Mastering Human Resource Management v2 1st edition Crews Test Bank

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Chapter 1: Human Resource Management: Challenges, Emerging Issues, and Roles

MULTIPLE CHOICE

1. Which statement is not a characteristic of an organization*?*
a. exists to accomplish a mission
b. only applies to for-profit companies
c. is a collection of people working together to achieve a common goal
d. collect and combine various types of capital, including human capital
e. a group of people working in one place who have different goals

ANS: B DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

2. _____ capital is generally defined as the knowledge, skills, competencies, and attributes embodied in individuals that create personal, social, and economic well-being.
a. Human
b. Investment
c. Building
d. Supply
e. Organizational

ANS: A DIF: Easy
REF: AACSB, knowledge, skills, and abilities

3. All but one of the following falls under the responsibilities of HR:
a. develop a workforce that can accomplish organizational goals and objectives
b. oversee employee payroll and benefits
c. find ways to improve productivity, attitudes, and employee morale
d. oversee fundraising
e. government compliance

ANS: D DIF: Moderate
REF: AACSB, critical thinking

4. A growing _____ gap has created a mismatch between the demand and supply of a labor pool that possesses the proper training in critical jobs.
a. skills
b. generation
c. gender
d. payroll
e. financial

ANS: A DIF: Hard
REF: AACSB, societal impact

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5. _____ culture includes the beliefs, values, attitudes, and what type of behavior is acceptable and expected within a company.
a. Government
b. Social
c. Emotional
d. Neighborhood
e. Organizational

ANS: E DIF: Moderate
REF: AACSB, cultural norms across regions and countries

6. Human resource management has evolved through three eras: Scientific Management, Unionization, and the:
a. Gender Equality Movement
b. Socialization Movement
c. Boomer Retraining Movement
d. Human Relations Movement
e. Elder Acceptance Movement

ANS: D DIF: Easy
REF: AACSB, societal impact

7. Frederick Taylor is known as the father of scientific management, which revolved around three concepts: work rules, work methods, and:
a. standardized times
b. work productivity
c. work standards
d. work limits
e. standardized environments

ANS: A DIF: Hard
REF: AACSB, knowledge, skills, and abilities

8. In the third phase of the Hawthorne Studies, it was determined that productivity increased as a result of the:
a. physical work environment
b. decrease in room temperature
c. increase in room temperature
d. mid-day nap
e. human element of productivity

ANS: E DIF: Moderate
REF: AACSB, critical thinking

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9. _____ trends indicate that the future U.S. workforce will be multigenerational, older on average, and more racially and ethnically diverse.
a. Demonstrative
b. Democratic
c. Dominant
d. Demographic
e. Organizational

ANS: D DIF: Moderate
REF: AACSB, societal impact

10. More than one in three American workers are in a generation known as:
a. Gen Z
b. Gen X
c. millennials
d. old
e. boomers

ANS: C DIF: Moderate
REF: AACSB, societal impact

11. The percentage of women in the workforce has increased, but they still are underrepresented in _____ roles.
a. secretarial
b. manufacturing
c. leadership
d. medical
e. training

ANS: C DIF: Moderate
REF: AACSB, ethical understanding, and reasoning

12. An HRIS (human resource information system) is used for all but one of the following:
a. tracking paid time off
b. tracking an employee's attendance
c. tracking an employee's compensation
d. tracking an employee's dating history
e. tracking an employee's sick days

ANS: D DIF: Easy
REF: AACSB, current and emerging technology

13. Two of the reasons for an expansion in global business are the United States-Canada-Mexico Agreement (USMCA) and the:
a. Antarctica Trade Association

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b. Union of Asian Countries
c. Eastern European Countries Union
d. South American Union
e. European Union

ANS: E DIF: Moderate
REF: AACSB, cultural norms across regions and countries

14. Advances in technology and a more educated workforce have led to something often referred to as the:
a. technological economy
b. knowledge economy
c. intelligence economy
d. global economy
e. scientific economy

ANS: B DIF: Moderate
REF: AACSB, current and emerging technology

15. KSAOs refer to knowledge, skills, abilities, and other characteristics. Knowledge is sometimes referred to as head knowledge or:
a. book learning
b. theoretical learning
c. practical application
d. skill development
e. transfer of training

ANS: A DIF: Moderate
REF: AACSB, critical thinking

16. Today, there is a shortage of industrial maintenance technicians for advanced manufacturing parts. This is due, in part, to:
a. a lack of interest in this field
b. a lack of knowledge of mechanical functions
c. a lack of knowledge in computer technology
d. an increase in outsourcing these positions
e. early retirements

ANS: C DIF: Hard
REF: AACSB, societal impact

17. SHRM's Effective Workplace Index consists of all but one of the following components:
a. trust and belonging
b. employee demotions
c. satisfaction with wages

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d. benefits and opportunities to advance
e. retention

ANS: B DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

18. _____ is an approach to business that creates long-term shareholder value by managing risks and embracing opportunities from economic, social, and environmental developments.
a. Sustainability
b. Predictability
c. Reliability
d. Social awareness
e. Practicality

ANS: A DIF: Easy
REF: AACSB, societal impact

19. The book *Cannibals with Forks: The Triple Bottom Line of 21st Century Business* by Elkington refers to the triple bottom line as the three P's: Profits, People, and:
a. Perpetuity
b. Presentation
c. Percentage
d. Planet
e. Population

ANS: D DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

20. Today, organizations are not being assessed only on how financially successful they are or the quality of their products. They are being increasingly judged on
a. how much debt they have.
b. their relationships with employees, customers, and communities.
c. their profit margins.
d. how long they have been in business.
e. employee branding.

ANS: B DIF: Moderate
REF: AACSB, ethical understanding, and reasoning

21. Technology in the HR field for talent recruitment, compensation, performance management, onboarding, and talent development includes these three systems: learning management systems, human resource information systems, and:
a. accounting tracking systems
b. attendance tracking systems
c. attitude tracking systems

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d. applicant tracking systems
e. productivity guidelines

ANS: D DIF: Hard
REF: AACSB, current and emerging technology

22. There are five areas that workforce analytics can be useful: workforce planning, the management and improvement of business performance, learning and development, compensation, and:
a. retention
b. profit tracking
c. loss management
d. customer satisfaction
e. benefit tracking

ANS: A DIF: Moderate
REF: AACSB, current and emerging technology

23. Business _____ decisions are increasingly being made based on the presence of a workforce with appropriate skills.
a. financial
b. lay-off
c. personnel
d. growth
e. location

ANS: E DIF: Moderate
REF: AACSB, societal impact

24. There are three emerging issues and trends in HRM explored in Chapter 1. They are: employee engagement, sustainability and corporate social responsibility, and talent:
a. development
b. analytics
c. acquisition
d. exploration
e. retention

ANS: B DIF: Easy
REF: AACSB, current and emerging technology

25. The _____ is a model that follows the journey of an employee from the time they first learn of a position in an organization, through recruiting and hiring, until their employment ends.
a. organizational life cycle
b. natural life cycle
c. employer life cycle

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d. employee life cycle
e. worker life cycle

ANS: D DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

26. During this phase, the HRM is responsible for attracting a qualified pool of applicants and then selecting the person that is the best fit for the position.
a. talent development
b. talent acquisition
c. talent retention
d. talent compensation
e. talent acceptance

ANS: B DIF: Easy
REF: AACSB, knowledge, skills, and abilities

27. Conducting a _____ includes creating a job description, summarizing essential job functions and qualifications, including experience, educational background, and the KSAs that a successful job holder should have.
a. job analysis
b. talent pool
c. job survey
d. recruiting survey
e. talent acquisition

ANS: A DIF: Moderate
REF: AACSB, critical thinking

28. The talent development process includes these tasks: onboarding, job skills training, policy and legal training, performance management, team building activities, and:
a. psychological counseling
b. hiring and firing
c. coaching and mentoring
d. supervising and delegating
e. assigning benefit packages

ANS: C DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

29. _____ refers to motivating employees to stay with an organization.
a. Talent retention
b. Talent development
c. Talent acquisition
d. Talent discovery
e. Reward system

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ANS: A DIF: Easy
REF: AACSB, critical thinking

30. One of the most effective tools in employee retention is to focus on employee:
a. development
b. activity
c. engagement
d. stability
e. well-being

ANS: C DIF: Easy
REF: AACSB, knowledge, skills, and abilities

31. _____ HR practitioners are responsible for all of the HR responsibilities within a, usually small, company.
a. Senior
b. Selective
c. Super
d. Solo
e. Itinerant

ANS: D DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

32. Who should share the responsibility for talent recruitment, development, and retention?
a. hiring managers and training managers
b. line managers and HR/staff managers
c. acquisition managers and termination managers
d. employee managers and contract labor managers
e. administrative staff and contract managers

ANS: B DIF: Hard
REF: AACSB, knowledge, skills, and abilities

33. The need for HR professionals is:
a. increasing
b. declining
c. steady
d. non-existent
e. worrisome

ANS: A DIF: Easy
REF: AACSB, knowledge, skills, and abilities

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34. If you would like to pursue a career in HR, there are three general paths to obtaining an entry-level position: earning a college degree in a related subject (such as business administration), working for several years in an operational role at a company, moving to a position in HR, and:
a. knowing someone in the field
b. being a people person
c. earning a college degree in HR
d. befriending someone who is hiring an HR professional
e. have a high school diploma

ANS: C DIF: Moderate
REF: AACSB, critical thinking

35. Earning an HR certification is helpful when trying to obtain employment in the field. It demonstrates to prospective employers that one has attained a level of knowledge and behaviors related to HR. Two of the organizations offering such certifications are:
a. EEOC and AARP
b. SHRM and HRCI
c. CERT and NWACP
d. USMC and UAW
e. DISC and HRIS

ANS: B DIF: Easy
REF; AACSB, knowledge, skills, and abilities

36. Another word for a cluster of observable and measurable knowledge, skills, abilities, and other characteristics (KSAOs) is a:
a. profession
b. talent
c. gift
d. competency
e. work ethic

ANS: D DIF: Moderate
REF: AACSB, critical thinking

37. The SHRM Competency Model is designed to help HR professionals identify and define proficiency in the technical and _____ aspects of HR.
a. behavioral
b. developmental
c. specialized
d. professional
e. scientific

ANS: A DIF: Moderate
REF: AACSB, ethical understanding, and reasoning

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38. An example of a technical competency is:
a. conflict resolution
b. knowledge of HR-related laws and regulations
c. consultation
d. ethical practice
e. belonging to MENSA

ANS: B DIF: Moderate
REF: AACSB, ethical understanding, and reasoning

39. HRCI's HR _____ provides a comprehensive overview of the profession and essential HR practices.
a. Body of Knowledge
b. Rules of Engagement
c. Body of Skills
d. List of Competencies
e. Policy Statement

ANS: A DIF: Moderate
REF: AACSB, ethical understanding, and reasoning

40. An HR _____ is someone tasked with handling a wide variety of duties, such as recordkeeping, administrative duties, tracking applicants, as well as other responsibilities.
a. specialist
b. analyst
c. generalist
d. manager
e. executive

ANS: C DIF: Hard
REF: AACSB, knowledge, skills, and abilities

41. Google believes that in order to provide the best possible product for their customers, they must recruit talents who:
a. are millennials
b. fit the company culture
c. live within the local community
d. have high-speed internet
e. have a master's degree

ANS: B DIF: Moderate
AACSB: Ethical understanding and reasoning

42. An organization is a collection of people working together to:

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a. make a profit
b. create a product
c. pursue excellence
d. achieve a common goal
e. build a company

ANS: D DIF: Easy
AACSB: Knowledge, skills and abilities

43. The average age of the U.S. worker is which of the following?
a. rising
b. stable
c. falling
d. 25 years of age
e. 18 years of age

ANS: A DIF: Moderate
AACSB: Knowledge, skills and abilities

44. When a corporation adopts a sustainable approach, they not only value profits but also consider:
a. human and environmental impacts
b. employee morale
c. public perception
d. long-term missions
e. employee retention

ANS: A DIF: Moderate
AACSB: Critical thinking

45. During the Employee Life Cycle (ELC), human resource managers are responsible for the following tasks: developing a staffing plan, conducting job analysis, recruitment, and:
a. developing an ROI
b. developing a mission statement
c. selection
d. giving raises
e. crisis management

ANS: C DIF: Moderate
AACSB: Knowledge, skills and abilities

46. Which of the following is a person who directly manages the employees and operations of an organization that create products and services?
a. staff manager
b. office manager

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c. CEO
d. people manager
e. line manager

ANS: E DIF: Moderate
AACSB: Knowledge, skills and abilities

47. Which of the following AI tool can help HR professionals analyze HR data to predict employee turnover, identify trends, and suggest actions to retain top talent?
a. skill gap analysis
b. predictive analysis
c. exit interviews
d. chatbots
e. candidate matching

ANS: B DIF: Hard
AACSB: Critical thinking

COMPLETION

48. _____ is the set of policies and practices that attract, develop, and retain a qualified workforce.

ANS: Human resource management (HRM) DIF: Easy
REF: AACSB, knowledge, skills, and abilities

49. The beliefs, philosophies, values, assumptions, attitudes, and expectations are all part of the _____.

ANS: organizational culture DIF: Hard
REF: AACSB, ethical understanding, and reasoning

50. A _____ is a social grouping of people born with a defined time period that share similar cultural traits, values, and preferences.

ANS: generation DIF: Moderate
REF: AACSB, societal impact

51. An _____ tracking system is a software program that manages the recruitment and hiring process.

ANS: applicant DIF: Moderate
REF: AACSB, current and emerging technology

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52. The _____ economy is a system of production and services based on knowledge-intensive activities that contribute to an accelerated pace of technical and scientific advances.

ANS: knowledge DIF: Easy
REF: AACSB, current and emergent technology

53. The HR industry is shifting its focus from relying solely on employer perspective to a more balanced approach that focuses on _____ engagement and work-life balance.

ANS: employee DIF: Moderate
REF: AACSB, critical thinking

54. When a business adopts an approach that includes the philosophy where they are not just driven by profits but consider the human and environmental impacts of their actions, it is known as _____.

ANS: sustainability DIF: Hard
REF: AACSB, societal impact

55. A _____ responsible organization ensures that all employees conduct themselves in an ethical manner and maintain high standards of integrity.

ANS: socially DIF: Moderate
REF: AACSB, societal impact

56. The letter S in the acronym KSAOs stands for _____.

ANS: skill DIF: Easy
REF: AACSB, knowledge, skills, and abilities

57. The development of HRIS or _____ changed the way in which human resource processes and record keeping are handled.

ANS: human resource information system DIF: Hard
REF: AACSB, current and emerging technology

58. A/an _____ is a person who has expertise in a specific area of human resources and is usually a more experienced HR professional.

ANS: HR specialist DIF: Moderate
AACSB: Critical thinking

59. A _____ is a cluster of observable and measurable knowledge, skill, abilities, and other characteristics needed for effective job performance.

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ANS: competency DIF: Moderate
AACSB: Knowledge, skills and abilities

60. People who work for _____ for three years are rewarded with a trip to Guatemala to participate in the company's social program.

ANS: Warby Parker DIF: Hard
AACSB: Ethical understanding and reasoning

ESSAY

61. What is the impact of human capital on organizations, and how does this impact human resource strategy?

ANS:
There are six workforce characteristics that can create a competitive advantage. These characteristics are productivity, skill level, educational level, attitudes, quality of work, and KSAO's. A workforce that exhibits these characteristics is likely the result of a proactive human resource strategy.

DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

62. Describe the major eras or schools of thought of human resource management.

ANS:
- *The scientific management era began during the 1880s during the Industrial Revolution. The movement was begun by Frederick Taylor, whose approach focused on three concepts: work rules, work methods, and standardized times.*
- *The unionization movement began during the 1930s and peaked around 1960. The growth of unions began with passage of the National Labor Relations Act in 1935. Many people enjoy job benefits such as vacation pay, 40-hour work weeks, and health insurance, largely because unions negotiated these benefits for their members. Nonunion employers eventually had to offer similar benefits to attract good employees.*
- *The Human Relations era began with the Hawthorne Studies in the 1920s but did not really begin to take hold until the 1960s. This era prompted managers to begin thinking about the importance of the individual in organizational structure and job design.*

DIF: Moderate
REF: AACSB, critical thinking

63. What was the key finding of the Hawthorne Studies?

ANS:

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The researchers found that the increases in productivity occurred because of the human element of productivity rather than as a result of physical work environment. The Hawthorne Studies prompted managers to think about the importance of the individual in organizational structure and job design.

DIF: Moderate
REF: AACSB, knowledge, skills, and abilities

64. Define the term generation and how this impacts one's view of the world.

ANS:
A generation is a social grouping of people born within a defined time period that share similar cultural traits, values, and preferences. They provide a way to understand how different formative experiences (such as world and economic events, technology, and social changes) interact with the lifecycle and aging process to shape people's views of the world.

DIF: Easy
REF: AACSB, societal impact

65. Describe the difference between an ATS and an HRIS.

ANS:
- *An applicant tracking system (ATS) is a software program that manages the recruitment and hiring process, including job postings and applications. An ATS tracks each candidate through the application process and automates much of the process, saving labor time for the HR department and keeping applicants informed of their status.*
- *A human resource information system (HRIS) is a software or online solution that is used for data entry, data tracking, and the data information requirements of an organization's HR management. An HRIS typically integrates with a payroll system, and tracks paid time off (PTO), attendance, compensation history, positions and pay grades, disciplinary actions, training, development, and other types of data.*

DIF: Moderate
REF: AACSB, current and emerging technology

66. How is technology changing the nature of work?

ANS:
Advances in technology are fundamentally changing the nature of work in many industries and creating an imperative for continual lifelong learning. Basic skill levels were once the prerequisite the finding gainful employment, but advanced skill levels are becoming the norm. Many companies in developing countries are seeing a shortage of skilled workers for increasingly complex jobs.

DIF: Easy

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REF: AACSB, foster lifelong learning

67. How does a societal interest in sustainability and corporate social responsibility impact HR practices?

ANS:
There are several possible answers:
- *In the context of HR, social responsibility includes creating and maintaining a workplace culture that respects everyone equally and in which all individuals are treated with dignity and respect.*
- *A socially responsible organization ensures that all employees conduct themselves in an ethical manner and maintain high standards of integrity.*
- *HR managers play a crucial role in making sure that new hires understand the organizational code of ethics and values and providing a process whereby potential violations of ethics or harassment can be reported.*

DIF: Hard
REF: AACSB, societal impact

68. How can workforce analytics be useful in HR management?

ANS:
Workforce analytics can be helpful in workforce planning, the management and improvement of business performance, learning and development, retention, and compensation.

DIF: Moderate
REF: AACSB, current and emerging technology

69. Who is ultimately responsible for managing human capital and implementing effective human resource management practices and procedures?

ANS:
Line managers and HR managers should share the responsibility for talent recruitment, development, and retention. In companies with successful human resource practices, the line and staff managers have learned that they both have some responsibility for HR management and have learned to support each other in a synergistic relationship.

DIF: HARD
REF: AACSB, critical thinking

70. What are the three general paths to an entry-level position in HR?

ANS:
- *A college degree in HR.*

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- *A college degree in a related subject, such as business administration, then applying those skills to HR through experience and/or earning an appropriate certification.*
- *Working for several years in an operational role at a company, then transitioning to HR.*

DIF: Easy
REF: AACSB, knowledge, skills, and abilities

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