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| True / False |

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| 1. Human resources operations in some companies have been involved with mergers, acquisitions, and outsourcing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 2. Human resource management is the design of formal systems in an organization to manage human talent for accomplishing organizational goals.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 3. Specialized research capabilities, patents, information systems, designs, operating processes, and copyrights are classified as intellectual capital.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 4. Intellectual property is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. A core competency is a unique capability that creates high value for a company.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 6. A useful way to measure the productivity of a workforce is to determine the total cost of people against the annual sales of the organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 7. Unit labor cost is computed by dividing the total cost of workers by their total levels of output.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 8. Some of the major ways of increasing employee productivity are organizational restructuring, redesigning work, aligning human resource activities, and outsourcing analyses.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 9. Organizational culture consists of the shared values and beliefs that give members of an organization meaning and provide them with rules for behavior.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. Even if an organization does not have a history in which people have shared experiences for years, the organizational culture will stabilize.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 11. The operational role of human resource involves focusing on clerical administration and recordkeeping, including essential legal paperwork and policy implementation.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 12. The administrative role of human resource involves serving as employee “champion” for employee issues and concerns.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 13. The strategic role of human resource involves helping to define and implement the business strategy relative to human capital and its contribution to the organization's results.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 14. An expatriate is a citizen of one country who is working in a second country and employed by an organization headquartered in the first country.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 15. HR leaders are looking into making overseas assignments shorter in length and relying on technology to help build overseas business relationships.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 16. Global staffing has created political issues such as questioning U.S. federal legislation that restricts the number of high-skilled workers admitted from other countries.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 17. Replacing the experience and talents of longer-service workers is a challenge facing employers in all industries.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 18. An increasing number of individuals characterize themselves as multiracial, changing the diversity of potential workers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 19. About 50% of the U.S. workforce is female.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 20. Firms using tweets on competitive service details lead to problems associated with using social media.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 21. A written corporate code of ethics encourages ethical behavior among employees.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 22. The Sarbanes-Oxley Act requires companies to establish ethics codes, develop employee complaint systems, and have antiretaliation policies for employees who act as whistle-blowers to identify wrongful actions.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 23. It is not necessary for human resource professionals at all levels to possess strategic knowledge and impact.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 24. A person who has in-depth knowledge and expertise in a limited area of human resources is known as a human resource generalist.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 25. A person with the responsibility of performing a variety of human resource activities is known as a human resource specialist.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 26. For human resource specialists, the largest organization is the Society for Human Resource Management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 27. Professional in Human Resources (PHR) is sponsored by the WorldatWork Association.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 28. Senior Professional in Human Resources (SPHR), a human resource certification, is sponsored by the Human Resource Certification Institute.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 29. Global Professional in Human Resource (GPHR), a human resource certification, is sponsored by the American Society for Training and Development.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 30. Certified Compensation Professional (CCP), a human resource certification, is sponsored by the WorldatWork Association.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| Multiple Choice |

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| 31. Which of the following statements is true of the functions of human resource management?   |  |  |  | | --- | --- | --- | |  | a. | It is a clerical operation in large companies concerned with payroll and employee records. | |  | b. | It refers to a department that looks into the legal ramifications of policies and procedures that affect only the employees in an organization. | |  | c. | It is a function concerned with costs, planning, and the implications of various strategies for organizations. | |  | d. | It refers to a design of formal systems in an organization to manage human talent for accomplishing organizational goals. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 32. Binkers, LLC and Toves Inc. have merged, doubling the number of production facilities. To help decide which facilities to keep open and which should be closed, Bella has been asked to measure the productivity of the workforces at the facilities. Bella should \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | determine the total cost of people required for each unit of output | |  | b. | determine the total cost of people required for an output of 100 units | |  | c. | determine the total cost of people required to complete a day’s worth of work | |  | d. | determine the total cost of people required to complete a year’s worth of work |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 33. How is unit labor cost computed?   |  |  |  | | --- | --- | --- | |  | a. | By dividing the total cost of workers by the total level of output | |  | b. | By dividing the total level of output by the total cost of workers | |  | c. | By dividing the average level of output by the average cost of workers | |  | d. | By dividing the average cost of workers by their average levels of output |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 34. Big Drop Inc. wants to increase employee productivity by eliminating layers of management and changing reporting relationships, as well as cutting staff through downsizing, layoffs and early retirement buyout programs. This is an example of \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | organizational restructuring | |  | b. | redesigning work | |  | c. | aligning human resource activities | |  | d. | outsourcing analyses |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 35. \_\_\_\_\_\_\_\_\_\_, a method of increasing employee productivity, involves making changes to the way work gets done by focusing on the characteristics of jobs and altering how tasks are structured and coordinated.   |  |  |  | | --- | --- | --- | |  | a. | Organizational restructuring | |  | b. | Aligning HR activities | |  | c. | Outsourcing analyses | |  | d. | Redesigning work |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 36. \_\_\_\_\_\_\_\_\_\_, a method of increasing employee productivity, includes ensuring that HR efforts and practices are consistent with organizational efforts to improve productivity and satisfy strategic goals.   |  |  |  | | --- | --- | --- | |  | a. | Outsourcing analyses | |  | b. | Redesigning work | |  | c. | Aligning human resource activities | |  | d. | Organizational restructuring |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 37. Which of the following can be a part of the process of restructuring an organization?   |  |  |  | | --- | --- | --- | |  | a. | Layoffs | |  | b. | Reshaping jobs because of technology changes | |  | c. | Attracting and retaining employees | |  | d. | Improving employee benefits |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 38. Which of the following is a part of the process of redesigning work?   |  |  |  | | --- | --- | --- | |  | a. | Reshaping jobs because of technology changes | |  | b. | Revising organizational structures | |  | c. | Training, developing, and evaluating employees | |  | d. | Outsourcing operations internationally |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 39. Which of the following is a part of the process of aligning human resource activities?   |  |  |  | | --- | --- | --- | |  | a. | Changing workloads and combining jobs | |  | b. | Revising organizational structure | |  | c. | Using domestic vendors instead of employees | |  | d. | Training, developing, and evaluating employees |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 40. Which of the following is a part of the process of outsourcing analyses?   |  |  |  | | --- | --- | --- | |  | a. | Revising organizational structure | |  | b. | Using domestic vendors/contractors instead of employees | |  | c. | Changing workloads and combining jobs | |  | d. | Attracting and retaining employees |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 41. Which of the following is true of organizational culture?   |  |  |  | | --- | --- | --- | |  | a. | It increases the diversity of an organization. | |  | b. | It decreases the diversity of an organization. | |  | c. | It tells people how to behave (or not to behave) in an organization. | |  | d. | It does not take a very long time to evolve. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 42. Which of the following is a part of the human resource function of employee and labor relations?   |  |  |  | | --- | --- | --- | |  | a. | Human resource policies | |  | b. | Health and wellness | |  | c. | Human resource effectiveness | |  | d. | Affirmative action |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 43. Which of the following is a part of the strategy and planning function of human resource management?   |  |  |  | | --- | --- | --- | |  | a. | Diversity | |  | b. | Human resource retention | |  | c. | Job analysis | |  | d. | Compensation |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 44. Which of the following is a part of the staffing function of human resource management?   |  |  |  | | --- | --- | --- | |  | a. | Recruiting | |  | b. | Training | |  | c. | Orientation | |  | d. | Career planning |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 45. Which of the following is true of the administrative role of human resource departments?   |  |  |  | | --- | --- | --- | |  | a. | It involves managing most human resource activities based on the strategies and operations that have been identified by management. | |  | b. | It involves helping to define the strategy relative to human capital and its contribution to organizational results. | |  | c. | It involves identifying possible strategies to attract and retain talent with a focus on organizational growth. | |  | d. | It focuses on clerical administration and recordkeeping, including essential legal paperwork and policy implementation. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 46. Which of the following is true of the operational role of human resource departments?   |  |  |  | | --- | --- | --- | |  | a. | It involves focusing on clerical administration and recordkeeping, including essential legal paperwork and policy implementation. | |  | b. | It involves identifying possible strategies to attract and retain talent with a focus on organizational growth. | |  | c. | It involves managing most human resource activities based on the strategies and operations that have been identified by management. | |  | d. | It involves helping to define the strategy relative to human capital and its contribution to organizational results. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 47. Which of the following has traditionally been the dominant role for human resources?   |  |  |  | | --- | --- | --- | |  | a. | Operational role | |  | b. | Employee advocate role | |  | c. | Administrative role | |  | d. | Strategic role |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 48. Sara, a human resource manager at Comp Inc., is moving from an administrative role in the human resource department to an operational role. Which of the following best describes the change in Sara’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from processing legal paperwork to serving as a “champion” of employee concerns | |  | b. | Moving from processing legal paperwork to helping define the strategy to manage human capital | |  | c. | Moving from helping define the strategy to manage human capital to serving as a “champion” of employee concerns | |  | d. | Moving from helping define the strategy to manage human capital to processing legal paperwork |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 49. Bob, a human resources executive at Axis Inc., is moving from an operational role in the human resource department to a strategic role. Which of the following best describes the change in Bob’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from serving as a “champion” of employee concerns to helping define the strategy to manage human capital | |  | b. | Moving from helping define the strategy to manage human capital to processing legal paperwork | |  | c. | Moving from processing legal paperwork to serving as a “champion” of employee concerns | |  | d. | Moving from processing legal paperwork to helping define the strategy to manage human capital |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 50. David, a human resources manager at RedWall Inc., is moving from an administrative role in the human resource department to a strategic role. Which of the following best describes the change in David’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from serving as a “champion” of employee concerns to processing legal paperwork | |  | b. | Moving from helping define the strategy to manage human capital to serving as a “champion” of employee concerns | |  | c. | Moving from processing legal paperwork to helping define the strategy to manage human capital | |  | d. | Moving from helping define the strategy to manage human capital to processing legal paperwork |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 51. Mike, a human resources executive at Oyster Studios, is moving from an operational role in the human resource department to an administrative role. Which of the following best describes the change in Mike’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from processing legal paperwork to serving as a “champion” of employee concerns | |  | b. | Moving from serving as a “champion” of employee concerns to helping define the strategy to manage human capital | |  | c. | Moving from processing legal paperwork to helping define the strategy to manage human capital | |  | d. | Moving from serving as a “champion” of employee concerns to processing legal paperwork |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 52. Donna, a human resources manager at Loch Inc., is moving from a strategic role in the human resource department to an operational role. Which of the following best describes the change in Donna’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from helping define the strategy to manage human capital to serving as a “champion” of employee concerns | |  | b. | Moving from helping define the strategy to manage human capital to processing legal paperwork | |  | c. | Moving from processing legal paperwork to helping define the strategy to manage human capital | |  | d. | Moving from serving as a “champion” of employee concerns to processing legal paperwork |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 53. Sunny, a human resources executive at FlyHi Inc., is moving from a strategic role in the human resource department to an administrative role. Which of the following best describes the change in Sunny’s role?   |  |  |  | | --- | --- | --- | |  | a. | Moving from processing legal paperwork to serving as a “champion” of employee concerns | |  | b. | Moving from serving as a “champion” of employee concerns to helping define the strategy to manage human capital | |  | c. | Moving from helping define the strategy to manage human capital to serving as a “champion” of employee concerns | |  | d. | Moving from helping define the strategy to manage human capital to processing legal paperwork |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 54. A(n) \_\_\_\_\_\_\_\_\_\_ is a citizen of one country who is working in a second country and employed by an organization headquartered in the first country.   |  |  |  | | --- | --- | --- | |  | a. | host-country national | |  | b. | expatriate | |  | c. | third-country national | |  | d. | independent contractor |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 55. A(n) \_\_\_\_\_\_\_\_\_\_ can help an employee of a corporation make decisions about moving to a worksite in another country.   |  |  |  | | --- | --- | --- | |  | a. | expatriate | |  | b. | talent advisor | |  | c. | destination consultant | |  | d. | coworker |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 56. Which of the following is a key challenge in overseas locations?   |  |  |  | | --- | --- | --- | |  | a. | Expatriates | |  | b. | Equipment | |  | c. | Banking | |  | d. | Talent acquisition |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 57. Raul, a U.S. citizen, works in Mexico for an organization headquartered in the United States. Which of the following statements is true of Raul?   |  |  |  | | --- | --- | --- | |  | a. | He is a destination consultant. | |  | b. | He is a local vendor. | |  | c. | He works in the company's headquarters. | |  | d. | He is an expatriate. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 58. Jane, a citizen of the country of Aria, works in the country of Polia for an organization headquartered in Aria. Which of the following best describes Jane?   |  |  |  | | --- | --- | --- | |  | a. | She is a destination consultant. | |  | b. | She is a local vendor. | |  | c. | She works in the company's headquarters. | |  | d. | She is an expatriate. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 59. Which of the following statements describes the result of restricting the number of high-skilled workers that can be admitted to the United States from other countries?   |  |  |  | | --- | --- | --- | |  | a. | It has reduced the need for high-skilled workers. | |  | b. | It has increased the profit of companies needing high-skilled workers. | |  | c. | It has made it difficult to hire enough high-skilled workers. | |  | d. | It has reduced the salaries of high-skilled workers. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 60. Which of the following identifies a challenge faced by overseas locations when dealing with a merger?   |  |  |  | | --- | --- | --- | |  | a. | Currency conversion | |  | b. | Succession planning | |  | c. | Adequate equipment | |  | d. | Manufacturing costs |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 61. Pipes, a Canadian company that installs plumbing in commercial buildings, wants to open an office in a second location. However, like many companies in Canada, Pipes has not had enough people apply for jobs as \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | managers | |  | b. | artists | |  | c. | executives | |  | d. | tradespersons |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 62. Which of the following is true of the common challenges for global human resources?   |  |  |  | | --- | --- | --- | |  | a. | Companies feel that it is easier to be locally flexible as they expand. | |  | b. | Executives always feel that their companies are good at transferring lessons from one country to another. | |  | c. | Sharing the cost of distant centers decreases the expense of local operations. | |  | d. | Emerging market opportunities expose companies to unfamiliar risks that may be difficult to analyze. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 63. Which of the following is a disadvantage of an aging workforce in economically developed countries?   |  |  |  | | --- | --- | --- | |  | a. | Having to provide retirement benefits | |  | b. | Having to decrease the span of control | |  | c. | Having to provide flexible work arrangements | |  | d. | Having to replace experience and talent |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 64. Which of the following is an advantage of hiring Millennials?   |  |  |  | | --- | --- | --- | |  | a. | Committed employees | |  | b. | No training needed | |  | c. | Entitled | |  | d. | Wider span of control |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 65. Which of the following is true about a Human Resource Information System (HRIS)?   |  |  |  | | --- | --- | --- | |  | a. | It is software that allowed human resources to run its own reports and make changes without help from IT. | |  | b. | It is software that runs in a vendor’s data center or in the cloud and it allows self-service. | |  | c. | It is software that runs only in the cloud and allows self-service. | |  | d. | It is software that did payroll, kept track of employees, and ran reports for human resource managers with support from IT. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 66. Which of the following is true of PeopleSoft?   |  |  |  | | --- | --- | --- | |  | a. | It is software that runs in a vendor’s data center or in the cloud and it allows self-service. | |  | b. | It is software that allowed human resources to run its own reports and make changes without help from IT. | |  | c. | It is software that runs only in the cloud and allows self-service. | |  | d. | It is software that kept track of employees for human resource managers with support from IT. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 67. Which of the following is true of Software-as-a-Service (SaaS)?   |  |  |  | | --- | --- | --- | |  | a. | It is software that runs in a vendor’s data center or in the cloud and it allows self-service. | |  | b. | It is software that allowed the human resource unit to run its own reports and make changes with help from IT. | |  | c. | It is software that runs only in the cloud and allows self-service. | |  | d. | It is software that kept track of employees and ran reports for human resource managers with support from IT. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 68. Which of the following is a difference between a Human Resource Information System (HRIS) and PeopleSoft?   |  |  |  | | --- | --- | --- | |  | a. | PeopleSoft used the cloud while an HRIS used a vendor’s data center. | |  | b. | PeopleSoft did not allow human resource units to run its own reports whereas an HRIS allowed it. | |  | c. | An HRIS was run on support from IT people while PeopleSoft did not require any support from IT. | |  | d. | An HRIS used the cloud while PeopleSoft used a vendor’s data center. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 69. Which of the following is the difference between a Human Resource Information Systems (HRIS) and Software-as-a-Service (SaaS)?   |  |  |  | | --- | --- | --- | |  | a. | An HRIS uses a vendor’s data center, while SaaS uses the cloud. | |  | b. | An HRIS uses the cloud, while SaaS uses a vendor’s data center. | |  | c. | SaaS requires support from IT, while an HRIS allows self-service. | |  | d. | SaaS allows self-service, while an HRIS requires support from IT. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 70. In the context of social media, the disclosure of which of the following is most likely to be considered a risk by employers?   |  |  |  | | --- | --- | --- | |  | a. | Policy changes | |  | b. | Customer lists | |  | c. | Competitive service details | |  | d. | Operational changes |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 71. Which of the following is a risk faced by organizations that have volunteering programs?   |  |  |  | | --- | --- | --- | |  | a. | Employees might not volunteer. | |  | b. | Volunteers might have to travel to a distant location. | |  | c. | Skilled employees might be hard to replace while they are volunteering. | |  | d. | Volunteers might have to pay to participate in the volunteer program. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 72. Which of the following is true of the Sarbanes-Oxley Act?   |  |  |  | | --- | --- | --- | |  | a. | It was passed in 2000 by Congress to encourage free trade between Canada, Mexico, and the United States. | |  | b. | It was passed in 2002 by Congress to make certain that publicly traded companies follow accounting controls that could reduce the likelihood of illegal and unethical behaviors. | |  | c. | It was passed in 2006 by Congress to ensure stricter adherence to guidelines in the hiring practices of immigrant workers in the American workforce. | |  | d. | It was passed in 2004 by Congress to encourage foreign direct investments by providing tax subsidies to increase the rate of return for investments. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 73. In the context of the Sarbanes-Oxley Act, the biggest concerns are linked to \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | immigrant workers | |  | b. | executive compensation and benefits | |  | c. | employee productivity | |  | d. | workplace safety |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 74. Josh, a human resource executive, works with AmPro Inc. Recently, he moved from a generalized role in the HR department to a senior role. Which of the following skills does Josh have to build to succeed in his new role?   |  |  |  | | --- | --- | --- | |  | a. | Administrative capabilities | |  | b. | Operational knowledge | |  | c. | Ability to guide others during changes | |  | d. | Legal capabilities |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 75. Stanley is responsible for performing a variety of human resource activities such as posting job openings and reporting current employees' job satisfaction. He is a \_\_\_\_\_\_\_\_\_\_.   |  |  |  | | --- | --- | --- | |  | a. | human resource specialist | |  | b. | human resource planner | |  | c. | human resource strategist | |  | d. | human resource generalist |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 76. Which of the following is a specialized human resource organization?   |  |  |  | | --- | --- | --- | |  | a. | WorldatWork Association | |  | b. | Organization for Economic Cooperation | |  | c. | Ethics Resource Center | |  | d. | U.S. Small Business Association |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 77. Josh, a human resource manager, used to handle employee recruitment and compensation for his organization. After a promotion, he was responsible for handling employee recruitment, compensation, and benefits. Which of the following is true of Josh?   |  |  |  | | --- | --- | --- | |  | a. | Both the roles played by Josh are generalist roles. | |  | b. | Both the roles played by Josh are specialist roles. | |  | c. | Josh moved from a generalist role to a specialist role. | |  | d. | Josh moved from a specialist role to a generalist role. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 78. Suzie, a human resource executive, works with ZedNet Inc. She was responsible for employee recruitment and compensation. After a promotion, she was made responsible only for recruitment. Which of the following is true of Suzie?   |  |  |  | | --- | --- | --- | |  | a. | Both the roles that Suzie played were generalist roles. | |  | b. | Both the roles that Suzie played were specialist roles. | |  | c. | Suzie moved from a specialist role to a generalist role. | |  | d. | Suzie moved from a generalist role to a specialist role. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 79. Ramone, a human resource manager, works for TelVille Inc. Initially, he was responsible only for recruitment. After a promotion, he was made responsible exclusively for employee benefits. Which of the following is true of Ramone?   |  |  |  | | --- | --- | --- | |  | a. | Both the roles that Ramone played were generalist roles. | |  | b. | Both the roles that Ramone played were specialist roles. | |  | c. | Ramone moved from a specialist role to a generalist role. | |  | d. | Ramone moved from a generalist role to a specialist role. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 80. Max, a human resource executive, works at Axis Inc. Initially, he was responsible only for recruitment but after his promotion was responsible for recruitment, compensation, and benefits. Which of the following best describes Max?   |  |  |  | | --- | --- | --- | |  | a. | Both the roles played by Max were generalist roles. | |  | b. | Both the roles played by Max were specialist roles. | |  | c. | Max moved from a specialist role to a generalist role. | |  | d. | Max moved from a generalist role to a specialist role. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 81. Define human resource management.   |  |  | | --- | --- | | *ANSWER:* | Human resource management is the designing of formal systems in an organization to manage human talent for accomplishing organizational goals. | |

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| 82. Define human capital.   |  |  | | --- | --- | | *ANSWER:* | Human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organization's workforce. | |

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| 83. What is core competency?   |  |  | | --- | --- | | *ANSWER:* | The development and implementation of specific strategies must be based on the areas of strength in an organization. Referred to as core competencies, those strengths are the foundation for creating a competitive advantage for an organization. A core competency is a unique capability that creates high value in which an organization excels. | |

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| 84. Define productivity.   |  |  | | --- | --- | | *ANSWER:* | Productivity is defined as a measure of the quantity and quality of work done, considering the cost of the resources used. | |

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| 85. List the seven categories of human resources functions.   |  |  | | --- | --- | | *ANSWER:* | The seven categories of human resources functions are:  1. Strategy and planning  2. Employee and labor relations  3. Risk management and worker protection  4. Rewards  5. Talent management  6. Staffing  7. Equal employment opportunity | |

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| 86. What is the definition of an expatriate?   |  |  | | --- | --- | | *ANSWER:* | An expatriate is a citizen of one country who is working in a second country and employed by an organization headquartered in the first country. | |

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| 87. Briefly describe a Millennial.   |  |  | | --- | --- | | *ANSWER:* | Millennials (also called Generation Y) are an emerging group of workers in organizations today, with their numbers expected to represent 75% of the workplace by the year 2025. These individuals value flexibility in work characteristics, transparency in decision making, and a culture of community. Members of Generation Y are often negatively stereotyped as entitled and wanting everything now, but Millennials are often energetic, committed, and industrious. | |

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| 88. Briefly describe changes in the U.S. workforce.   |  |  | | --- | --- | | *ANSWER:* | ​  The U.S. workforce is more diverse racially and ethnically, more women are employed in it than ever before, and the average age of its members is increasing. | |

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| 89. List the four elements of ethics programs whose existence is most likely to lead to ethical behavior.   |  |  | | --- | --- | | *ANSWER:* | When the following four elements of ethics programs exist, ethical behavior is more likely to occur:  1. A written code of ethics and standards of conduct  2. Training on ethical behavior for all executives, managers, and employees  3. Advice to employees on ethical situations they face, often given by HR  4. Systems for confidential reporting of ethical misconduct or questionable behavior | |

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| 90. Briefly describe the role of a human resources specialist.   |  |  | | --- | --- | | *ANSWER:* | The human resource (HR) specialist is a person who has in-depth knowledge and expertise in a limited area of HR. Common areas of HR specialty are benefits, staffing and recruitment, training and development, and compensation. | |

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| 91. Describe the four types of assets that organizations must manage to be successful.   |  |  | | --- | --- | | *ANSWER:* | Organizations must manage four types of assets to be successful:  1. Physical assets: Buildings, land, furniture, computers, vehicles, equipment, and so on.  2. Financial assets: Cash, financial resources, stocks, bonds or debt, and so on.  3. Intellectual property assets: Specialized research capabilities, patents, information systems, designs, operating processes, copyrights, and so on.  4. Human assets: Individuals with their talents, capabilities, experience, professional expertise, relationships, and so on.  All of these assets are important to varying degrees in different organizations. But the human assets are the “glue” that holds all the other assets together and guides their use to achieve results. Effective use of a firm’s human capital may explain a significant part of the difference in higher market value between one company and another. | |

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| 92. Describe the major ways of increasing employee productivity.   |  |  | | --- | --- | | *ANSWER:* | The major ways to increase employee productivity are:  1. Organizational restructuring: It involves eliminating layers of management and changing reporting relationships, as well as cutting staff through downsizing, layoffs, and early retirement buyout programs. 2. Redesigning work: This often involves making changes to the way work gets done by focusing on the characteristics of jobs and altering how tasks are structured and coordinated. 3. Aligning HR activities: This means ensuring that HR efforts and practices are consistent with organizational efforts to improve productivity and satisfy strategic goals. This alignment includes ensuring that staffing, training and development, performance management, compensation, and other HR activities are not working to offset productivity. 4. Outsourcing analyses: These require the HR department to conduct cost–benefit assessments that indicate the overall positive or negative impact of outsourcing. Additional factors may include negotiating with outsourcing vendors, ensuring that contractors domestically or internationally are operating legally and appropriately, and linking organizational employees to the outsourcing firm’s employees. | |

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| 93. Describe the different functions of human resource management.   |  |  | | --- | --- | | *ANSWER:* | The functions of human resource (HR) management are as follows:  1. Strategy and Planning: As part of achieving organizational competitiveness, strategic planning for the organization and HR’s role in those strategic plans are good starting places. Dealing with workforce surpluses and shortages and predicting human capital needs and availabilities are challenges here. 2. Equal Employment Opportunity: Compliance with federal, state, and even local equal employment opportunity (EEO) laws and regulations affects all other HR activities. 3. Staffing: The aim of staffing is to provide a sufficient supply of qualified individuals to fill jobs in an organization. The nature of the workforce, job design, and job analysis lay the foundation for staffing by identifying what people do in their jobs and how they are affected by these job characteristics. Relationships between individuals and the employing organization affect employee performance and retention. Turnover helps determine how many employees will be needed, an important piece of information when the firm is recruiting applicants for job openings. 4. Talent Management: Beginning with the orientation of new employees, talent management and development includes different types of training. HR development and succession planning for employees and managers are necessary to prepare for future challenges. 5. Rewards: Compensation in the form of pay, incentives, and benefits rewards people for performing organizational work. To be competitive, employers develop and refine their basic compensation systems and may use variable programs as incentive rewards. The rapid increase in the cost of benefits, especially health care benefits, will continue to be a major issue for most employers. 6. Risk Management and Worker Protection: Employers must address various workplace risks to ensure workers are protected, meet legal requirements, and respond to concerns for workplace health and safety. 7. Employee and Labor Relations: The relationship between managers and their employees must be handled legally and effectively. Employer and employee rights must be addressed. It is important to develop, communicate, and update HR policies and procedures so that managers and employees alike know what is expected. | |

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| 94. Describe the different roles played by the human resource department in an organization.   |  |  | | --- | --- | | *ANSWER:* | If an organization has a formal human resource (HR) department or group, there are typically three different roles that these individuals might play in the organization. Which role dominates, or whether all three roles are performed, depends on what management wants HR to do and what competencies the HR staff members possess. The roles are as follows: 1. Administrative: Focusing on clerical administration and recordkeeping, including essential legal paperwork and policy implementation 2. Operational and employee advocate: Managing HR activities based on the strategies and operations that have been identified by management and serving as “champion” for employee issues and concerns 3. Strategic: Helping define and implement the business strategy relative to human capital and its contribution to the organization’s results While the administrative role has traditionally been the dominant one for HR, the operational and employee advocate roles are increasingly being emphasized in most organizations. The strategic role requires the ability and focus to contribute to strategic decisions and to be recognized by upper management for these efforts. This practice is less common but growing. | |

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| 95. Describe the administrative role of human resource management.   |  |  | | --- | --- | | *ANSWER:* | The administrative role of human resource (HR) management involves processing information and recordkeeping. This role has given HR management in some organizations the reputation of being staffed by people who primarily tell managers and employees what cannot be done usually because of some policy or problem from the past. If limited to the administrative role, HR staff members are often clerical and lower-level administrative aides to the organization. Two major shifts driving the transformation of the administrative role are greater use of technology and outsourcing. Technology and the administrative role: More HR functions are being performed electronically or done using web-based technology. Technology has changed most HR activities, from employment applications and employee benefits enrollments to e-learning. There will always be a recordkeeping responsibility within HR departments, but it can now be done electronically or outsourced. Outsourcing the administrative role: Some HR administrative functions can be outsourced to vendors. This outsourcing of HR administrative activities has grown dramatically in HR areas such as employee assistance (counseling), retirement planning, benefits administration, payroll services, and outplacement services. The primary reasons HR functions are outsourced are to save money on HR staffing and to take advantage of specialized vendor expertise and technology. These activities are being outsourced to firms both in the United States and around the world. | |

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| 96. Describe the common challenges for global human resources.   |  |  | | --- | --- | | *ANSWER:* | While countries do not all conduct human resource (HR) the same way, there is commonality in how successful companies handle global HR. Those successful approaches include increasing productivity, cutting costs, and investing in local talent while increasing retention rates. Although individual companies do not respond to all HR challenges exactly the same way, research suggests that all must face and overcome a common set of difficulties when an organization has a global presence. The areas of difficulties are as follows: 1. Strategy: Companies feel they do not communicate their strategy clearly, finding it difficult to be flexible as they expand to other markets. 2. People: Executives feel their companies are not good at transferring lessons from one country to another and are not sufficiently effective at recruiting, retaining, training, and developing people in all geographic locations. 3. Complexity: Complexity arises as standardization of processes clashes with local needs and sharing the cost of distant centers increases the expense of local operations. 4. Risk: Emerging market opportunities expose companies to unfamiliar risks that may be difficult to analyze, which results in sometimes rejecting approaches they perhaps should have taken. | |

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| 97. What are the purposes of human resource technology in organizations?   |  |  | | --- | --- | | *ANSWER:* | The increased use of technologies in the workplace is greatly impacting the way HR activities and other managerial functions are performed in organizations. In particular, the rapid expansion of HR technology serves a number of important purposes. Administrative and operational efficiency and effectiveness can be enhanced when technology is appropriately incorporated into the workplace.  Another common use of technology is tracking EEO/affirmative action activities. HR technology can also facilitate strategic HR planning. Having accessible data enables HR planning and managerial decision making to be based to a greater degree on information rather than on managerial perceptions and intuition, thus making organizational management more effective. Using technology to support HR activities increases the efficiency of the administrative HR functions and reduces costs. Managers benefit from the availability of relevant information about employees. Properly designed systems provide historical information on performance, pay, training, career progress, and disciplinary actions. On the basis of this information, managers can make better HR-related decisions. To maximize the value of technology, systems should be integrated into the overall IT plan and enterprise software of the organization.  Technology is used extensively by many organizations to help hire the best employees. Automation tools enable hiring managers to quickly work through large numbers of resumes with keyword assessments and to more effectively evaluate candidates’ human capital factors. Technology can also be used to improve employee training and development. For example, PersonifyLive is a videoconferencing application that allows trainers to provide enhanced interactive sessions that link real-time presentations with background content on the screen. | |

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| 98. Describe the Sarbanes-Oxley Act.   |  |  | | --- | --- | | *ANSWER:* | The Sarbanes-Oxley (SOX) Act was passed in 2002 by Congress to make certain that publicly traded companies follow accounting controls that could reduce the likelihood of illegal and unethical behaviors. Many HR issues must be managed in line with SOX. The biggest concerns are linked to executive compensation and benefits, but SOX sections 404, 406, 802, and 806 require companies to establish ethics codes, develop employee complaint systems, and have antiretaliation policies for employees who act as whistle-blowers to identify wrongful actions. HR has been involved in routing people through the massive compliance verification effort that has occurred. | |

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| 99. Describe human resource management as a career field.   |  |  | | --- | --- | | *ANSWER:* | A variety of jobs exists within the HR field, ranging from executive to clerical. As an organization grows large enough to need someone to focus primarily on HR activities, the role of the HR generalist is needed—that is, a person who has responsibility for performing a variety of HR activities. Further growth leads to the addition of HR specialists, or people who have in-depth knowledge and expertise in specific areas of HR. Common areas of HR specialty include benefits, compensation, staffing and recruitment, and training and development.  HR jobs can be found in a firm’s corporate headquarters, as well as in the field and subsidiary operations of an organization. A compensation analyst or HR director might operate from a corporate headquarters. A recruitment coordinator for a manufacturing plant and a regional HR manager for European operations in a global food company are examples of field and subsidiary HR professionals. These types of jobs have different career appeals and challenges based on their varying responsibilities. Another job within the HR profession that is gaining momentum is the Chief Human Resource Officer. These individuals are expected to have a broad understanding of the different complex areas of HR management, and their presence is linked to higher organizational performance and profitability. | |

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| 100. Identify the Human Resource Certification Institute (HRCI) certifications.   |  |  | | --- | --- | | *ANSWER:* | ​  The most widely known HR certifications are the Professional in Human Resources (PHR), the Senior Professional in Human Resources (SPHR), and the Global Professional in Human Resources (GPHR), all sponsored by the Human Resource Certification Institute (HRCI). | |