Human Resource Management v5 1st edition Portolese Test Bank

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Chapter 1
What Is Human Resource Management?

True/False Questions

1. In the past, human resources played more of an administrative role as opposed to a strategic one.
   True; Easy

2. Selection and recruitment are identical processes.
   False; Easy

3. When determining compensation, pay systems must reward all employees uniformly irrespective of the number of years in the organization, experience, and educational qualification.
   False; Easy

4. Sick leave is considered a type of compensation.
   True; Easy

5. Managers are correct in believing that most people leave an organization because of pay-related matters.
   False; Easy

6. Union contracts are the sole determinants of worker safety regulations.
   False; Easy

7. Increased use of social networking to assimilate information to employees is an internal factor affecting the human resources in an organization.
   False; Easy

8. New technology and globalization have streamlined many HR processes, such as payroll, and requires HR managers to possess different skills than they did in earlier eras.
   True; Easy

9. Human capital refers to the concept of needing people in order for a business to be successful.
   True; Easy

10. The Senior Professional in Human Resources is a certification open to HR professionals with two to four years of experience.
    False; Easy

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11. An HR employee requires good understanding of specialized job areas like employment laws to be successful.
    True; Easy

12. The ability to see and understand how one's area of work fits into the bigger picture of the business is a sign of a strategic person.
    True; Easy

13. PHR, or Professional in Human Resources, is a certification exam open to HR professionals with at least two years of experience.
    True; Easy

14. aPHR, or Associate Professional in Human Resources, is a certification exam open only to HR professionals who have a bachelor's degree.
    False; Easy

15. Health care is an employee benefit that may be altered to cut costs.
    True; Easy

16. Cafeteria plans provide more flexible benefits that the employee can use as required.
    True; Easy

17. Training employees maximizes the legal exposure of the organization.
    False; Easy

18. Effective communication can help reduce the loss of revenue in organizations.
    True; Easy

19. Smartphones and social networking are popular and acceptable ways to disseminate information among employees.
    True; Easy

20. Telecommuting refers to lost productivity as a result of an employee using a work computer for personal reasons.
    False; Easy

21. Since 2018, health-care costs for company-sponsored plans rose by an average of 22 percent.
    True; Easy

22. A code of ethics is noted to be sufficient to ensure positive and ethical behavior in all organizations.
    False; Easy

23. Diversity and inclusion is only about hiring people with diverse backgrounds.
    False; Easy

Multiple Choice Questions

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24. _____ involves the entire hiring process from posting a job to negotiating a salary package with the candidate.
    a. Compensation
    b. Retention
    c. Training
    d. Worker protection
    e. Staffing
    e; Easy

25. Details of how many people should be hired based on revenue expectation are presented in the _____ plans.
    a. staffing
    b. retention
    c. compensation
    d. layoff
    e. expansion
    a; Easy

26. In the staffing function, _____ is the stage where HR officers find people to fill open positions.
    a. selection
    b. development of a staffing plan
    c. recruitment
    d. development of a retention plan
    e. compensation
    c; Easy

27. In the staffing function, _____ is the stage where HR candidates are interviewed and finalized, and a proper compensation package is negotiated with them.
    a. compensation
    b. development of a staffing plan
    c. recruitment
    d. selection
    e. development of a retention plan
    d; Easy

28. Which of the following statements is true with regard to development of workplace policies and HR?
    a. All organizations have the identical policies to ensure fairness and continuity within the organization.
    b. Workplace policies, once established, are permanent and cannot be amended.
    c. Developing the verbiage surrounding workplace policies is the job of the HR department.
    d. HR departments autonomously develop policies that apply to the whole organization.
    e. Dress code and internet usage at work do not come under the purview of workplace policies.
    c; Easy

29. _____ includes anything the employee receives for their work.
    a. Debt
    b. Capital

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c. Exemption
d. Compensation
e. Taxation
d; Easy

30. An ideal compensation package is expected to
a. exempt all employees from taxation on their income.
b. reward all employees uniformly irrespective of experience and education.
c. reward employees for the days of actual work and penalize vacations and sick leave.
d. consider what other people performing similar jobs are being paid.
e. negate the influence of the industry's standard pay for the job.
d; Easy

31. _____ involves keeping and motivating employees to stay with the organization.
a. Selection
b. Recruitment
c. Retention
d. Worker protection
e. Training
c; Easy

32. Training and development of employees is likely to result in increased _____ of those employees in the organization.
a. attrition
b. retention
c. selection
d. recruitment
e. stagnation
b; Easy

33. Which of the following is an internal factor influencing the organization?
a. globalization and offshoring
b. changes to employment laws
c. health-care costs
d. aging baby boomers
e. compensation and benefits administration
e; Easy

34. Which of the following is *not* one of the laws affecting the workplace that an HRM professional would deal with?
a. worker safety laws
b. health-care requirements
c. discrimination laws
d. team-building requirements
e. labor laws
f; Easy

35. Which of the following is an external factor influencing the organization?
a. training and development
b. development of workplace policies
c. worker protection

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d. workforce diversity
e. changes to laws affecting employment
e; Easy

36. The impact of the retirement of baby boomers reflects the role of _____ as an external factor influencing the organization.
a. globalization and offshoring
b. social networking
c. a highly educated workforce
d. technology
e. changing workforce demographics
e; Easy

37. Allowing employees to set their own schedules results in the creation of _____ schedules.
a. fixed
b. standardized
c. flexible
d. autonomous
e. uniform
c; Easy

38. _____ allows employees to work from home or a remote location for a specified period of time.
a. Offshoring
b. Telecommuting
c. Multitasking
d. Hotdesking
e. Cyberloafing
b; Easy

39. Which of the following is one of the four key external factors in HRM?
a. technological
b. communication
c. worker Protection
d. retention
e. training and development
a; Easy

40. Which of the following is *not* a resource for learning more about HRM?
a. Society for Human Resource Management
b. The Academy of Human Resource Development
c. National Society for Human Resource Management
d. National Human Resources Association
e. None of the above are true.
c; Easy

41. Which of the following would not be a good characteristic for a human resource manager?
a. The ability to focus on one task and ignore other issues that come up.

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b. The ability to multitask when working.
c. Being organized and successful with time management.
d. The ability to relate to and empathize with people.
e. Being able to understand many different topics including employment laws, communication skills, and policy implementation.

a; Easy

42. Having a sense of fairness and protection of confidentiality are a key part of being a(n) _____ HR professional.
a. strategic
b. ethical
c. reputable
d. creative
e. organized

b; Easy

43. Which of the following is true about the Professional in Human Resources certification exam?
a. To take this exam, an HR professional must have at least five years of experience.
b. This exam is designed for HR professionals who focus on designing and planning, rather than actual implementation.
c. In this test, the greater focus is on the strategic aspect of HRM.
d. This test has an international perspective.
e. Workforce planning, human resource development, risk management, and labor relations are some of its components.

e; Easy

44. The Senior Professional in Human Resources primarily focuses on which of the following?
a. designing and planning HR functions
b. implementing the strategic plans
c. developing competencies that are most suited to a global HR professional
d. understanding labor relations and workforce planning
e. studying the administrative aspect of HR functions

a; Easy

45. Global Professional in Human Resources is a certification test that
a. can be taken by a HR professional with at least six to eight years of experience.
b. would be best suited to someone whose company works across borders.
c. can help only those who prefer the administrative HR functions.
d. helps HR professionals specialize directly in labor relations.
e. would enable mastery only in niche areas like rewards or risk management.

b; Easy

46. Which certification exam does not require HR experience prior to taking the exam?
a. Professional in Human Resources (PHR)
b. Professional in Human Resources—International (PHRi)
c. Associate Professional in Human Resources (aPHR)
d. Senior Professional in Human Resources (SPHR)
e. Global Professional in Human Resources (GPHR)

c; Easy

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47. Which of the following is not true about the Professional in Human Resources—International certification exam?
    a. It is designed for the HR professional in an international setting.
    b. It requires a master's degree and one year experience.
    c. It is best suited for someone who designs HR-related programs and processes to achieve business goals.
    d. It requires four years of experience and a high school diploma.
    e. It requires two years of experience and a bachelor's degree.
    c; Easy

48. _____ is a concept that examines the moral rights and wrongs of a certain situation.
    a. Ethics
    b. Goals
    c. Beliefs
    d. Biases
    e. Ideas
    a; Easy

49. A _____ plan gives all employees a minimum level of benefits and a set amount to spend on flexible benefits, such as additional health care or vacation time.
    a. fixed
    b. cafeteria
    c. 401(k)
    d. golden parachute
    e. profit-sharing
    b; Easy

50. Which of the following refers to the number of employees who leave a company in a particular period of time?
    a. turnover
    b. retention rate
    c. yield ratio
    d. staffing plan
    e. capital
    a; Easy

51. _____ refers to the concept of moving jobs overseas in order to contain costs.
    a. Greenfield venturing
    b. Licensing
    c. Franchising
    d. Offshoring
    e. Insourcing
    d; Easy

52. _____ organizations are characterized by their lack of physical locations such that all employees work from home or a location of their choice to help in cost containment.
    a. Formal
    b. Traditional
    c. Centralized

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d. Hierarchical
e. Virtual
e; Easy

53. Which of the following is a term used to describe lost productivity as a result of an employee using a work computer for personal reasons?
a. hotdesking
b. telecommuting
c. cyberloafing
d. coworking
e. offshoring
c; Easy

54. Gina Rogers, CEO of Atwood Academic Publishing Inc., has asked Malcolm Mendez, her HR manager, to conduct a discreet and careful study of how much time of the workday her employees use the internet for personal use. After this study, she and her HR department prepared and implemented an internet usage policy that has caused much resentment among her employees. The internet usage policy was necessitated because of _____ on the part of the employees.
a. coworking
b. telecommuting
c. cyberloafing
d. absenteeism
e. safety violations
c; Moderate

55. Which of the following is an implication of the retirement of baby boomers?
a. The current workforce will adequately compensate the manpower shortage left behind by baby boomers.
b. The baby boomers' knowledge and expertise will be transferred to the current workforce because it is formalized.
c. The current workforce will pay more towards Social Security than those of the baby boomer generation.
d. As baby boomers retire, it will create a gap in the workforce, leaving not enough people to replace them and a loss of skills.
e. Baby boomers will survive in sufficient comfort owing to the abundant savings they collected over decades.
d; Easy

56. A _____ is an outline that explains the expected ethical behavior of employees.
a. code of ethics
b. mission statement
c. statement of interest
d. statement of regulations
e. guiding principle
a; Easy

57. _____ is the concept of implementing policies and procedures to help environmental protection, social responsibility, and implementing practices that contribute to the overall economic contribution of the organization.
a. A civility standard

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b. Sustainability
c. Vertical integration
d. Diversification
e. Homeshoring
b; Easy

58. Which of the following is a term for a staff which is comprised of people from varying age groups with different values and expectations of jobs?
a. multigenerational workforce
b. ageism
c. compensation preference
d. workforce variances
e. aging workforce
a; Moderate

Short Answer/ Essay Questions

59. What are the four steps in the staffing function of the HR department?

Staffing involves the entire hiring process from posting a job to negotiating a salary package. Within the staffing function, there are four main steps:
1. development of a staffing plan
2. development of policies to encourage diversity in the workplace
3. recruitment
4. selection

Easy

60. What is the role of HR in increasing retention?

Retention involves keeping and motivating employees to stay within the organization. Compensation is a major factor to employee retention, but other reasons employees leave include:
- wish to work remotely
- career switch
- better work-life balance
- decided to start their own business
- seek higher pay

HR creates some strategies to retain the best employees and also address why it is so important to retain good employees. Additionally, HR takes other measures like conducting training programs so employees feel that they are developing new skills and stay motivated in their present job.
Easy

61. How does the external environment impact the human resources of an organization?

An HR manager also needs to consider the outside forces at play that may affect the organization. Outside forces, or external factors, are those things over which the company has no direct control over; however, they may be things that could positively or negatively impact human resources. Some factors of the external environment that the HR department needs to be aware of are:

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- changes to employment law
- health-care costs
- changing workforce demographics
- a more highly educated workforce
- layoffs and downsizing
- technology used, such as HR databases
- increased use of social networking to distribute information to employees

Moderate

62. What is typically included in the compensation packages an organization's HRM professionals develop for an employee?

    The package should take into consideration the employee's years of experience, education, and length with the organization and include:

    • pay
    • health benefits
    • 401(k) (retirement plans)
    • stock purchase plans
    • vacation time, sick leave, and/or PTO
    • bonuses
    • tuition reimbursement

63. What are some examples of workplace policies HRM might be responsible for?

    Workplace policies are usually the responsibility of the human resource department. Policies might include a discipline process, PTO (paid time off), dress code, ethics, internet usage, and work from home policies.

    Easy

64. Describe the various skills required to be a successful HR manager.

    An HR manager requires an array of skills to deal with a variety of situations. They need good organizational skills as they handle a lot of data and paperwork. This would help them manage time well. Multitasking, the ability to work on more than one task at a time, is important for an HR manager who has to shift between multiple duties and tasks on any given day. They also need sound people skills to manage a variety of personalities, work with conflict management, and coach others. Apart from their knowledge of HR, an understanding of specific job areas—such as managing the employee database or understanding employment laws—is imperative. Lastly, a sense of ethics and fairness is important as they deal with information that is often personal for employees and critical for the organization.

    Moderate

65. What are the five certification exams that an HR professional may take?

    There are a number of certification exams that can be taken to make you more marketable in the field of HRM. These certifications are offered by the HR Certification Institute (HRCI). These exams are:

    - PHR: Professional in Human Resources for a HR professional with at least two years' experience.

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- aPHR: Associate Professional in Human Resource for the person just starting their career in HR.
- PHRi: Professional in Human Resources—International for the HR professional in an international setting.
- SPHR: Senior Professional in Human Resources for HR professionals who would like to focus on designing and planning, rather than actual implementation.
- GPHR: Global Professional in Human Resources for HR professionals who perform much of their tasks on a global level and whose companies often work across borders.

Easy

66. Define ethics. How does it relate to HRM?

    Ethics is a concept that examines the moral rights and wrongs of situations. Not only does the HR manager need to be ethical, but often they are responsible for development of policies related to ethics within the organization.
    Easy

67. SHRM (Society for Human Resource Management) addresses the need for what behavioral competencies to be successful at HRM?

    These competencies are identified by SHRM to be successful at HRM:

    - business acumen
    - communication
    - consultation
    - critical evaluation
    - ethical practice
    - global and cultural effectiveness
    - leadership and navigation
    - relationship management

    Easy

68. What are the various cost-containment strategies used in organizations?

    Costs are a major factor in the success or failure of a business, and the people part of the business is the most likely place for cuts when the economy is not doing well. Cost-containment strategies could involve reducing the amount spent on health care for employees, offering relevant training so employees function within the realm of legalities, and hiring the right candidate for the job to reduce the costs associated with turnovers. Additionally, companies may move jobs overseas in order to contain costs.
    Easy

69. What is a cafeteria plan?

    Cafeteria plans represent one possible strategy for containment of health-care costs. Cafeteria plans started becoming popular in the 1980s and have become standard in many organizations. This type of plan gives all employees a minimum level of benefits and a set amount to spend on flexible benefits, such as additional health care or vacation time.

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It creates more flexible benefits where the employee, based on their family situation, can choose which benefits are right for them.
Easy

70. Does technology create additional stress on workers?

    Technology creates additional stress because tools like e-mail and cell phones make employees more readily available. The fact that the employee is reachable beyond office hours or while they are at some remote location can no longer hinder an employee from completing work. Working for long hours using computers and the excessive use of other gadgets is known to have adverse health consequences. Technology helps employees too; with the advent of computers, many jobs can be executed much easier and quicker than when executed manually. Technology has provided us with the means to engage in clearer, quicker, and cheaper communication as well.
    Easy

71. What are the implications of the baby boomer generation for HRM?

    The implications of the baby boomer generation for Human Resource professionals are significant. First, the retirement of baby boomers results in a loss of a major part of the working population, and there are not enough people to fill those jobs which are left vacant. Second, the baby boomers' extensive knowledge is lost upon retirement. Much of this knowledge is not formalized or written down but contributes to the success of the business. Third, retired people are living longer and this results in higher health-care costs for all those currently in the workforce.
    Easy

72. Provide some examples of what may be included in a code of ethics.

    A code of ethics may include the expected ethics for the organization's employees, defining them, and defining the penalties that may be applied. It would foster an atmosphere of fair employment and procedures to handle complaints.
    Easy

73. List the ways that HR can contribute to the sustainability goals of an organization.

    Human resources can support sustainability by implementing policies and procedures including:

    - helping to create an organization climate committed towards sustainability in all three areas
    - engage internal and external stakeholders to determine the ways the organization can assist in sustainability efforts
    - giving support to management to support sustainability efforts
    - offer training on sustainability practices
    - be part of the strategic solution for sustainability

    Easy

Fill in the Blanks

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74. _____ is the process of employing people, training them, planning compensation, developing policies relating to the workplace, and developing strategies to retain employees.
Human resource management; Easy

75. The abilities and skills of an organization's employees that contribute to its success is considered _____.
human capital; Easy

76. _____ refers to the entire hiring process from the first step of posting a job to the actual hiring of an employee.
Staffing; Easy

77. _____ involves the process and strategies of keeping and motivating employees to stay with the organization.
Retention; Easy

78. Anything that an employee receives in return for the work they contribute is their _____.
compensation; Easy

79. Heating and ventilation requirements and the use of "no fragrance" zones are part of the _____ policies that the HRM team manages.
worker protection; Moderate

80. The four key external factors in HRM are social, legal, technological, and _____.
economic; Easy

81. _____ represent a policy which allows employees to set their own work schedules to work around family and personal needs.
Flexible work schedules; Easy

82. _____ is a concept that examines the moral rights and wrongs of a certain situation.
Ethics; Easy

83. HR professionals who perform many of their tasks on a global level and whose companies often work across borders require the certification of _____.
Global Professional in Human Resources; Easy

84. A person with a _____ mindset can plan far in advance and look at trends which could affect the environment in which the business is operating.
strategic; Easy

85. The _____ offers several HR certifications that can boost your career in HR.
HRCI (Human Resource Certification Institute); Easy

86. _____ refers to the number of employees who leave a company in a particular period of time.
Turnover; Easy

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87. The term _____ is used to describe lost productivity as a result of an employee using a work computer for personal reasons.
cyberloafing; Easy

88. A(n) _____ outlines the expected ethical behavior of employees.
code of ethics; Easy

89. Developing and implementing policies and procedures to help with environmental protection is _____.
sustainability; Easy

90. A(n) ____ organization does not have a physical location which can assist with cost containment.
virtual; Easy

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