

MULTIPLE CHOICE QUESTIONS

CHAPTER 1:	Strategic Human Resource Management: An Overview	1
CHAPTER 2:	Business Ethics and Corporate Social Responsibility	17
CHAPTER 3:	Workforce Diversity, Equal Employment Opportunity, and Affirmative Action	34
CHAPTER 4:	Job Analysis, Strategic Planning, and Human Resource Planning.....	57
CHAPTER 5:	Recruitment.....	74
CHAPTER 6:	Selection	90
CHAPTER 7:	Training and Development	106
APPENDIX, CHAPTER 7:	Career Planning and Development	121
CHAPTER 8:	Performance Management and Appraisal	126
CHAPTER 9:	Compensation.....	142
CHAPTER 10:	Benefits, Nonfinancial Rewards, and Other Compensation Issues	159
CHAPTER 11:	A Safe and Healthy Work Environment.....	177
CHAPTER 12:	Labor Unions and Collective Bargaining	193
APPENDIX CHAPTER 12:	History of Unions in the United States.....	212
CHAPTER 13:	Internal Employee Relations	218
CHAPTER 14:	Global Human Resource Management.....	233

TRUE/FALSE QUESTIONS

CHAPTER 1:	Strategic Human Resource Management: An Overview	251
CHAPTER 2:	Business Ethics and Corporate Social Responsibility	254
CHAPTER 3:	Workforce Diversity, Equal Employment Opportunity, and Affirmative Action	258
CHAPTER 4:	Job Analysis, Strategic Planning, and Human Resource Planning.....	261
CHAPTER 5:	Recruitment.....	264
CHAPTER 6:	Selection	267
CHAPTER 7:	Training and Development.....	270
APPENDIX, CHAPTER 7:	Career Planning and Development	273
CHAPTER 8:	Performance Management and Appraisal	276
CHAPTER 9:	Compensation.....	279
CHAPTER 10:	Benefits, Nonfinancial Rewards, and Other Compensation Issues	282
CHAPTER 11:	A Safe and Healthy Work Environment	285
CHAPTER 12:	Labor Union and Collective Bargaining.....	288
CHAPTER 13:	Internal Employee Relations	291
CHAPTER 14:	Global Human Resource Management.....	294

ANSWERS TO MULTIPLE-CHOICE

CHAPTER 1:	Strategic Human Resource Management: An Overview	297
CHAPTER 2:	Business Ethics and Corporate Social Responsibility	298
CHAPTER 3:	Workforce Diversity, Equal Employment Opportunity, and Affirmative Action	299
CHAPTER 4:	Job Analysis, Strategic Planning, and Human Resource Planning.....	301
CHAPTER 5:	Recruitment.....	302
CHAPTER 6:	Selection	303
CHAPTER 7:	Training and Development	304
APPENDIX, CHAPTER 7:	Career Planning and Development	305
CHAPTER 8:	Performance Management and Appraisal	306
CHAPTER 9:	Compensation.....	307
CHAPTER 10:	Benefits, Nonfinancial Rewards, and Other Compensation Issues	308
CHAPTER 11:	A Safe and Healthy Work Environment.....	309
CHAPTER 12:	Labor Union and Collective Bargaining.....	310
APPENDIX CHAPTER 12:	History of Unions in the United States.....	311
CHAPTER 13:	Internal Employee Relations	312
CHAPTER 14:	Global Human Resource Management.....	313

ANSWERS TO TRUE/FALSE QUESTIONS

CHAPTER 1:	Strategic Human Resource Management: An Overview	314
CHAPTER 2:	Business Ethics and Corporate Social Responsibility	315
CHAPTER 3:	Workforce Diversity, Equal Employment Opportunity, and Affirmative Action	316
CHAPTER 4:	Job Analysis, Strategic Planning, and Human Resource Planning.....	317
CHAPTER 5:	Recruitment.....	318
CHAPTER 6:	Selection	319
CHAPTER 7:	Training and Development	320
APPENDIX, CHAPTER 7:	Career Planning and Development	321
CHAPTER 8:	Performance Management and Appraisal	322
CHAPTER 9:	Compensation.....	323
CHAPTER 10:	Benefits, Nonfinancial Rewards, and Other Compensation Issues	324
CHAPTER 11:	A Safe and Healthy Work Environment.....	325
CHAPTER 12:	Labor Union and Collective Bargaining.....	326
CHAPTER 13:	Internal Employee Relations	327
CHAPTER 14:	Global Human Resource Management.....	328

CHAPTER 1 TEST QUESTIONS

STRATEGIC HUMAN RESOURCE MANAGEMENT: AN OVERVIEW

MULTIPLE CHOICE

- 1 In HR terms, what refers to the firm's corporate image or culture? C
 - A. environment
 - B. customs
 - C. branding
 - D. tradition

- 2 In HR terms, what embodies the values and standards that guide peoples' behavior? B
 - A. society
 - B. brand
 - C. tradition
 - D. custom

- 3 Listed below are various HR brands that a company may have. Which of these possible brands would likely be a detriment to recruitment? D
 - A. "We're a great place to work."
 - B. "We have a passionate and intelligent culture."
 - C. "It's fun to work at this company."
 - D. "They don't push you to your maximum."

- 4 Being on which list of "100 best" is so desirable that some organizations try to change their culture and philosophies to get on the list? B
 - A. *Working Mother* list of 100 best companies
 - B. *Fortune* magazine's 100 Best Companies to Work For
 - C. *Business Ethics* magazine list of 100 Best Corporate Citizens
 - D. *Computerworld* list of Best Places to Work

- 5 The utilization of individuals to achieve organizational objectives is B
 - A. human resource leadership.
 - B. human resource management.
 - C. human resource staffing.
 - D. human resource planning.

- 6 How many functional areas are associated with human resource management? B
 - A. 6
 - B. 5
 - C. 8
 - D. 10

- 7 Which of the following is **NOT** a human resource management function? C
- A. staffing
 - B. training and development
 - C. human resource research
 - D. compensation
- 8 What is the process called through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve the organizations objectives? A
- A. staffing
 - B. recruitment
 - C. selection
 - D. HR planning
- 9 Which of the following tasks is involved in staffing? D
- A. job analysis
 - B. human resource planning
 - C. recruitment
 - D. all of the above
- 10 Which of the following is **NOT** a component of staffing? A
- A. training
 - B. human resource planning
 - C. recruitment
 - D. selection
- 11 What is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization? D
- A. human resource planning
 - B. human resource analysis
 - C. human resource research
 - D. job analysis
- 12 What staffing task impacts virtually every aspect of human resource management? B
- A. selection
 - B. job analysis
 - C. recruitment
 - D. human resource planning
- 13 The systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specified period of time is referred to as A
- A. human resource planning.
 - B. recruitment.
 - C. selection.
 - D. performance appraisal.

- 14 The process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, to apply for jobs with an organization is referred to as D
- A. human resource planning.
 - B. selection.
 - C. appraisal.
 - D. recruitment.
- 15 The process of choosing from a group of applicants the individual best suited for a particular position and the organization is known as D
- A. recruitment.
 - B. human resource planning.
 - C. human resource scrutiny.
 - D. selection.
- 16 Which human resource management function consists not only of training and development but also of individual career planning and development activities, organization development, and performance management and appraisal? D
- A. staffing
 - B. employee and labor relations
 - C. training and development
 - D. human resource development
- 17 What is the term that is designed to provide learners with the knowledge and skills needed for their present jobs? B
- A. development
 - B. training
 - C. career planning
 - D. succession planning
- 18 What task involves learning that goes beyond today's job and has a more long-term focus? C
- A. training
 - B. career planning
 - C. development
 - D. organizational development
- 19 An ongoing process whereby an individual sets career goals and identifies the means to achieve them is called C
- A. succession planning.
 - B. career development.
 - C. career planning.
 - D. management staffing.

- 20 The average person graduating from college today may face how many career changes in his or her working years? A
- A. five to seven
 - B. one to two
 - C. two to three
 - D. three to four
- 21 A formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed is referred to as A
- A. career development.
 - B. succession planning.
 - C. career planning.
 - D. training.
- 22 What is the planned process of improving an organization by developing its structures, systems and processes to improve effectiveness and achieving desired goals called? A
- A. organization development
 - B. team development
 - C. team training
 - D. organization training
- 23 What is a goal-oriented process that is directed toward ensuring that organizational processes are in place to maximize productivity of employees, teams, and ultimately, the organization? B
- A. team management
 - B. performance management
 - C. organization development
 - D. career development
- 24 What human resource management task is a formal system of review and evaluation of individual or team task performance? B
- A. team training
 - B. performance appraisal
 - C. organizational appraisal
 - D. team appraisal
- 25 What HR approach affords employees the opportunity to capitalize on their strengths and overcome identified deficiencies? C
- A. recruitment
 - B. staffing
 - C. performance appraisal
 - D. selection

- 26 Compensation, as described in your text, refers to A
A. total of all rewards provided employees in return for their services.
B. the wages individuals receive each pay period.
C. wage schedules and wage rates listed in the union contract.
D. the internal alignment of intrinsic awards.
- 27 Compensation, as the term is used in this book, includes what rewards received as a result of employment? D
A. direct financial
B. nonfinancial
C. indirect financial
D. all of the above
- 28 What is pay that a person receives in the form of wages, salaries, commissions and bonuses called? A
A. direct financial
B. benefits
C. incentives
D. enticements
- 29 What are rewards related to the job itself or to from the psychological and/or physical environment in which the person works called? B
A. vacation
B. nonfinancial
C. benefits
D. sick pay
- 30 What human resource management task involves protecting employees from injuries caused by work-related accidents? D
A. accident prevention
B. injury analysis
C. workplace analysis
D. safety
- 31 What human resource management task refers to the employees' freedom from physical or emotional illness? C
A. utilization review
B. physical review
C. health
D. workplace analysis
- 32 What percent of the private sector was unionized in 1958? C
A. 25
B. 17
C. 39
D. 52

- 33 What percent of the private sector was unionized in 2005? A
- A. 7.8
 - B. 14.2
 - C. 20.7
 - D. 15.3
- 34 Business firms are required by law to recognize unions and A
- A. bargain with them in good faith.
 - B. make concessions.
 - C. assist them in organizing activities.
 - D. sponsor them.
- 35 When a labor union represents a firm's employees, what is the human resource activity often referred to as? C
- A. union manager
 - B. labor manager
 - C. industrial relations
 - D. union relations manager
- 36 What human resource task pervades all functional areas of human resource management? D
- A. human resource planning
 - B. development
 - C. training
 - D. human resource research
- 37 Which of the following best describes HRM functional areas? B
- A. independent
 - B. interrelated
 - C. distinct
 - D. autonomous
- 38 What are factors outside an organization's boundaries that affect a firm's human resources make-up called? B
- A. corporate environment
 - B. external environment
 - C. social environment
 - D. corporate culture
- 39 Which of the following is **NOT** an external environment factor? C
- A. competition
 - B. customers
 - C. firm's mission
 - D. technology

- 40 Which of the following is **NOT** an external environmental factor? D
A. unanticipated events
B. labor market
C. economy
D. informal organization
- 41 Which of the following is an external environmental factor for managers to consider? D
A. society
B. unions
C. shareholders
D. all of the above
- 42 What are potential employees located within the geographic area from which employees are recruited called? B
A. forecasted allocation
B. labor market
C. workers
D. workforce
- 43 Which of the following are parts of the legal considerations that affect human resource management? D
A. executive orders
B. court decisions
C. laws
D. all of the above
- 44 The implied, enforced, or felt obligation of managers, acting in their official capacities, to serve or protect the interests of groups other than themselves is referred to as C
A. ethics.
B. social ethics.
C. social responsibility.
D. morals.
- 45 What is the discipline dealing with what is good and bad, or right and, wrong or with moral duty and obligation referred to as? C
A. morals
B. social responsibility
C. ethics
D. social interests
- 46 Employees who have joined together for the purpose of dealing with their employees are called a (an) C
A. conspiracy.
B. organization.
C. union.
D. association.

- 47 Unions are treated as an environmental factor because, essentially, they become a _____ party when dealing with the company. C
A. disinterested
B. secondary
C. third
D. accountable
- 48 In a unionized organization, the _____, rather than the _____, negotiates an agreement with the firm. A
A. union; employee
B. employee; supervisor
C. steward; supervisor
D. employee; steward
- 49 What are owners of a corporation called? D
A. managers
B. executives
C. presidents
D. shareholders
- 50 What are the people who actually use a firm's goods and services called? C
A. managers
B. shareholders
C. customers
D. employers
- 51 Companies are automating many or all of the human resource _____. B
A. production functions
B. administrative functions
C. core functions
D. strategic functions
- 52 One HR expert said "We have seen more technological changes in the last _____ months than we have seen over the last 18 years." D
A. 16
B. 22
C. 10
D. 36
- 53 According to HR technology researcher IDC, spending by U.S. companies on workforce optimization and other hiring-process automation services is expected to reach \$ _____ million by 2008. D
A. 550
B. 600
C. 670
D. 720

- 54 As a generalization, when the economy is booming, recruiting qualified workers is _____ C
- A. easier
 - B. dynamic
 - C. more difficult
 - D. more systematized
- 55 Your author described the impact of Hurricane Rita on human resource management in his home town as an external environmental factor. What was that factor? B
- A. the economy
 - B. unanticipated events
 - C. society
 - D. labor market
- 56 What is the concept of a possibility of a never-ending workday called? C
- A. techwork
 - B. telecommuting
 - C. cyberwork
 - D. 24/7 work
- 57 In analyzing HR's changing role, which of the following is a question to be asked? D
- A. Can some HR tasks be performed more efficiently by line managers?
 - B. Can some HR tasks be centralized or eliminated altogether?
 - C. Can some HR tasks be performed more efficiently by outside vendors?
 - D. All of the above
- 58 The Hackett Group, the Atlanta-based business process advisory firm, reports that world-class HR organizations spend less per employee on HR than their peers and they operate with _____ percent fewer HR staff. A
- A. 35
 - B. 15
 - C. 25
 - D. 45
- 59 The changing role of HR permits it to shed its _____ image and focus on more strategic and mission-oriented activities. C
- A. legalistic
 - B. diversity
 - C. administrative
 - D. staff

- 60 Individuals who normally act in an advisory or staff capacity, working with other managers to help them deal with human resource matters, are referred to as C
- A. executives.
 - B. line managers.
 - C. human resource managers.
 - D. project managers.
- 61 The human resource manager normally operates in what capacity? D
- A. line
 - B. production
 - C. matrix
 - D. staff
- 62 The process of hiring an external provider to do the work that was previously done internally is referred to as C
- A. shared service centers.
 - B. consolidation centers.
 - C. outsourcing.
 - D. human resource centers.
- 63 The total value of all human resource outsourcing contracts was \$3.6 billion worldwide in 2005 but was expected to reach \$_____ billion by 2009. A
- A. 7.4
 - B. 6.2
 - C. 5.3
 - D. 4.2
- 64 Which of the following is a key to the success of outsourcing? D
- A. determine which functions to outsource
 - B. determine the extent to which they should be outsourced
 - C. determine which ones to keep in-house
 - D. all of the above
- 65 Today HR outsourcing can be done in three ways. Which of the following is **NOT** one of those ways? B
- A. discrete services
 - B. moderate services
 - C. multi-process services
 - D. total HR outsourcing
- 66 Procter & Gamble has outsourced its entire training operations. According to your text, what form of outsourcing service would this be called? A
- A. multi-process service
 - B. discrete service
 - C. single task service
 - D. total HR outsourcing

- 67 Whirlpool Corporation signed a 10-year deal to outsource HR business processes. According to your text, what form of outsourcing service would this be called? C
- A. multi-process service
 - B. discrete services
 - C. total HR outsourcing
 - D. single task service
- 68 Although most organizations expect to outsource more in the future, they will likely keep the _____ components of HR within the organization. D
- A. organizational
 - B. functional
 - C. administrative
 - D. strategic
- 69 What is the term that takes routine, transaction-based activities that are dispersed throughout the organization and consolidates them in one place? B
- A. outsourcing centers
 - B. shared service centers
 - C. consolidation centers
 - D. human resource centers
- 70 Shared services centers provide an alternative to HR _____ and can often provide the same cost savings and customer service. A
- A. outsourcing
 - B. onboarding
 - C. functioning
 - D. downsizing
- 71 Approximately what percent of the *Fortune* 500 companies use shared service centers for some of their HR tasks? C
- A. 20
 - B. 30
 - C. 50
 - D. 60
- 72 What is the term called when a company leases employees to other businesses? D
- A. outsourcing
 - B. HR provider
 - C. external employer organization
 - D. professional employer organizations

- 73 According to your text, what is a possible weakness in the use of professional employer organizations? B
- A. excessive paperwork
 - B. erosion of employee loyalty
 - C. EEOC complaints
 - D. higher cost
- 74 What are individuals directly involved in accomplishing the primary purpose of the organization called? B
- A. human resource managers
 - B. line managers
 - C. staff managers
 - D. mobile managers
- 75 As the traditional work of HR managers diminishes, _____ managers are stepping up and performing duties often done by the human resource manager. C
- A. staff
 - B. advisory
 - C. line
 - D. consulting
- 76 What is the term called that uses software and the corporate network to automate paper-based human resource processes that require a manager's approval, record-keeping or input, and processes that support the manager's job? A
- A. manager self-service
 - B. HRIS
 - C. manager support service
 - D. corporate support service
- 77 A generation ago many HR people were more like _____ than managers of human capital. D
- A. salespersons
 - B. marketers
 - C. financial managers
 - D. policemen
- 78 Which of the following would **NOT** likely be a task accomplished by an HR executive in his or her role as a strategic partner? A
- A. EEO-1 preparation
 - B. Strategic planning
 - C. Mergers and acquisitions
 - D. Reorganizing/Downsizing

- 79 During a session at a SHRM conference in Philadelphia, Richard Pinola, chair and CEO of Right Management Consultants, Inc., listed tasks that CEO's want from HR. Which of the following was one of those tasks? D
- A. Make workforce strategies integral to company strategies and goals
 - B. Leverage HR's role in major change initiatives
 - C. Earn the right to a seat at the corporate table
 - D. All of the above
- 80 HR must focus on expanding its _____ and high-level corporate participation with an emphasis on adding value. C
- A. mobile
 - B. technical
 - C. strategic
 - D. tactical
- 81 Human resource professionals can give the CEO and CFO a powerful understanding of the role _____ plays in the organization and the way it combines with business processes to expand or shrink shareholder value. C
- A. laws
 - B. executive orders
 - C. human capital
 - D. management
- 82 There are certain questions that the HR executive should ask to determine if he or she is involved strategically. Which of the following is one of those questions? D
- A. Is HR present at mergers and acquisitions planning meetings, strategy reviews, and restructuring discussions?
 - B. Does HR provide an annual report on its ROI?
 - C. Is HR rated by its customers?
 - D. All of the above
- 83 What are measures of HR performance? C
- A. HR performance measures
 - B. human capital management
 - C. human capital metrics
 - D. strategic measurement
- 84 Even though employees account for as much as _____ percent of the worth of a corporation, it is often difficult to measure and understand how they contribute to the bottom line. B
- A. 50
 - B. 80
 - C. 40
 - D. 70

- 85 Part of HR becoming a _____ business partner includes being able to measure the effectiveness of the various HR tasks. A
- A. strategic
 - B. practical
 - C. administrative
 - D. management
- 86 Today, HR is under scrutiny and management wants to know how HR activities contribute to the organization's _____. D
- A. staff work
 - B. administrative forecasting
 - C. company welfare
 - D. bottom line
- 87 It has been estimated that the cost per employee for HR administration ranges from \$ _____ to \$ _____. C
- A. 2,000, 2,500
 - B. 3,200, 4,200
 - C. 1,200, 1,600
 - D. 800, 1,000
- 88 What is the report card of HR effectiveness of a specific person called? B
- A. efficiency measure
 - B. scorecard
 - C. balance sheet
 - D. effectiveness report
- 89 What is a top-level manager called who reports directly to the corporation's chief executive officer (CEO) or to the head of a major division? A
- A. executive
 - B. generalist
 - C. specialist
 - D. manager
- 90 A human resource generalist normally performs tasks D
- A. at entry levels.
 - B. in either compensation or labor relations.
 - C. in fewer than three functional areas.
 - D. in a variety of human resource-related functions.
- 91 A human resource specialist may be which of the following? D
- A. training manager
 - B. compensation analyst
 - C. recruiter
 - D. any of the above

- 92 Which of the following positions would be considered a human resource specialist? B
 A. human resource manager
 B. compensation manager
 C. vice president human resources
 D. marketing manager
- 93 An individual with a job title of *Benefits Analyst* is probably which type employee? C
 A. executive
 B. generalist
 C. specialist
 D. manager
- 94 The vice president of industrial relations is both a (an) _____ and a _____. C
 A. specialist, generalist
 B. generalist, specialist
 C. executive, specialist
 D. manager, specialist
- 95 A HR vice president is both a (an) _____ and a (an) _____, having responsibility for a wide variety of functions. B
 A. specialist, generalist
 B. executive, generalist
 C. executive, specialist
 D. manager, specialist
- 96 When the first edition of your text was written, what was the title of the book? B
 A. *The Management of Human Resources*
 B. *Personnel: The Management of Human Resources*
 C. *Managing Personnel*
 D. *Personnel*
- 97 In what edition was the title of your text changed to *Human Resource Management*? C
 A. third
 B. fourth
 C. fifth
 D. sixth
- 98 The title of the journal prepared by the Society of Human Resource Management is presently *HR Magazine*. What was the previous title? A
 A. *Personnel Administrator*
 B. *Personnel Journal*
 C. *Personnel News*
 D. *Human Resource Focus*

- 99 What was the previous title of the journal *Workforce Management*? B
- A. *Personnel Administrator*
 - B. *Personnel Journal*
 - C. *Personnel*
 - D. *Human Resource Focus*
- 100 What tasks might the evolving HR organization be involved with most? D
- A. outsourcing
 - B. shared service centers
 - C. line managers performing HR tasks
 - D. all of the above