Chapter 1: The New Human Resource Management Process

Test Bank

Multiple Choice

1. In an annual report, the CEO of Acme Global emphasizes the importance of the people who work for Acme Global and their contribution to the organization's success. The CEO is talking about Acme Global's _____.
A. human resources
B. cost center
C. revenue center
D. productivity
Ans: A
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Comprehension
Answer Location: Why Study Human Resource Management (HRM)?
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

2. _____ is a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time.
A. Empathy
B. Employee engagement
C. Sustainability
D. Productivity
Ans: B
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Why Study Human Resource Management (HRM)?
Difficulty Level: Easy
AACSB Standard: Group and individual behaviors
SHRM: Job Analysis/Job Design

3. Bryan has been employed at Acme Global for 15 years. He is satisfied with his job and performs it very well. He has been a high performer for all 15 years. According to HR, Bryan has a high level of _____.
A. sustainability
B. employee engagement
C. empathy
D. efficiency

Ans: B
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Application
Answer Location: Why Study Human Resource Management (HRM)?
Difficulty Level: Hard
AACSB Standard: Group and individual behaviors
SHRM: Job Analysis/Job Design

4. _____ and the ability to analyze large data sets have disrupted every industry and the way every organization does, or should do, business.
A. Productivity
B. Efficiency
C. Revenue
D. Technology
Ans: D
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: HRM Past and Present
Difficulty Level: Easy
AACSB Standard: Information technology
SHRM: HR's Role in Organizations

5. In the past, an organization's human resource department would have been considered a _____.
A. cost center
B. revenue center
C. productivity center
D. technical skill
Ans: A
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: HRM in the Past
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

6. A _____ is a division or department within the organization that brings in no revenue or profit for the organization. This type of division or department only costs money for the organization to run.
A. revenue center
B. business center
C. cost center

D. productivity center
Ans: C
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: HRM in the Past
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

7. _____ are divisions or departments in organizations that generate monetary returns for the organizations.
A. Human resources
B. Cost centers
C. Productivity centers
D. Revenue centers
Ans: D
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: HRM in the Past
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

8. At the Acme Global Corporation, the human resources department provides limited services to the organization. These services include things like keeping track of job applicants, maintaining employee paperwork, and filing annual performance evaluations. This view of the HR department is consistent with the _____ view of human resource management.
A. 21st century
B. traditional
C. sustainable
D. revenue center
Ans: B
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Comprehension
Answer Location: HRM in the Past
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

9. At the Acme Global Corporation, the human resources department deals primarily with improving the productivity of the people within the organization. This view of the HR department is consistent with the _____ view of human resource management.
A. present
B. engagement
C. sustainable
D. traditional
Ans: A
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Comprehension
Answer Location: Productivity Centers
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

10. A(n) _____ is a revenue center that enhances profitability of the organization through enhancing the productivity of the people within the organization.
A. productivity center
B. cost center
C. employee engagement
D. human resources
Ans: A
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

11. In the present view of the field, human resource managers no longer run an organizational _____. Their function, along with all other managers, is to improve organizational revenues and profits.
A. revenue center
B. productivity center
C. cost center
D. business skill
Ans: C
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations

SHRM: HR's Role in Organizations

12. _____ is the amount of output that an organization gets per unit of input, with human input usually expressed in terms of units of time.
A. Empathy
B. Productivity
C. Sustainability
D. Revenue
Ans: B
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

13. Ashley is interested in measuring the amount of output that Acme Global gets per unit of input. Specifically, she would like to measure how much time each worker spends on each assignment. Ashley is interested in measuring _____.
A. revenue
B. turnover
C. productivity
D. costs
Ans: C
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Application
Answer Location: Productivity Centers
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

14. Productivity is the result of two components over which managers have control. The two components are _____.
A. sustainability and turnover
B. absenteeism and turnover
C. productivity and revenue
D. effectiveness and efficiency
Ans: D
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy

AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

15. Alex wants to make sure that Acme Global is getting work done whenever and however it must be done. He frequently asks the question, "Did we do the right things?" Alex is concerned with _____.
A. efficiency
B. empathy
C. effectiveness
D. sustainability
Ans: C
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Application
Answer Location: Productivity Centers
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

16. Carli is concerned about how many organizational resources are being used at Acme Global to get the work done. She frequently asks the question, "Did we do things right?" Carli is concerned with _____.
A. sustainability
B. cost
C. productivity
D. efficiency
Ans: D
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Application
Answer Location: Productivity Centers
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

17. In the present view of the field, human resource management deals primarily with improving the _____ of the people within an organization.
A. empathy
B. sustainability
C. turnover
D. efficiency
Ans: D
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge

Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

18. Devin is concerned about how Acme Global will continue to recruit employees given the aging workforce and skills shortages. Devin is concerned about _____.
A. technical skills
B. knowledge workers
C. labor demographics
D. employee engagement
Ans: C
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Application
Answer Location: Labor Demographics
Difficulty Level: Hard
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

19. For organizations in developed countries, a lack of _____ for increasingly complex jobs is an ongoing problem.
A. skilled workers
B. technology
C. diversity
D. competition
Ans: A
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Labor Demographics
Difficulty Level: Easy
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

20. Managers of a 21st-century organization will need to be more _____ aware to deal with individuals with significantly different work ethics, cultural norms, and even languages.
A. culturally
B. technologically
C. effectively
D. efficiency
Ans: A
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.

Cognitive Domain: Knowledge
Answer Location: Labor Demographics
Difficulty Level: Easy
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

21. In 2024, it is predicted that Hispanic workers of all nationalities will be _____% of the workforce.
A. 10
B. 20
C. 30
D. 40
Ans: B
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Labor Demographics
Difficulty Level: Medium
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

22. In 2024, it is predicted that Asian workers will be _____% of the workforce.
A. 2.3
B. 6.6
C. 14.2
D. 24.4
Ans: B
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Labor Demographics
Difficulty Level: Medium
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

23. Women are currently _____% of the workforce.
A. 35–36
B. 47–48
C. 52–53
D. 57–58
Ans: B
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Labor Demographics

Difficulty Level: Medium
AACSB Standard: Diverse and multicultural work environments
SHRM: Managing a Diverse Workforce

24. _____ gather and interpret information to improve a product or process. They are known for using "their head more than their hands."
A. Knowledge workers
B. Staff managers
C. Line managers
D. Empathy workers
Ans: A
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Knowledge Workers and the Pace of Change
Difficulty Level: Easy
AACSB Standard: Information technology
SHRM: HR's Role in Organizations

25. One of the most critical issues that human resource managers face is the fact that _____ is outpacing the ability to use it.
A. sustainability
B. efficiency
C. knowledge
D. technology
Ans: D
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: Knowledge Workers and the Pace of Change
Difficulty Level: Easy
AACSB Standard: Information technology
SHRM: HR's Role in Organizations

26. When discussing critical factors in human resource management, _____ are those that can only be affected through *indirect* means.
A. independent variables
B. technical skills
C. dependent variables
D. interpersonal skills
Ans: C
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Factors

Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

27. When discussing critical factors in human resource management, _____ are those that can only be affected through *direct* means.
A. independent variables
B. dependent variables
C. conceptual skills
D. design skills
Ans: A
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Factors
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

28. In surveys of managers across industries, the same four issues about managing people frequently come up. The four issues are productivity, employee engagement, turnover, and _____.
A. absenteeism
B. diversity
C. independence
D. job satisfaction
Ans: A
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Variables
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

29. _____ is the permanent loss of workers from the organization.
A. Absenteeism
B. Turnover
C. Empathy
D. Revenue
Ans: B
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Variables

Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

30. The Acme Global Corporation is paying for job analysis costs, recruiting costs, and selection costs because it needs to replace three workers who left the organization for better paying jobs. The organization is dealing with _____.
A. absenteeism
B. employee engagement
C. competitive advantage
D. turnover
Ans: D
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: Critical Dependent Variables
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

31. _____ is the failure of an employee to report to the workplace as scheduled.
A. Turnover
B. Effectiveness
C. Absenteeism
D. Productivity
Ans: C
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Variables
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

32. Saleh's department lost productivity this week when two employees failed to report to work as scheduled. Other employees had to do the missing employees' work and were not able to completely do their regular jobs. What Saleh's department is experiencing is _____.
A. turnover
B. absenteeism
C. dissatisfaction
D. lack of effectiveness
Ans: B
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.

Cognitive Domain: Application
Answer Location: Critical Dependent Variables
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

33. As a human resource manager, Sydney actively attends community meetings and other events to look for talented future employees for Acme Global. Even when there are no job openings, Sydney is still looking for potential employees for when an opening does occur. Sydney's work to plan for the future is part of _____.
A. knowledge work
B. technical skills
C. productivity
D. strategic human resource management
Ans: D
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: Importance of Strategic HRM
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

34. To make organizations more competitive and to create sustainable competitive advantages is the basis of _____.
A. productivity
B. strategic human resource management
C. sustainability
D. efficiency
Ans: B
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Sustainable Competitive Advantage
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

35. _____ is a capability that creates value for customers that rivals can't copy quickly or easily and that allows the organization to differentiate its products or services from those of competitors.
A. Productivity
B. Effectiveness
C. Empathy
D. Sustainable competitive advantage

Ans: D
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Sustainable Competitive Advantage
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

36. When a new computer programmer is needed at Acme Global, the human resource manager will often look to LinkedIn for candidates. This is an example of how social media is used in _____.
A. recruitment and selection
B. onboarding
C. training and development
D. performance management
Ans: A
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: The Influence of Social Media
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: Staffing: Recruitment and Selection

37. Kathryn had a job interview with Acme Global without ever meeting any Acme Global employee in person. The entire interview was conducted via Skype, a video conferencing service. This is an example of how social media is used in _____.
A. recruitment and selection
B. onboarding
C. training and development
D. performance management
Ans: A
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: The Influence of Social Media
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: Staffing: Recruitment and Selection

38. When Jack was first hired at Acme Global, he was assigned to a virtual mentoring group of new employees and managers before his first day of work. The group built an online community that helped Jack learn more about the culture of Acme Global. This is an example of how social media is used in _____.

A. recruitment and selection
B. onboarding
C. training and development
D. performance management
Ans: B
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: The Influence of Social Media
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: Staffing: Recruitment and Selection

39. When Karley needed to improve her programming skills, she joined an online group of programmers who shared tips with one another about common programming problems. This is an example of how social media is used in _____.
A. recruitment and selection
B. onboarding
C. training and development
D. performance management
Ans: C
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Application
Answer Location: The Influence of Social Media
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: Staffing: Recruitment and Selection

40. The first skill set that an HR manager must develop to be successful is the _____ skill set. It is also the easiest one to develop.
A. interpersonal
B. technical
C. conceptual and design
D. business
Ans: B
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Technical Skills
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

41. Walid is using the computer to organize documents needed for an upcoming meeting. After the documents are organized, Walid will e-mail them to meeting participants. Walid is using _____ skills to complete this task.
A. technical
B. interpersonal
C. conceptual and design
D. business
Ans: A
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Application
Answer Location: Technical Skills
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

42. Maxwell is listening to a coworker describe a problem with a supervisor. As he listens, Maxwell is trying to put himself in his coworker's situation and understand the real problem between the supervisor and his coworker. Maxwell is using _____ skills to complete this task.
A. technical
B. interpersonal
C. conceptual and design
D. business
Ans: B
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Application
Answer Location: Interpersonal Skills
Difficulty Level: Hard
AACSB Standard: Interpersonal relations and teamwork
SHRM: HR's Role in Organizations

43. _____ skills comprise the ability to understand, communicate, and work well with individuals and groups through developing effective relationships.
A. Technical
B. Interpersonal
C. Conceptual and design
D. Business
Ans: B
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Interpersonal Skills
Difficulty Level: Easy
AACSB Standard: Interpersonal relations and teamwork
SHRM: HR's Role in Organizations

44. _____ involves being able to put yourself in another person's place—to understand what is being said and why the person is communicating that information to you.
A. Effectiveness
B. Efficiency
C. Empathy
D. Cost
Ans: C
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Interpersonal Skills
Difficulty Level: Easy
AACSB Standard: Interpersonal relations and teamwork
SHRM: HR's Role in Organizations

45. _____ include(s) the ability to evaluate a situation, identify alternatives, select a reasonable alternative, and make a decision to implement a solution to a problem.
A. Productivity
B. Sustainability
C. Effectiveness
D. Conceptual and design skills
Ans: D
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Conceptual and Design Skills
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

46. As part of a team tasked with improving the efficiency of the manufacturing department, Francesca is trying to evaluate the current situation, identify alternative methods, select a reasonable alternative method, and make a decision to implement a solution to the problem. Francesca is using _____ skills to complete this task.
A. technical
B. interpersonal
C. conceptual and design
D. business
Ans: C
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Application
Answer Location: Conceptual and Design Skills
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

47. The _____ skill set is an ability to understand what is going on in business processes. It involves the ability to "see the bigger picture" concerning how a department and the overall organization operates.
A. conceptual
B. design
C. technical
D. knowledge
Ans: A
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Conceptual and Design Skills
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

48. The _____ skill set involves figuring out novel or innovative solutions to problems that were identified through the use of conceptual skills.
A. productivity
B. design
C. conceptual
D. interpersonal
Ans: B
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Conceptual and Design Skills
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

49. Kaelyn is putting together a proposal on the budget and strategic plan that describes how the human resources department will contribute to the profitability of the organization. Kaelyn is using _____ skills to complete this task.
A. technical
B. interpersonal
C. conceptual and design
D. business
Ans: D
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Application
Answer Location: Business Skills
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

50. _____ skills are the analytical and quantitative skills that include in-depth knowledge of how the business works and its budgeting and strategic planning processes.
A. Business
B. Interpersonal
C. Technical
D. Knowledge
Ans: A
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Business Skills
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

51. _____ managers are the first point of contact with most of the employees when the employees have questions about human resources policies or procedures.
A. Human resource
B. Staff
C. Line
D. Top
Ans: C
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Knowledge
Answer Location: Line Managers' HRM Responsibilities
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

52. _____ managers are the individuals who create, manage, and maintain the people and organizational processes that create whatever it is that the business sells.
A. Staff
B. Line
C. Human resource
D. Top
Ans: B
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Knowledge
Answer Location: Line Versus Staff Management
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

53. Brett is an accountant at a legal firm. He advises the attorneys on how to complete quarterly reports for their divisions. Brett is a _____ manager.

A. labor
B. human resource
C. staff
D. line
Ans: C
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Line Versus Staff Management
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

54. At the Acme Global Corporation, the human resources department provides training to help line managers understand how to avoid inadvertently acting in a way that is prohibited when dealing with employees. This training covers the _____ responsibilities of line management.
A. legal
B. labor cost controls
C. leadership and motivation
D. training and development
Ans: A
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Legal Considerations
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

55. Morgan is a line manager who wants to cut costs and make her department more efficient. She is not sure what she is allowed to do to achieve his goals. Morgan should ask the human resources department for help understanding the _____ responsibilities of line management.
A. appraisal and promotion
B. labor cost controls
C. leadership and motivation
D. training and development
Ans: B
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Labor Cost Controls
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

56. Javier wants to improve his workers' performance and productivity. To learn the best ways to do so, Javier could work to improve his skills related to the _____ responsibilities of line management.
A. safety and security
B. appraisal and promotion
C. leadership and motivation
D. labor cost controls
Ans: C
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Leadership and Motivation
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

57. As a line manager, Gerardo is often one of the first people to see a problem with the organization's manufacturing processes caused by lack of employee skill. Resolving the problem is a part of the _____ responsibilities of line management.
A. legal considerations
B. labor cost controls
C. leadership and motivation
D. training and development
Ans: D
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Training and Development
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

58. Annika, who is a line manager, recommended one of her employees for a new job higher up in the organization. Based on what she knew of the employee's capabilities and limitations, Annika voiced her opinion that her employee would be a good fit for the position. Her recommendation is part of the _____ responsibilities of line management.
A. legal considerations
B. appraisal and promotion
C. leadership and motivation
D. training and development
Ans: B
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Appraisal and Promotion
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

59. Spencer, who is a line manager, ensures that the machines used by his employees are regularly examined by inspectors to make sure the machines do not pose a hazard to his employees. His regular monitoring of these machines is part of the _____ responsibilities of line management.
A. legal considerations
B. labor cost controls
C. leadership and motivation
D. safety and security of employees
Ans: D
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Application
Answer Location: Safety and Security of Employees
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

60. Human resource _____ jobs are ones in which the employee focuses on a specific discipline of HR.
A. generalist
B. technical
C. specialist
D. knowledge
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: Major HR Responsibilities of Line Management
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

61. Human resource _____ jobs are ones in which the human resource employee works in many different areas.
A. knowledge
B. generalist
C. technical
D. specialist
Ans: B
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: HR Managers' Responsibilities: Disciplines Within HRM
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations

SHRM: HR's Role in Organizations

62. Kaitlin manages the organization's employee-related actions to ensure compliance with equal opportunity laws and regulations as well as organizational affirmative action plans. Part of her job also involves managing diverse groups of people within the organization. Kaitlin's human resource management specialty is _____.
A. training and development
B. compensation and benefits
C. the legal environment
D. ethics and sustainability
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: The Legal Environment: EEO and Diversity Management
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

63. Chase manages the recruiting process, selecting the best candidates who apply, and getting them settled into their jobs. Chase's human resource management specialty is _____.
A. training and development
B. compensation and benefits
C. staffing
D. labor and industrial relations
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Staffing
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

64. Isabel manages teaching employees everything from basic job skills to what they need to know to move up in the organization. Isabel's human resource management specialty is _____.
A. training and development
B. employee relations
C. staffing
D. labor and industrial relations
Ans: A
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.

Cognitive Domain: Application
Answer Location: Training and Development
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

65. Alexandra's role in the organization involves measuring and evaluating job satisfaction and employee engagement. Alexandra's human resource management specialty is _____.
A. staffing
B. labor and industrial relations
C. ethics and sustainability
D. employee relations
Ans: D
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Employee Relations
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

66. Eli's work involves union votes, negotiations for union agreements, contract collective bargaining, and handling grievances. Eli's human resource management specialty is _____.
A. the legal environment
B. compensation and benefits
C. labor and industrial relations
D. safety and security
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Labor and Industrial Relations
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

67. Miguel's job involves how the organization rewards the people who work for it. He works with salary surveys, benefits management, and incentive programs. Miguel's human resource management specialty is _____.
A. the legal environment
B. compensation and benefits
C. safety and security
D. ethics and sustainability

Ans: B
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Compensation and Benefits
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

68. Glynn's work involves helping employees with stress management and designing the employee assistance program to help employees cope with job demands. Glynn's human resource management specialty is _____.
A. ethics and sustainability
B. safety and security
C. training and development
D. staffing
Ans: B
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Safety and Security
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

69. Brooklyn's job involves working on codes of ethics and making sure employees can report any violations of the code. Brooklyn's human resource management specialty is _____.
A. training and development
B. labor and industrial relations
C. employee relations
D. ethics and sustainability
Ans: D
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Application
Answer Location: Ethics and Sustainability
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

70. The _____ discipline of human resource management encompasses all of the things that need to happen to get people interested in working for a company, including the recruiting process, selecting the best candidates who apply, and getting them settled into their new jobs.

A. interpersonal
B. training
C. staffing
D. revenue
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: Staffing
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

71. The _____ discipline of human resource management encompasses employee education in organizations.
A. training and development
B. employee relations
C. staffing
D. revenue
Ans: A
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: Training and Development
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

72. The _____ discipline of human resource management includes coaching, conflict resolution, counseling, and disciplining the workforce. It also involves leadership and team-building efforts within the organization.
A. staffing
B. interpersonal
C. employee relations
D. technical
Ans: C
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: Employee Relations
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

73. A _____ specialist might find jobs in compensation planning, salary surveys, benefits management, and incentive programs.
A. absenteeism and turnover
B. compensation and benefits
C. effectiveness and efficiency
D. conceptual and design
Ans: B
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: Compensation and Benefits
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

74. _____ is the largest and most recognized of the HRM advocacy organizations in the United States.
A. The Society for Human Resource Management
B. Human Resource Certification Institute
C. WorldatWork
D. Association of Human Resource Professionals
Ans: A
Learning Objective: 1-7: List some of the major resources for HRM careers.
Cognitive Domain: Knowledge
Answer Location: Society for Human Resource Management (SHRM)
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

75. Section I of the practitioner's model of human resource management focuses on the things that are most critical to the organization's basic stability and success and contains _____.
A. 21st-Century HRM, strategic planning, and HR laws
B. staffing
C. developing and managing
D. protecting and expanding
Ans: A
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Section I: 21st Century HRM, Strategic Planning, and HR Laws
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

76. Section II of the practitioner's model of human resource management includes the items that will allow the organization to get its work done successfully over long periods of time and is concerned with _____.
A. protecting and expanding
B. staffing
C. developing and managing
D. compensating
Ans: B
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Section II: Staffing
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

77. Once people have been selected into the organization, the _____ section of the practitioner's model of human resource management describes how managers might coach, counsel, and/or discipline employees.
A. 21st-century HRM, strategic planning, and HR laws
B. developing and managing
C. protecting and expanding
D. compensating
Ans: B
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Section III: Developing and Managing
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

78. The _____ section of the practitioner's model of human resource management describes base pay, incentives, and worker benefits as ways to reward and maintain a workforce.
A. 21st-century HRM, strategic planning, and HR laws
B. staffing
C. developing and managing
D. compensating
Ans: D
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Section IV: Compensating
Difficulty Level: Easy

AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

79. As a human resource manager, Chloe seeks to make human resource technology a part of daily operations at Acme Global. She points out how it can be used in all areas of human resources. Chloe is helping Acme Global become agile by _____.
A. creating a digital culture
B. developing the ability to thrive on change
C. exploring the value of "on-demand" workers
D. reviewing legacy processes
Ans: A
Learning Objective: 1-9: Describe how employee engagement affects productivity.
Cognitive Domain: Application
Answer Location: HRM and Organizational Agility
Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

80. At Acme Global, full-time employees work seamlessly with consultants and temporary workers. It appears Acme Global has become agile by _____.
A. creating a digital culture
B. developing the ability to thrive on change
C. exploring the value of "on-demand" workers
D. reviewing legacy processes
Ans: C
Learning Objective: 1-9: Describe how employee engagement affects productivity.
Cognitive Domain: Comprehension
Answer Location: HRM and Organizational Agility
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

81. As a human resource manager, Mitchell is examining all the procedures that have been adopted over the years and have become "the way we do things around here." Many of these procedures were adopted to make the workplace more efficient, but Mitchell wants to check on whether that efficiency still exists. Mitchell is helping Acme Global become agile by _____.
A. creating a digital culture
B. developing the ability to thrive on change
C. exploring the value of "on-demand" workers
D. reviewing legacy processes
Ans: D
Learning Objective: 1-9: Describe how employee engagement affects productivity.
Cognitive Domain: Application
Answer Location: HRM and Organizational Agility

Difficulty Level: Hard
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

True/False

1. Employee engagement is a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time.
Ans: T
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Introduction
Difficulty Level: Easy
AACSB Standard: Group and individual behaviors
SHRM: Job Analysis/Job Design

2. Effectiveness is the amount of output that an organization gets per unit of input, with human input usually expressed in terms of units of time.
Ans: F
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Group and individual behaviors
SHRM: Job Analysis/Job Design

3. In the present view of the field, human resource management deals primarily with improving the effectiveness of the people within an organization.
Ans: F
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: Productivity Centers
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

4. Knowledge workers gather and interpret information to improve a product or process. They are known for using "their head more than their hands."
Ans: T
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.

Cognitive Domain: Knowledge
Answer Location: Knowledge Workers and the Pace of Change
Difficulty Level: Easy
AACSB Standard: Information technology
SHRM: Job Analysis/Job Design

5. Sustainable competitive advantage is a capability that creates value for customers that rivals can't copy quickly or easily and that allows the organization to differentiate its products or services from those of competitors.
Ans: T
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Sustainable Competitive Advantage
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

6. Conceptual and design skills include the ability to understand, communicate, and work well with individuals and groups through developing effective relationships.
Ans: F
Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: Interpersonal Skills
Difficulty Level: Easy
AACSB Standard: Interpersonal relations and teamwork
SHRM: Managing a Diverse Workforce

7. Staff managers are the individuals who create, manage, and maintain the people and organizational processes that create whatever it is that the business sells.
Ans: F
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Knowledge
Answer Location: Line Versus Staff Management
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

8. The Society for Human Resource Management is the largest and most recognized of the HRM advocacy organizations in the United States.
Ans: T
Learning Objective: 1-7: List some of the major resources for HRM careers.
Cognitive Domain: Knowledge
Answer Location: Society for Human Resource Management (SHRM)
Difficulty Level: Easy

AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

9. The developing and managing section of the practitioner's model of human resource management includes the items that will allow the organization to get its work done successfully over long periods of time.
Ans: F
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Sections of the Model
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

10. The compensating section of the practitioner's model of human resource management describes base pay, incentives, and worker benefits as ways to reward and maintain a workforce.
Ans: T
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: Section IV: Compensating
Difficulty Level: Easy
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

Essay

1. Describe the traditional view of human resource management and the present view of human resource management.
Ans: The traditional view is that human resource management is a *cost center* that uses up organizational resources but doesn't create revenues for the company. The present view of human resource management is as a *productivity center* in which HR fulfills a revenue-generating function by providing the organization with the right people in the right place and with the right skills so that organizational productivity can be improved.
Learning Objective: 1-1: Identify the difference between the traditional view of human resource management (HRM) and the present view.
Cognitive Domain: Knowledge
Answer Location: HRM Past and Present
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

2. There are several major challenges facing HR managers. Identify at least three of these major challenges.
Ans: Varies but should include at least three of the following:
maintaining high levels of employee engagement;
developing next generation organization leaders;
maintaining competitive compensation and benefits offerings;
managing the loss of key workers and their skill sets.
Learning Objective: 1-2: Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
Cognitive Domain: Knowledge
Answer Location: New HRM Challenges
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

3. Describe the four critical dependent variables that managers must control to compete as a modern organization.
Ans: The four critical variables are productivity, job satisfaction, absenteeism, and turnover. *Productivity* is the amount of output that an organization gets per unit of input, with human input usually expressed in terms of units of time. The two parts of productivity are efficiency and effectiveness. *Employee engagement* is a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time. *Turnover* is permanent loss of workers from the organization. When people quit, it is considered voluntary turnover, while when people are fired, it is involuntary turnover. *Absenteeism* is temporary absence of employees from the workplace.
Learning Objective: 1-3: Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21st century organization.
Cognitive Domain: Knowledge
Answer Location: Critical Dependent Variables
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

4. Describe the four major human resource management skill sets.
Ans: The key human resource management skill sets are technical skills, interpersonal skills, conceptual and design skills, and business skills. *Technical skills* include the ability to use methods and techniques to perform a task. *Interpersonal skills* provide the ability to understand, communicate, and work well with individuals and groups through developing effective relationships. *Conceptual and design skills* provide the ability to evaluate a situation, identify alternatives, select an alternative, and implement a solution to the problem. *Business skills* provide analytical and quantitative skills, including the in-depth knowledge of how the business works and of its budgeting and strategic planning processes that is necessary for a manager to understand and contribute to the profitability of the organization.

Learning Objective: 1-4: Describe the four major HRM skill sets.
Cognitive Domain: Knowledge
Answer Location: HRM Skills
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

5. Describe four of the six human resource management responsibilities of the line manager.
Ans: Line managers require knowledge of each of the following topics:
Major employment laws. Line managers must know all of the major employment laws so that they don't accidentally violate them in their daily interactions with their employees.
Labor cost controls. Line managers have to understand what they are legally and ethically allowed to do to control labor costs.
Leadership and motivation. Probably the most significant function of a line manager is that of being a leader and motivator for the people who work for him or her. Managers are worth less than nothing if they don't improve employee performance.
Training and development. Line managers are typically the first point of contact to determine whether or not their workforce needs training or development to perform at a high level. They are also the people responsible for making changes to organizational processes. Training in these new processes is typically required to create maximum productivity in our workforce.
Appraisal and promotion. Line managers are the primary individuals who evaluate subordinates' work performance, and they should have a strong voice in who should be eligible for promotions in the organization, since their job is to know their people and each of their capabilities and limitations.
Employee safety and security. Line managers have primary responsibility for the safety and security of the workers in an organization. They have to know the laws that deal with occupational safety and health as well as security procedures to protect their people from individuals who might want to do them harm.
Learning Objective: 1-5: Discuss the line manager's six HRM responsibilities.
Cognitive Domain: Knowledge
Answer Location: Major HR Responsibilities of Line Management
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

6. Describe four of the eight major human resource management discipline areas.
Ans: Varies but should include four of the following:
The legal environment: EEO and diversity management. This discipline deals with equal opportunity laws and regulations as well as management of a diverse workforce.
Staffing. This discipline manages the processes involved in job analysis, recruiting, and selection into the organization.
Training and development. This discipline has responsibility for the training processes within the organization, for developing curricula and lesson plans, and for delivery of

training courses. It is also involved with development of talent within the company to provide a group of employees who will be able to move into more senior positions that become vacant.

Employee relations. This area involves the coaching, counseling, and discipline processes, along with employee communication and stress management. It is also typically responsible for the management of job satisfaction and employee engagement.

Labor and industrial relations. This discipline works with the laws and regulations that control the organization's relationships with their workforce. It also works with any union-management contracts, including but not limited to union votes, grievances, contract negotiations, and bargaining with union representatives.

Compensation and benefits. This discipline works with pay of various types and with benefits packages, all of which are designed to attract and keep the right mix of employees in the organization. It also deals directly with all of the federal and state compensation laws to ensure compliance.

Safety and security. This discipline works to ensure that the environment on the job is safe for all workers so that on-the-job injuries and illnesses are minimized to the greatest extent possible. It also involves managing the organization's planning for securing the workforce, both from being harmed by other people and from natural disasters such as earthquakes or tornados.

Ethics and sustainability. This discipline bears responsibility for seeing to it that the organization acts in an ethical and socially responsible manner, to minimize harm to the environment and its various stakeholders. It involves managing the sustainability efforts in the organization to minimize the organization's "footprint" on the environment—in other words, to minimize the depletion of worldwide resources caused by the organization's carrying out its processes.

Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.
Cognitive Domain: Knowledge
Answer Location: HR Managers' Responsibilities: Disciplines Within HRM
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

7. List the eight major human resource management discipline areas.
Ans: The eight major human resource management discipline areas are:
The legal environment: EEO and diversity management.
Staffing.
Training and development.
Employee relations.
Labor and industrial relations.
Compensation and benefits.
Safety and security.
Ethics and sustainability.
Learning Objective: 1-6: Identify and briefly describe the eight major HRM discipline areas.

Cognitive Domain: Knowledge
Answer Location: HR Managers' Responsibilities: Disciplines Within HRM
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

8. If you decide to pursue a career in human resource management, there are several organizations that can help. What are two major organizations you might join to help in your career?
Ans: Varies but should include two of the following:
The Society for Human Resource Management, or SHRM. SHRM maintains information on all of the HR functions that we mentioned in Chapter 1.
The Association for Talent Development or ATD, which focuses on training and developing employees in organizations.
WorldatWork, which primarily focuses on total compensation of the workforce in all types of organizations.
Learning Objective: 1-7: List some of the major resources for HRM careers.
Cognitive Domain: Knowledge
Answer Location: Resources for HRM Careers
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

9. The book describes the five levels of the practitioner's model for human resource management. Of the five, which are you looking forward to studying in this book? Be sure to describe the part of the model in which you have the most interest and why you look forward to learning more about it.
Ans: Varies but should include a description of one of the following five tiers.
Section I: Items that are absolutely critical to the organization if it is going to continue to operate (and stay within federal and state laws while doing so) and be stable and successful for a significant period of time.
Section II: Things that are required to identify the kinds of jobs that must be filled and then recruit and select the right types of people into those jobs so the company can maximize productivity over the long term. These are the items that will allow the organization to get its work done successfully over long periods of time.
Section III: The management of the human resources that we selected in the second level. We have to get them training to do their jobs and allow them to perform those jobs for a period of time. We then have to appraise their performance and, if necessary, correct their behaviors that are not allowing them to reach their maximum potential. We do the latter through the coaching, counseling, and disciplinary processes. As this is occurring, we need to ensure that we maintain positive relationships with our employees so that they remain engaged with the organization and productive. We manage these positive relationships in many ways, from measuring and assessing job satisfaction periodically to managing relationships with union employees.

Section IV: How to reward and maintain employees. Compensation and benefits can help keep employees satisfied and motivated.
Section V: Reward and maintain our workforce to minimize unnecessary turnover and dissatisfaction. We do this through fair and reasonable compensation planning and through the maintenance of a safe and secure workplace.
Learning Objective: 1-8: Explain the five parts of the practitioner's model for HRM and how the model applies to this book.
Cognitive Domain: Knowledge
Answer Location: The Model
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations

10. The relationship between employee engagement and productivity is complex. Describe how you would go about increasing productivity through employee engagement.
Ans: Compensation and benefits are necessary but not enough to improve employee engagement. Employers also need to provide the right tools, create trust, listen and act, and treat employees with respect and as individuals. Employers also need to keep employees engaged to help them better adapt to change, as organizations increasingly need to become agile to navigate new technologies and changing organizational structures.
Learning Objective: 1-9: Describe how employee engagement affects productivity.
Cognitive Domain: Knowledge
Answer Location: Employee Engagement Improves Productivity
Difficulty Level: Medium
AACSB Standard: Systems and processes in organizations
SHRM: HR's Role in Organizations