of the following is true?
A) The company has mandated that employees work at the office full time.
B) The company is allowing workers to work virtually on a full-time basis.
C) The company is requiring workers to work at the office 50 percent of the time.
D) The company only requires employees to work at the office for 22 core weeks per year.
E) The company uses compressed work schedules where workers work at the office three days a week.

98) Based on the case "Evidence-Based HR" on IBM, the outcomes associated with employees earning badges include
A) higher levels of employee engagement.
B) higher levels of innovation.
C) lower levels of stress.
D) lower levels of retention.
E) higher levels of cultural intelligence.

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99) In the case "HR Practices Benefit Both Low-Wage Workers and Their Employers," which of the following is true?

A) Most companies value the importance of low-wage workers.
B) Low-wage workers make up about 40 percent of the workforce in the United States.
C) A low-wage worker can be viewed as two-thirds or less of the median wage for workers in their prime.
D) Workers who receive the federal minimum wage would not be considered to be low-wage earners.
E) Paying higher than the minimum wage has enabled employers to reduce employee retention issues.

100) Based on the case, "Garment Makers and Artificial Intelligence Developers Share a Common Space," which of the following is true?

A) Garment workers in Bangladesh make $208/ month.
B) Bangladesh officials are pushing Western companies with production facilities in the country to raise wages.
C) ChatGPT has been used to replace workers in the garment industry.
D) Brands are often reluctant to agree to wage reforms that could lead to higher prices for their products.
E) ChatGPT is too costly to implement in most other countries.

101) What are the two challenges that HR managers face? Discuss how the shared service model and the self-service model help them overcome the two challenges.

102) Discuss the competencies, according to the Society for Human Resource Management, that HR professionals require to be successful.

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103) What is meant by *empowering*, and what type of training must be conducted to make it effective?

104) Discuss the balanced scorecard approach of measuring stakeholder performance.

105) What is the purpose of the Malcolm Baldrige Award? Describe the application and evaluation process, and list the seven characteristics that companies are scored for in the examination.

106) Discuss how managing cultural diversity can provide a competitive advantage to a firm.

107) Discuss what companies should do to compete in the global marketplace.

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108) What is a human resource information system (HRIS)? Explain the benefits of using an HRIS.

109) What is an HR dashboard? Explain a few ways in which it supports managers and employees.

110) Outline the four dimensions of human resource management practices.

111) Discuss how employers are helping employees to address mental health issues.

112) Discuss various ways in which AI is supporting or completing HR tasks and activities.

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Answer Key

Test name: Chapter 01

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

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

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

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