# *Managing Human Resources 20th edition Snell Test Bank*

SKU: 9798214042954-TEST-BANK

## Chapter 01 - The Opportunities and Challenges of Human Resources Management

1. Technology, and AI in particular, has increased the number of jobs that require considerable skill.
   a. True
   b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-3 - Describe how technology can improve how people perform and how they are managed. |
| *TOPICS:* | A-Head: Technology Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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2. The primary responsibility of knowledge workers is known as touch labor.
   a. True
   b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-3 - Describe how technology can improve how people perform and how they are managed. |
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3. A human resources information system (HRIS) provides current and accurate HR-related data needed for control and decision-making.

   a. True

   b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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4. To proactively manage change, organizations should wait to see how external forces impact an organization's performance and then develop a plan to address those changes.

   a. True

   b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
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5. An organization wants to expand globally. It considers that importing and exporting goods and services is the easiest way to “go global.”

   a. True

   b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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6. The value of a firm’s human capital is listed as an asset on its balance sheet.

   a. True

   b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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| *TOPICS:* | A-Head: Why Should You Study Human Resources Management? Will It Pay Off? |
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7. Human capital is owned by an organization and is part of its core competencies.
   a. True
   b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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8. A company saw a drop in sales after negative publicity around a scandal involving safety reports. The strategic changes the company makes to deal with this situation are reactive changes.
   a. True
   b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
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9. The primary contribution of HR management professionals to an organization lies in tactical administrative reporting.
   a. True
   b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
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10. Human capital is intangible, but it can still be managed the way organizations manage jobs, products, and technologies.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
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11. China is currently the world's most productive nation in terms of the total value of all goods and services it produces.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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12. Your company, headquartered in the U.S., decides to move its customer service operations from India to Mexico to reduce time zone differences and improve efficiency. This is an example of nearshoring.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
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13. An airline company facing financial difficulties lays off 20 percent of its workforce permanently. This is an example of furloughing.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
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14. Nearshoring occurs when a firm relocates jobs abroad to nations closer to its domestic market.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
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15. Downsizing is often used by organizations for the planned elimination of jobs.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
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16. *Big data* is a term used to describe the massive amounts of data available online and offline that can be "crunched" to inform decisions.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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17. Your organization is interested in outsourcing its payroll and accounting functions, which means it will employ workers who work from home rather than in the traditional office environment to do these tasks.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
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18. A firm's level of corporate social responsibility is frequently judged by how well it acts in the best interests of the people and communities affected by its activities.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
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19. Firms that embrace environmental, social, and governance criteria are likely to focus on short-term financial performance.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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20. An employee who does not work in HR but supervises the work of other employees is a line manager.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
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21. Because of higher levels of educational attainment in the United States, almost all adults score above average on literacy, math, and computer skills tests.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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22. Traditionally underrepresented groups in the United States are decreasing in size relative to the total population.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
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23. By 2050, about 12 percent of the workers in the United States are projected to be in the 35- to 44-year-old range.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
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24. You are enthusiastic about work and are committed to it. This means you have a high level of employee engagement.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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| *KEYWORDS:* | Bloom's: Apply |
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25. Employees today are less likely to define their personal success only in terms of financial gain.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
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26. A firm that offers employees options such as flexible hours, job sharing, and telecommuting is engaging in family-friendly practices.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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27. One of the responsibilities of HR managers is to provide strategic advice and counsel to supervisors.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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28. Organizational culture is reflected in the ways in which an organization's employees treat each other and their customers.
    a. True
    b. False

| | |
|---|---|
| *ANSWER:* | True |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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29. In most companies, the senior executives of an organization propose HR policies to the HR managers who actually issue and implement them.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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30. A firm monitored its employees' emails and Internet use while on the job. That firm is in violation of the Electronic Communications Privacy Act of 1986.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
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31. According to SHRM Competency Model, business acumen is the ability to integrate core values, integrity, and accountability throughout all organizational and business practices.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
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32. Employee leasing through a professional employer organization is more beneficial to large organizations than to smaller organizations.

a. True

b. False

| | |
|---|---|
| *ANSWER:* | False |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | True / False |
| *HAS VARIABLES:* | False |
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33. Which of the following is presented as an employee concern and issue within the human resources management framework?

a. Sustainability

b. Globalization

c. Technology

d. Job security

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
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34. Which of the following was the first major trade agreement to establish rules and guidelines for global commerce between nations and groups of nations that quickened the pace of globalization?

a. North American Free Trade Agreement (NAFTA)

b. General Agreement on Tariffs and Trade (GATT)

c. Free Trade Area of the Americas (FTAA)

d. Asia Pacific Economic Cooperation (APEC)

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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35. Offshoring is also referred to as which of the following?
    a. Global staffing
    b. Strategic staffing
    c. Global sourcing
    d. Employee leasing

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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36. Which of the following is a human resource issue that firms have to balance because of globalization?
    a. Understanding the sources and availability of materials
    b. Gauging the knowledge and skill base of workers
    c. Adapting to climate change effects and regulations
    d. Complying with import/export treaties

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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37. In choosing an HRIS, HR personnel are likely to take which of the following steps first?
    a. Evaluate the most time-consuming tasks
    b. Examine the user-friendliness of the software
    c. Calculate the cost savings in using an HRIS
    d. Calculate the time required to train the HR staff

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-3 - Describe how technology can improve how people perform and how they are managed. |
| *TOPICS:* | A-Head: Technology Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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38. Which of the following is true of knowledge workers?
    a. They are also known as touch labor.
    b. They fill most of the blue-collar jobs in the United States.
    c. Their job responsibilities include problem solving and decision-making.
    d. The number of positions for knowledge workers continues to shrink.

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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39. What type of strategic changes does an organization make to combat external forces that have already affected an organization's performance?

a. Proactive

b. Continuous

c. Reactive

d. Discrete

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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40. As an HR manager, you offer employees incentives to get healthy by stopping smoking or exercising. Which one of the following approaches are you following?

a. Proactive

b. Turnover

c. Reactive

d. Reflective

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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41. In moving jobs from India to Mexico, which is closer to its domestic market in the United States, XLT Corporation employed which of the following strategies?
    a. Nearshoring
    b. Outsourcing
    c. Homeshoring
    d. Furloughing

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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42. Which one of the following cohorts in the United States contains 75–80 million people, making it the largest generation?
    a. Baby boomers
    b. Generation X
    c. Generation Y
    d. Generation Z

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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43. The knowledge, skills, and capabilities of individuals that have a tremendous impact on an organization's performance but do not show up directly on its balance sheet are known as which of the following?

a. Intellectual capital

b. Human capital

c. Core capital

d. Employee capital

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
| *TOPICS:* | A-Head: Why Should You Study Human Resources Management? Will It Pay Off? |
| *KEYWORDS:* | Bloom's: Remember |
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44. Which one of the following describes the percentage of the population 16 years and older that is currently employed or actively searching for work?

a. Workforce productivity index

b. Employee engagement rate

c. Labor force participation rate

d. Employment-to-population ratio

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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45. Oftentimes, knowledge goes unshared and unused in organizations because of which of the following?
    a. Employees lacking motivation
    b. An ineffective HRIS
    c. The organizational culture
    d. Employees lacking proper training

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
| *TOPICS:* | A-Head: Why Should You Study Human Resources Management? Will It Pay Off? |
| *KEYWORDS:* | Bloom's: Understand |
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46. Which of the following abilities can a company best achieve by eliminating managerial layers?
    a. Social responsibility
    b. Technological adaptability
    c. Agility
    d. Sustainability

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
| *TOPICS:* | A-Head: Why Should You Study Human Resources Management? Will It Pay Off? |
| *KEYWORDS:* | Bloom's: Understand |
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47. Firms are increasingly trying to expand their exports to what country because of its large population and growing middle class?

a. China

b. Russia

c. India

d. South Korea

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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48. Which of the following reasons figures prominently in why firms have begun to embrace sustainability and its environmental, social, and governance (ESG) factors?

a. The continuous advances and innovations in modern technology

b. The increasing need to effectively manage diverse workforces

c. The potential for improved long-term financial performance

d. The proactive measures taken to prevent major marketplace disruptions

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Analyze |
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49. Which of the following replaced the North American Free Trade Agreement (NAFTA) in 2020?
    a. General Agreement on Tariffs and Trade (GATT)
    b. Electronics Communications Privacy Act
    c. United States– Mexico– Canada Agreement (USMCA)
    d. Brexit

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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50. A company is striving to increase its productivity. They focus on adding more skilled employees and upgrading their technology, rather than on reducing staff. What approach are they using to enhance productivity?
    a. Increase inputs
    b. Reduce human capital
    c. Reduce outputs
    d. Increase physical capital

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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51. An airline company faces financial challenges and temporarily suspends all non-essential employees, asking them to take unpaid leave for a few months. What HR practice is being used?

a. Downsizing

b. Homeshoring

c. Furloughing

d. Offshoring

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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52. After a merger, a firm decides to reduce its workforce by cutting 20 percent of its employees to streamline operations and reduce costs. Which HR strategy is the firm using?

a. Downsizing

b. Outsourcing

c. Nearshoring

d. Furloughing

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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53. Which of the following is a main goal for a company that uses employee leasing?
    a. Managing the firm's costs for pay and benefits
    b. Increasing the productivity of its workers
    c. Taking advantage of globalization
    d. Increasing its levels of family-friendly policies

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Analyze |
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54. A firm hires an external agency to handle its customer service operations instead of maintaining an in-house team. What is this practice called?
    a. Offshoring
    b. Furloughing
    c. Outsourcing
    d. Employee leasing

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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55. What happens when a company uses offshoring?
    a. It violates ethical business standards.
    b. It sends current jobs to other countries.
    c. It takes a necessary step in globalization.
    d. It engages in employee leasing.

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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56. A company has just contracted with a professional employer organization (PEO) to take over the management of its HR tasks and become a co-employer to its employees. What is this arrangement known as?
    a. Outsourcing
    b. Employee leasing
    c. Furloughing
    d. Nearshoring

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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57. Forecasts indicated that the future U.S. workforce will exhibit which of the following?
    a. About the same demographic mix as it does today
    b. An increase in ethnic diversity
    c. A decrease in ethnic diversity
    d. A decrease in the number of older workers

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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58. An employee is currently in an age group whose labor force participation rate is projected to increase between now and 2050 according to the U.S. Bureau of Labor Statistics. Given the following choices, how old is the employee?
    a. 15
    b. 27
    c. 38
    d. 58

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
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59. Which of the following is a workplace diversity challenge for Black and Hispanic people?
    a. Well-represented in fast-growing occupations
    b. Heavily concentrated in slow-growth occupations
    c. Underrepresented in declining occupations
    d. Overrepresented in fast-growing occupations

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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60. In which of the following ways are the labor force and its demographics expected to change?
    a. By 2050, minorities will make up a smaller share of the U.S. labor force than they have in the past.
    b. By 2050, the number of women joining the labor force is expected to increase.
    c. By 2050, the labor force participation rate will be only about 60 percent.
    d. By 2050, higher levels of educational attainment will translate into higher median weekly earnings.

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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61. Which of the following is true of older workers?
    a. They tend to change jobs more often than younger workers.
    b. Their labor force participation rates will continue to shrink in the coming decades.
    c. They are often willing to work flexible hours.
    d. They generally learn new behaviors more quickly because of their experience.

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Analyze |
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62. Which of the following best describes the trend in the educational attainment of the U.S. labor force over the years?
    a. Risen dramatically
    b. Fallen dramatically
    c. Remained at about the same level
    d. Had little influence on HRM

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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63. Which of the following best describes the recent trend in U.S. labor force participation for women?
    a. Has increased in recent years
    b. Has tapered off and is expected to continue
    c. Continued to grow in recent years
    d. Fluctuated and is expected to continue

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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64. The use and disclosure of personal medical information is protected by the which of the following Acts?
    a. Privacy Act of 1974
    b. Health Insurance Portability and Accountability Act of 1996
    c. Electronic Communications Privacy Act of 1986
    d. Public Health Service Act of 1944

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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65. Which of the following represents a cultural change emerging in organizations?
    a. A decreased concern for privacy
    b. The desire to remain with a single employer
    c. Balancing work and family demands
    d. Accommodating unemployed workers

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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66. Which of the following can employers legally monitor under the Electronic Communications Privacy Act of 1986?
    a. Employees' online transaction history and bank statements
    b. Employees' activities at work, including emails, phone calls, and Internet use
    c. The personal lives of employees outside of work hours
    d. The social media accounts of the family members of the employees

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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67. A company that wants to offer family-friendly work options to its employees might adopt which of the following?
    a. Upskilling
    b. Parental leave
    c. Workforce analytics
    d. Pension plans

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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68. Which of the following statements regarding employees today is accurate?
    a. The majority of employees have children under 18.
    b. Most people still enjoy work and want to excel at it.
    c. Remaining with a single employer is a top priority.
    d. Personal success is defined only in terms of financial gains.

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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69. An organization does not want to change the size of its workforce, but it does need a better way to manage benefits. Which of the following might it want to consider?

a. Furloughing

b. Homeshoring

c. Employee leasing

d. Outsourcing

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-4 - Explain the dual goals HR managers have in terms of increasing productivity and controlling costs. |
| *TOPICS:* | A-Head: Productivity and Cost Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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70. You demonstrate an effectiveness in exchanging information with an organization's customers and other stakeholders. You use this understanding to help the firm achieve its strategic direction. In this case, you have which type of competency?

a. Critical evaluation

b. Ethical practice

c. Communication

d. Relationship management

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
| *KEYWORDS:* | Bloom's: Apply |
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71. Which of the following best describes the role of an HR manager as an employee advocate?
    a. Formulates and issues policy revisions for employees
    b. Listens to employees and represents their needs to management
    c. Provides individual orientation and training to every employee
    d. Assists employees with labor negotiations

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
| *KEYWORDS:* | Bloom's: Understand |
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72. Among the general responsibilities of the HR manager, you would find which of the following?
    a. Employee supervision
    b. Strategic advice and counsel
    c. Workforce analytics
    d. HRIS development

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
| *KEYWORDS:* | Bloom's: Remember |
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73. You, as an HR manager, have developed personal relationships with people both internal and external to the firm. In addition to demonstrating the values of the firm, you stand up for personal beliefs and deal with all parties equitably. Which competencies are you demonstrating?

a. Ethical practice and critical evaluation

b. Critical evaluation and consultation

c. Consultation and relationship management

d. Relationship management and ethical practice

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
| *KEYWORDS:* | Bloom's: Apply |
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74. Your organization sets rigorous standards for its suppliers, minimizing the negative impact of fish farming, deforestation, and antibiotic use while promoting practices such as maintaining water quality and limiting the spread of disease. These standards represent your organization's emphasis on which of the following?

a. Agility

b. Offshoring

c. Furloughing

d. Sustainability

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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75. Globalization stirs fierce debate, especially on which of the following topics?
    a. Equal pay for women
    b. Jobs
    c. Proprietary technology
    d. Information exchange

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Remember |
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76. Globalization has led to which of the following?
    a. A new focus on corporate social responsibility
    b. Older workers behaving more like free agents
    c. A reduction in the number of offshoring options
    d. A reduction in the number of nearshoring options

| | |
|---|---|
| *ANSWER:* | a |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-2 - Explain how good human resource practices can help a firm address strategic challenges such as globalization, competition, and sustainability efforts. |
| *TOPICS:* | A-Head: Strategic and Global Challenges |
| *KEYWORDS:* | Bloom's: Understand |
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77. At your organization, you are the go-to person for issues related to staffing, development, appraisals, rewards, and team building. You have good interpersonal skills and expert knowledge in the areas of performance measurement and communication. In the context of the competencies required of HR managers, what competencies have you developed?

a. Leadership and navigation

b. HR expertise

c. Critical evaluation

d. Ethical practice

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
| *KEYWORDS:* | Bloom's: Apply |
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78. Which of the following statements regarding human capital is accurate?

a. Human capital is tangible and cannot be managed in the same way as jobs, products, and technologies.

b. Human capital is tangible and can be managed in the same way as jobs, products, and technologies.

c. Human capital is intangible and cannot be managed in the same way as jobs, products, and technologies.

d. Human capital is intangible and can be managed in the same way as jobs, products, and technologies.

| | |
|---|---|
| *ANSWER:* | c |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Easy |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people. |
| *TOPICS:* | A-Head: Why Should You Study Human Resources Management? Will It Pay Off? |
| *KEYWORDS:* | Bloom's: Understand |
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79. You use HR data such as employee demographic information, performance ratings, and employee surveys to try to predict which employees are most likely to quit. You are making use of which of the following?
    a. Big (HR) data
    b. Workforce (HR) analytics
    c. HR data crunching
    d. HRIS analysis

| | |
|---|---|
| *ANSWER:* | b |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-3 - Describe how technology can improve how people perform and how they are managed. |
| *TOPICS:* | A-Head: Technology Challenges |
| *KEYWORDS:* | Bloom's: Apply |
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80. Over the years, the educational attainment of the U.S. labor force has risen dramatically. How do American students' math and science test scores compare to those in countries like China, Japan, and Singapore?
    a. American students perform better in math and science.
    b. American students perform similarly in math and science.
    c. American students' test scores lag behind those of students in several other nations.
    d. American students have shown significant improvement in math and science.

| | |
|---|---|
| *ANSWER:* | d |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Multiple Choice |
| *HAS VARIABLES:* | False |
| *LEARNING OBJECTIVES:* | LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees. |
| *TOPICS:* | A-Head: Employee Challenges |
| *KEYWORDS:* | Bloom's: Analyze |
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81. List six competitive challenges facing human resources management departments.

*ANSWER:* Competitive challenges facing HRM departments include the following:

1. Changes in the marketplace and economy
2. Globalization
3. Sustainability
4. Technology
5. Productivity and cost challenges
6. Leveraging employee differences

*POINTS:* 1
*DIFFICULTY:* Moderate
*QUESTION TYPE:* Essay
*HAS VARIABLES:* False
*STUDENT ENTRY MODE:* Basic
*LEARNING OBJECTIVES:* LO 01-1 - Explain how human resource (HR) managers and other managers can have rewarding careers by helping their firms gain a sustainable competitive advantage through the strategic utilization of people.
*TOPICS:* A-Head: Why Should You Study Human Resources Management? Will It Pay Off?
*KEYWORDS:* Bloom's: Understand
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82. Explain the major activities for which an HR manager is typically responsible.

*ANSWER:*

1. *Strategic advice and counsel*: HR managers often serve as in-house consultants to supervisors, managers, and executives. Given their knowledge of internal employment information and productivity metrics, as well as their awareness of external trends such as economic and unemployment data and new legal and regulatory issues, HR managers are an invaluable resource for making decisions. In some companies, generally larger ones, chief compliance or ethics officers help employees wade through gray areas when it comes to right and wrong and ensuring personnel comply with the laws and regulations that affect their industries. HR managers are also being relied on more heavily to advise compensation committees.
2. *Service*: HR managers perform a host of service activities, such as recruiting, selecting, testing, and planning/conducting training programs. Technical expertise in these areas is essential for HR managers as they design and implement talent-management programs.
3. *Policy formation and implementation*: HR managers generally propose and draft new policies or policy revisions to cover recurring problems or prevent anticipated problems. Ordinarily, these policies are proposed to the senior executives of the organization, who issue them. HR managers also monitor the firm's managers and employees to ensure they follow established HR policies, procedures, and practices. Perhaps more important, they serve as a resource to whom managers can turn for policy interpretation.
4. *Employee advocacy*: One of the enduring roles of HR managers is to serve as an employee advocate—listening to employees' concerns and representing their needs to managers—to make certain that the interests of employees and the interests of the organization are aligned with one another.

| | |
|---|---|
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Essay |
| *HAS VARIABLES:* | False |
| *STUDENT ENTRY MODE:* | Basic |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
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83. Discuss the age distribution of today's workforce.

*ANSWER:* Generation Z members were born in the mid-1990s and early 2000s. Today, they make up about one-third of the workforce. These workers have never known life without smartphones and social media, and they expect to be trained and managed with digital tools. They are also more comfortable with racial, cultural, and sexual diversity than other generations and want to change the world for the better. A large number of members of this generation say that they want to start their own business. Others want to go straight to work rather than incurring the cost of college.
The millennial generation (Generation Y) is 75 to 80 million people strong, making it the largest generation ever. Millennials are generally regarded as having good technological know-how and initiative, especially when it comes to starting their own business. Like Generation Z, they are also interested in meaningful work that will improve the world around them and want a good work-life balance. Neither generation wants to be pigeonholed into jobs. They want to try new jobs and new tasks, and they are quite willing to job-hop to do so.
People in Generation X were born between 1964 and 1979. Generation Xers value job security. The members of Generation X are also independent. They like challenging work rather than repetitive work and dislike supervisors who look over their shoulders.
A relatively large number of people, known as the baby-boom generation, were born after World War II (between 1946 and 1964). A significant proportion of baby-boomers have hit retirement age. Not all baby-boomers are retiring, though. Because baby-boomers are staying healthier as they age, many are remaining in the labor force longer. Other factors—including an increase in the official retirement age in the United States from 65 to 67—are also keeping baby-boomers working, including not having saved enough to retire, or their 401(k) retirement accounts have not grown as expected. Older workers tend to be dependable and remain on the job longer than younger workers, who operate more like free agents. Older workers are often willing to work flexible hours.
Older Americans—those hitting the 55-and-over age bracket—are the fastest-growing segment of the workforce and will be for decades as the U.S. workforce continues to age. By contrast, the average annual growth rate of 16- to 24-year-olds in the labor force is projected to decline.

*POINTS:* 1
*DIFFICULTY:* Moderate
*QUESTION TYPE:* Essay
*HAS VARIABLES:* False
*STUDENT ENTRY MODE:* Basic
*LEARNING OBJECTIVES:* LO 01-5 - Discuss how firms can leverage employee differences to their strategic advantage and how educational and cultural changes in the workforce are affecting how human resource managers engage employees.
*TOPICS:* A-Head: Employee Challenges
*KEYWORDS:* Bloom's: Understand
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84. What are some of the key competencies needed by HR managers to become full business partners?

*ANSWER:* Top executives expect HR managers to assume a broader role in overall organizational strategy, which means acquiring a complementary set of competencies.

- Leadership and navigation: The ability to direct and contribute to initiatives and processes within the organization
- Ethical practice: The ability to integrate core values, integrity, and accountability throughout all organizational and business practices
- Business acumen: The ability to understand and apply information with which to contribute to the organization's strategic plan
- Relationship management: The ability to manage interactions to provide service and to support the organization
- Consultation: The ability to provide guidance to organizational stakeholders
- Critical evaluation: The ability to interpret information with which to make business decisions and recommendations
- Global and cultural effectiveness: The ability to value and consider the perspectives and backgrounds of all parties
- Communication: The ability to effectively exchange information with stakeholders
- HR expertise (HR knowledge): The knowledge of principles, practices, and functions of effective HR management

*POINTS:* 1
*DIFFICULTY:* Moderate
*QUESTION TYPE:* Essay
*HAS VARIABLES:* False
*STUDENT ENTRY MODE:* Basic
*LEARNING OBJECTIVES:* LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers.
*TOPICS:* A-Head: The Role HR Managers Play and Their Partnership with Other Managers
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85. Describe the role of a line manager.

| | |
|---|---|
| *ANSWER:* | Line managers are non-HR managers who are responsible for overseeing the work of other employees. Successful organizations combine the experience of line managers with the expertise of HR managers to develop and utilize the talents of employees to their greatest potential. HR programs in particular tend to be more successful if they are "owned" by line managers *and* HR. When employees see HR as the sole owner of a program, they sometimes interpret it as an administrative or back-office program rather than as a strategic initiative. |
| *POINTS:* | 1 |
| *DIFFICULTY:* | Moderate |
| *QUESTION TYPE:* | Essay |
| *HAS VARIABLES:* | False |
| *STUDENT ENTRY MODE:* | Basic |
| *LEARNING OBJECTIVES:* | LO 01-6 - Provide examples of the roles and competencies of today's HR managers and their relationship with other managers. |
| *TOPICS:* | A-Head: The Role HR Managers Play and Their Partnership with Other Managers |
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