Name:_____ Class:_____ Date:_____

Chapter 01: Introduction to Human Resource Development

1. Most people have actually been involved in some form of HRD.
    a. True
    b. False
ANSWER: True

2. Using the apprenticeship model, a person apprenticing in a law office could practice law after passing the state exam as late as the 1920's.
    a. True
    b. False
ANSWER: True

3. The core of all HRD efforts is reading.
    a. True
    b. False
ANSWER: False

4. The Human Relations movement began as an 'anti-factory' movement due to poor working conditions in many factories.
    a. True
    b. False
ANSWER: True

5. During World War II, many industry-based companies cut their training programs to save money and time during the war effort.
    a. True
    b. False
ANSWER: False

6. In a survey conducted by the Association for Talent Development (ATD, formerly the American Society for Training and Development) it was estimated organizations spent under $100 billion on employee learning and development in 2013.
    a. True
    b. False
ANSWER: False

7. The definition of Human Resource Development includes training for both past and present job skills.
    a. True
    b. False
ANSWER: False

8. Yeomanries were the forerunners of modern labor unions.
    a. True
    b. False
ANSWER: True

Chapter 01: Introduction to Human Resource Development

9. Scientific management recognized that people are more important in efficient production than are machines.
   a. True
   b. False
ANSWER: False

10. The first documented Factory School began at Hoe and Company in 1782.
   a. True
   b. False
ANSWER: True

11. The show, tell, do, and check training method began in World War I and is still in use today.
   a. True
   b. False
ANSWER: True

12. ASTD stands for the American Society for Training & Development.
   a. True
   b. False
ANSWER: True

13. In 2010, ASTD had approximately 40,000 members in 100 plus countries.
   a. True
   b. False
ANSWER: True

14. HRD functions involve coaching and skills training.
   a. True
   b. False
ANSWER: True

15. Line authority should have no role in the HRM function.
   a. True
   b. False
ANSWER: False

16. Traditionally, HRD departments have staff authority.
   a. True
   b. False
ANSWER: True

17. The original "human resource wheel" identified four primary HRD functions.
   a. True
   b. False
ANSWER: False

18. According to Bernthal's updated "learning and performance wheel" business strategy should be at the center of all HRD efforts.
    a. True
    b. False
ANSWER: True

19. External and upward alignments are needed in order to more fully integrate HRM with the strategic needs of an organization.
    a. True
    b. False
ANSWER: False

20. HRD executives should contribute ideas, information and recommendations during strategy formulation.
    a. True
    b. False
ANSWER: True

21. The learning strategist focuses on entry level employee training.
    a. True
    b. False
ANSWER: False

22. In the organization change agent role the HRD manager advises management in the design and implementation of change strategies.
    a. True
    b. False
ANSWER: True

23. Over the past 25 years the HRD profession has become less connected to the academic community.
    a. True
    b. False
ANSWER: False

24. Increasing diversity in the workplace means racial, ethnic, gender, and age diversity.
    a. True
    b. False
ANSWER: True

25. Diversity is always a catalyst for improved organizational performance.
    a. True
    b. False
ANSWER: False

26. In the U.S. only about 20% of the jobs require at least a High School education.
    a. True

Chapter 01: Introduction to Human Resource Development

b. False

ANSWER: False

27. HRD professionals need to develop a solid understanding of learning theory.

a. True

b. False

ANSWER: True

28. ASTD has not yet developed a code of ethics.

a. True

b. False

ANSWER: False

29. Evaluation is an important phase of the HRD process but is often over emphasized.

a. True

b. False

ANSWER: False

30. Specific training objectives are normally developed in the needs assessment phase.

a. True

b. False

ANSWER: False

31. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands is:

a. Organization design

b. Organization development

c. Human resource development

d. Human resource planning

ANSWER: c

32. What do most HRD efforts focus on?

a. recruitment

b. learning

c. communication

d. policy and procedure

ANSWER: b

33. The largest HRD professional organization is:

a. IPMA

b. TDAPHR

c. SHRM

d. ATD

ANSWER: d

Chapter 01: Introduction to Human Resource Development

34. The origins of HRD can be traced to which of the following?
    a. factory schools
    b. universities
    c. apprenticeship training programs
    d. Boston's first technical school
ANSWER: c

35. A 'yeomen' is a person who:
    a. sails a ship
    b. has not been admitted to an apprentice program as yet
    c. has mastered a few skills
    d. has mastered all the apprentice skills
ANSWER: d

36. The first privately funded vocational school in the U.S. was founded by:
    a. Jon Werner
    b. DeWitt Clinton
    c. George Washington
    d. Donald Kirkpatrick
ANSWER: b

37. The first privately funded vocational school in the U.S. was founded to:
    a. train university graduates in a skill
    b. train the sons of wealthy people
    c. train new managers in machine operation
    d. provide occupational training to young people who were unemployed or had criminal records
ANSWER: d

38. A main distinction between training and development is that developmental activities are generally:
    a. more focused on specific job skills
    b. less expensive than training activities
    c. becoming less common as organizations deal with their changing business environment
    d. more focused on long-term or future responsibilities
ANSWER: d

39. The first privately funded vocational school in the U.S. was founded in:
    a. 1809
    b. 1917
    c. 1872
    d. 1907
ANSWER: a

40. The first documented factory school was founded in:
    a. 1809

b. 1917

c. 1872

d. 1907

ANSWER: c

41. An ongoing process where an individual progresses through a series of stages, with each stage addressing unique issues, themes and task is described as:

a. human resource intervention

b. tactical career planning

c. career development

d. career planning

ANSWER: c

42. The introduction of the Model T assembly line impacted training in what way?

a. It made it less important

b. It did not have an impact

c. Work on an assembly line was an easy job that did not require any training

d. It increased the need for training

ANSWER: d

43. The Smith-Hughes Act granted funds to the states to:

a. build highways

b. train managers

c. build new universities

d. train people in agriculture, home economics, industry, and teacher training

ANSWER: d

44. How did the introduction of the Ford Model T and the events of World War I impact the training of unskilled and semiskilled workers?

a. There were more training opportunities for both unskilled and semiskilled workers

b. Semiskilled workers were retrained while unskilled workers were fired

c. Workers had to pass a skill evaluation to qualify for training

d. Most workers were able to learn the new processes without additional training

ANSWER: a

45. Which of the following is NOT a function included in the "human resource wheel" of an HRD department?

a. training and development

b. career development

c. organizational development

d. compensation and benefits

ANSWER: d

46. The HRCI offers which of the following designations upon passing a written exam and having the required years of exempt-level HR experience?

Chapter 01: Introduction to Human Resource Development

    a. PHR, Professional in Human Resources

    b. HRDP, Human Resource Development Professional

    c. HRE, Human Resources Executive

    d. AHR, Administrator in HR

ANSWER: a

47. Diversity in the workforce includes which groups of employees?

    a. Older workers

    b. Women

    c. Workers of different ethnic and racial backgrounds

    d. All of the above are considered diverse groups

ANSWER: d

48. A four-step, sequential process used to design HRD interventions is called:

    a. PDAC (plan, do, act, check)

    b. PDCA (plan, design, check, assess)

    c. ADImE (assess, design, implement, evaluate)

    d. SADIE (survey, access, develop, implement, evaluate)

ANSWER: c

49. HRD interventions can be evaluated using a variety of "hard" and "soft" measures. Which of the following would NOT be considered a "hard" measure?

    a. immediate, post training, employee survey

    b. cost-benefit analysis

    c. reduced employee turnover

    d. increased customer satisfaction and retention

ANSWER: a

50. Which of the following is viewed as a secondary human resource management (HRM) function?

    a. HR planning

    b. Designing performance management and performance appraisal systems

    c. Staffing

    d. Compensation and benefits

ANSWER: b

51. The Smith-Hughes bill was passed in:

    a. 1809

    b. 1917

    c. 1872

    d. 1907

ANSWER: b

52. The four step instructional training method of "show, tell, do, and check" introduced in World War I was later named:

    a. repetitive job evaluation

Chapter 01: Introduction to Human Resource Development

    b. evaluative performance initiative

    c. job instruction training (JIT)

    d. instructional training management

ANSWER: c

53. During World War II the TWI (Training within Industry) was established by the:

    a. Federal Government

    b. State of New York

    c. U.S. Chamber of Commerce

    d. General Electric

ANSWER: a

54. An undesirable by-product of the factory system was:

    a. Higher taxes for the factory owners

    b. Abuse of unskilled workers and children

    c. The creation of labor unions

    d. Lack of strong government regulation

ANSWER: b

55. The Human Relations movement began in the:

    a. Late 1930's

    b. Late 1890's

    c. Late 1940's

    d. 1950's at Harvard

ANSWER: a

56. In the 1970's, ASTD renamed itself:

    a. The Alaskan Society for Training & Development

    b. The American Society for Training & Development

    c. The American Society for Teaching Drama

    d. The American Society for Technical Development

ANSWER: b

57. Which of the following is NOT a primary function of HRM?

    a. equal employment opportunity

    b. employee labor relations

    c. health and safety

    d. performance management

ANSWER: d

58. Which of the following would be included in the career development function of HRD?

    a. skills evaluation

    b. career management

    c. counselling

Chapter 01: Introduction to Human Resource Development

    d. management training and development

ANSWER: d

59. A staff organization generally:

    a. Gives direct orders to workers

    b. Advises and consults

    c. Directly produces goods and services

    d. Does not include the HR department

ANSWER: b

60. Which of the following is NOT a typical T & D function?

    a. Employee discipline

    b. Employee orientation

    c. Technical training

    d. Coaching

ANSWER: a

61. Strategic management involves all of the following EXCEPT:

    a. Strategy formulation

    b. Control

    c. Strategy recording

    d. Strategy implementation

ANSWER: c

62. A challenge currently facing the HRD field is:

    a. Increasing workforce diversity

    b. Competing in a global economy

    c. Eliminating the skills gap

    d. All of the above are challenges to HRD

ANSWER: d

63. The trend in today's work force is:

    a. Employees are getting younger

    b. Employees average ages have not changed over the last decade

    c. Employees are getting older

    d. There is no accurate way to determine employee trends

ANSWER: c

64. What is true about a learning organization?

    a. HRD people do not like the concept.

    b. Over 90% of HRD executives think it is important for organizations to become a learning organization.

    c. It is now required by federal law.

    d. It is something an organization can achieve by passing a certification exam.

ANSWER: b

65. According to the Upjohn institute what percent of hourly employees lack some basic skills?
    a. 75
    b. 25-40
    c. 3-5
    d. about 10
ANSWER: b

66. According to the "new learning & performance wheel" what is true about business strategy?
    a. It should be at the hub or center of HRD efforts
    b. It should not be a part of the wheel
    c. It is included in the "upper right spokes"
    d. It is included in the "lower left spokes"
ANSWER: a

67. In the needs assessment phase the identified gaps can be attributed to:
    a. current deficiencies
    b. new challenges that demand change
    c. Both A and B can cause gaps in an organization
    d. None of the above cause gaps in an organization
ANSWER: c

68. What is the goal of the assessment and design phase of effective HRD interventions?
    a. learning development
    b. evaluation
    c. restructuring
    d. implementation
ANSWER: d

69. Which of the following is true of apprenticeship training?
    a. It began in the 1920's
    b. It has been used to train skilled workers and even physicians
    c. It has been used only for a small group of skilled trades
    d. It is no longer used to train workers
ANSWER: b

70. Training semi-skilled workers to use machines after the Industrial Revolution was done by:
    a. Factory schools
    b. Corporate universities
    c. Yeoman training
    d. Apprentice programs
ANSWER: a

71. In which of the following roles does the HRD professional help transform organizations by advising management in

Chapter 01: Introduction to Human Resource Development

the design and implementation of change strategies that can result in more efficient work teams?

    a. HR strategic advisor

    b. HR systems designer and developer

    c. Organization change agent

    d. Learning program specialist

ANSWER: c

72. The Human Relations movement highlighted:

    a. The need for more factory schools

    b. The importance of machine efficiency

    c. The importance of well trained managers

    d. The importance of human behavior on the job

ANSWER: d

73. In Chester Barnard's book *The Functions of the Executive,* he emphasized the integration of:

    a. Machines and efficiency

    b. Traditional management behavioral science

    c. Efficiency and employee training

    d. Training and development

ANSWER: b

74. In the 1980's ASTD's focus looked strongly at:

    a. The strategic role of HRD

    b. Performance Improvement programs

    c. High performing work systems

    d. All of the above

ANSWER: d

75. In the updated version of McLagan's original HR wheel, the emphasis has shifted to which of the following?

    a. evaluation and implementation

    b. skill building and strategy

    c. training and development

    d. learning and performance

ANSWER: d

76. Which of the following is true of the training function of T&D?

    a. Providing employees with the knowledge needed to do a particular task or job

    b. Providing employees with the skills needed to do a particular task or job

    c. Pursuing attitude changes within a task or job

    d. All of these are functions of training

ANSWER: d

77. Which of the following is true about organizational development?

    a. It emphasizes macro changes

Chapter 01: Introduction to Human Resource Development

    b. It emphasizes micro changes

    c. In OD the HRD professional functions as a change agent

    d. All of the above

ANSWER: d

78. For HRD to play a more important role in the strategic plan of an organization all of the following are necessary except:

    a. It must contribute ideas and information to strategy formulation

    b. Education and training must support strategic management

    c. Training must be budget conscious

    d. Training must be linked to the organizations goals and strategies

ANSWER: c

79. The three areas of foundation competencies needed by HRD professionals include all of the following except:

    a. Personal skills

    b. Team skills

    c. Interpersonal skills

    d. Business/management skills

ANSWER: b

80. A primary role of the HRD Executive/Manager is to:

    a. Stay within the budget

    b. Create programs desired by trainees

    c. Plan a wide array of programs each year

    d. Promote the value of HRD programs to senior managers

ANSWER: d

81. The organization design consultant produces which of the following outputs?

    a. Alternative work designs

    b. Lesson plans

    c. Education and training programs

    d. Quality management programs

ANSWER: a

82. Certification for HRD professionals is

    a. Offered by SHRM

    b. Scheduled to begin in 2017

    c. The Certified Professional in Learning and Performance

    d. Offered by the U.S. Government

ANSWER: c

83. The Human Resource Certificate Institute offers all of the following EXCEPT:

    a. Professional in Human Resources

    b. Master Professional in Human Resources

Chapter 01: Introduction to Human Resource Development

    c. Senior Professional in Human Resources

    d. Global Professional in Human Resources

ANSWER: b

84. The link between ASTD to the academic community includes:

    a. Offering University courses

    b. Offering more academic courses to members

    c. Allowing academics to be certified

    d. A research journal - the HRD Quarterly

ANSWER: d

85. The purpose of the Benchmarking Forum is to:

    a. Share ideas, both good and bad

    b. Compare wages for HRD executives

    c. Share all HRD research

    d. Learn about 'best practices'

ANSWER: d

86. What is true about the skills gap?

    a. Both Germany and Japan have done a better job of teaching basic skills than has the U.S.

    b. The U.S. has done a better job of teaching basic skills than has the Japan.

    c. The U.S. has done a better job of teaching basic skills than has the Germany.

    d. There is no skills gap for basic knowledge in the U.S.

ANSWER: a

87. Lifelong learning means:

    a. The same learning for all employees

    b. Continuing education for all employees

    c. Skills training for all employees

    d. Different things for different employees

ANSWER: d

88. Identifying training needs involves all of the following EXCEPT:

    a. Examining the organization

    b. Looking at educational standards in the local area

    c. Looking at job tasks

    d. Looking at individual employee performance

ANSWER: b

89. Which of the following is true of scheduling a training program?

    a. Many issues need to be dealt with in order for it to be effective

    b. It is a simple process

    c. Scheduling is not an important aspect of a training program

    d. Scheduling is important if you use an external trainer

Name: _____ Class: _____ Date: _____

Chapter 01: Introduction to Human Resource Development

ANSWER: a

90. Evaluation allows managers to make better decisions about which of the following?

    a. Continuing to use a method of training

    b. Continuing to offer a program

    c. How to allocate scarce resources

    d. All of the above are factors for managers

ANSWER: d