CHAPTER 1—INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

TRUE/FALSE

1. Most people have actually been involved in some form of HRD.

    ANS: T   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

2. As late as the 1920's a person apprenticing in a law office could practice law after passing the state exam.

    ANS: T   PTS: 1   DIF: Easy   REF: Page 5
    NAT: AACSB Communication | HRM

3. The core of all HRD efforts is reading

    ANS: F   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

4. The Human Relations movement began as an 'anti-factory' movement due to poor working conditions in many factories.

    ANS: T   PTS: 1   DIF: Easy   REF: Page 7
    NAT: AACSB Communication | HRM

5. Human Resource Development should not be a part of an organization's strategy.

    ANS: F   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

6. In a survey Benchmarking forum participants reported spending less than 1% of payroll on employee training and development.

    ANS: F   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

7. The definition of Human Resource Development includes training for both past and present job skills.

    ANS: F   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

8. Yeomanries were the forerunners of modern labor unions.

    ANS: T   PTS: 1   DIF: Easy   REF: Page 5
    NAT: AACSB Communication | HRM

9. Scientific Management recognized that people are more important in efficient production than are machines.

    ANS: F   PTS: 1   DIF: Easy   REF: Page 6
    NAT: AACSB Communication | HRM

10. The first documented Factory School began at Hoe and Company in 1782.

    ANS: F   PTS: 1   DIF: Medium   REF: Page 6
    NAT: AACSB Communication | HRM

11. The show, tell, do and check training method began in World War I and is still in use today.

    ANS: T   PTS: 1   DIF: Easy   REF: Page 6
    NAT: AACSB Communication | HRM

12.   ASTD stands for the American Society for Training & Development

       ANS: T   PTS: 1   DIF: Easy   REF: Page 7
       NAT: AACSB Communication | HRM

13.   In 2007 ASTD had over 70,000 members in 100 plus countries.

       ANS: T   PTS: 1   DIF: Easy   REF: Page 8
       NAT: AACSB Communication | HRM

14.   Primary HRM functions are involved directly with obtaining, maintaining and developing employees.

       ANS: T   PTS: 1   DIF: Easy   REF: Page 8
       NAT: AACSB Communication | HRM

15.   Line authority is given to units that advise and consult line units.

       ANS: F   PTS: 1   DIF: Easy   REF: Page 9
       NAT: AACSB Communication | HRM

16.   Traditionally, HRD Departments have Staff Authority.

       ANS: T   PTS: 1   DIF: Easy   REF: Page 9
       NAT: AACSB Communication | HRM

17.   McLagan identified the four primary HRD functions.

       ANS: F   PTS: 1   DIF: Easy   REF: Page 10
       NAT: AACSB Communication | HRM

18.   According to Bernthal business strategy should be at the center of all HRD efforts?

       ANS: T   PTS: 1   DIF: Easy   REF: Page 11
       NAT: AACSB Communication | HRM

19.   In order to more fully integrate HRM with the strategic needs of the organization to two types of fit are needed: External and
       upward alignment

       ANS: F   PTS: 1   DIF: Medium   REF: Page 13
       NAT: AACSB Communication | HRM

20.   Some people argue that training is often cut to save money is because executives do not see a link between it and the bottom line.

       ANS: T   PTS: 1   DIF: Easy   REF: Page 14
       NAT: AACSB Communication | HRM

21.   The learning strategist focuses on entry level employee training.

       ANS: F   PTS: 1   DIF: Easy   REF: Page 16
       NAT: AACSB Communication | HRM

22.   In the business partner role the HRD manager works with others to determine how HRD programs will be implemented and
       evaluated.

       ANS: T   PTS: 1   DIF: Easy   REF: Page 16
       NAT: AACSB Communication | HRM

23.   The HRD Manager used to be called the Corporate Personnel Manager.

       ANS: F   PTS: 1   DIF: Easy   REF: Page 16
       NAT: AACSB Communication | HRM

24. Increasing diversity in the workplace means racial, ethnic, gender and age diversity.

   ANS: T   PTS: 1   DIF: Easy   REF: Page 22
   NAT: AACSB Communication | HRM

25. Diversity is always a catalyst for improved organizational performance.

   ANS: F   PTS: 1   DIF: Easy   REF: Page 22
   NAT: AACSB Communication | HRM

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

   ANS: F   PTS: 1   DIF: Easy   REF: Page 22
   NAT: AACSB Communication | HRM

27. HRD professionals need to move away from traditional training programs and focus on the relationship between learning and fundamental change.

   ANS: T   PTS: 1   DIF: Medium   REF: Page 24
   NAT: AACSB Communication | HRM

28. The Los Angeles public school system will retrain graduates at reduced cost if they are deficient in basic skills.

   ANS: F   PTS: 1   DIF: Medium   REF: Page 23
   NAT: AACSB Communication | HRM

29. HRD professionals have a strict code of ethical behavior issued by ASTD which they are required to follow at all times.

   ANS: F   PTS: 1   DIF: Medium   REF: Page 24
   NAT: AACSB Communication | HRM

30. Training objectives are normally developed in the needs assessment phase.

   ANS: F   PTS: 1   DIF: Easy   REF: Page 26
   NAT: AACSB Communication | HRM

MULTIPLE CHOICE

1. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands is:
    a. Organization design   c. Human resource development
    b. Organization development   d. Human resource planning.

    ANS: C   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

2. HRD - Human Resource Development is best defined as:
    a. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands.
    b. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet past job demands.
    c. A fancy name for being a Personnel Manager
    d. Just another form of apprenticeship training

    ANS: A   PTS: 1   DIF: Easy   REF: Page 4
    NAT: AACSB Communication | HRM

3. HRD - Human Resource Development is best defined as:
    a. A set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands.
    b. A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet past job demands.
    c. A fancy name for being a Personnel Manager
    d. Just another form of apprenticeship training

    ANS: A   PTS: 1   DIF: Medium   REF: Page 4
    NAT: AACSB Communication | HRM

4. The origins of HRD can be traced to:
    a. Factory schools   c. Apprenticeship programs
    b. Universities   d. Boston's first technical school

    ANS: C   PTS: 1   DIF: Easy   REF: Page 5
    NAT: AACSB Communication | HRM

5. A 'yeomen' is a person who:
    a. Sails a ship
    b. Has not been admitted to an apprentice program as yet
    c. Has mastered a few skills
    d. Has mastered all the apprentice skills

    ANS: D   PTS: 1   DIF: Easy   REF: Page 5
    NAT: AACSB Communication | HRM

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

    ANS: B   PTS: 1   DIF: Medium   REF: Page 5
    NAT: AACSB Communication | HRM

7. The first privately funded vocational school in the US was founded to:
    a. Train university graduates in a skill
    b. Train the sons of wealthy people
    c. Train new managers in machine operation
    d. Provide occupational training to young people who were unemployed or had criminal records

    ANS: D   PTS: 1   DIF: Easy   REF: Page 5
    NAT: AACSB Communication | HRM

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

     ANS: D   PTS: 1   DIF: Easy   REF: Page 10
     NAT: AACSB Communication | HRM

9.   The first privately funded vocational school in the US was founded in:
     a.   1809   c.   1872
     b.   1917   d.   1907

     ANS: A   PTS: 1   DIF: Easy   REF: Page 5
     NAT: AACSB Communication | HRM

10. The first documented factory school was founded in:
     a.   1809   c.   1872
     b.   1917   d.   1907

     ANS: C   PTS: 1   DIF: Easy   REF: Page 6
     NAT: AACSB Communication | HRM

11. An ongoing process where an individual progresses through a series of stages, with each stage addressing unique issues, themes and task is described as:
     a.   human resource intervention   c.   career development
     b.   tactical career planning   d.   career planning

     ANS: C   PTS: 1   DIF: Medium   REF: Page 11
     NAT: AACSB Communication | HRM

12. The introduction of the model T assembly line impacted training in what way?
     a.   Made it less important
     b.   No impact
     c.   Who needs training - anybody can work on an assembly line
     d.   Increased the need for training

     ANS: D   PTS: 1   DIF: Easy   REF: Page 6
     NAT: AACSB Communication | HRM

13. The Smith-Hughes Act of 1917 granted funds to the states to:
     a.   Build highways
     b.   Training Managers
     c.   Build new universities
     d.   Train people in agriculture, home economics, industry and teacher training

     ANS: D   PTS: 1   DIF: Medium   REF: Page 5
     NAT: AACSB Communication | HRM

14. The two significant historical events that impacted the training of unskilled and semiskilled workers were:
     a.   The introduction of the Ford model T and World War I
     b.   The introduction of the Ford model T and World War II
     c.   The introduction of the Steam engine and World War I
     d.   The introduction of the Cotton Gin and the Civil War

     ANS: A   PTS: 1   DIF: Medium   REF: Page 6
     NAT: AACSB Communication | HRM

15. Which of the following positions does NOT belong in a large HRD department?
     a.   management development specialist   c.   organizational development specialist
     b.   skills training administrator   d.   compensation and benefits specialist

     ANS: D   PTS: 1   DIF: Easy   REF: Page 15
     NAT: AACSB Communication | HRM

16. The HRCI offers which of the following designations upon passing a written exam and having 2 years exempt-level HR experience?
    a. PHR, Professional in Human Resources
    b. HRDP, Human Resource Development Professional
    c. HRE, Human Resources Executive
    d. AHR, Administrator in HR

    ANS: A   PTS: 1   DIF: Easy   REF: Page 19
    NAT: AACSB Communication | HRM

17. Diversity in the workforce includes what groups of employees?
    a. Older workers
    b. Women
    c. Workers of different ethnic and racial backgrounds
    d. All of the above are considered diverse groups

    ANS: D   PTS: 1   DIF: Easy   REF: Page 22
    NAT: AACSB Communication | HRM

18. A multi-step, sequential process used to design HRD interventions is called:
    a. PDAC (plan, do, act, check)
    b. PDCA (plan, design, check, assess)
    c. ADImE (assess, design, implement, evaluate)
    d. SADIE (survey, access, develop, implement, evaluate)

    ANS: C   PTS: 1   DIF: Medium   REF: Page 25
    NAT: AACSB Communication | HRM

19. HRD interventions can be evaluated using a variety of "hard" and "soft" measures. Which of the following would NOT be a "hard" measure?
    a. immediate, post training, employee survey
    b. cost-benefit analysis
    c. reduced employee turnover
    d. increased customer satisfaction and retention

    ANS: A   PTS: 1   DIF: Medium   REF: Page 27
    NAT: AACSB Communication | HRM

20. Which of the following is NOT viewed as a primary human resource management (HRM) function?
    a. HR planning
    b. Designing performance management and performance appraisal systems
    c. Staffing
    d. Compensation and benefits

    ANS: B   PTS: 1   DIF: Medium   REF: Page 9
    NAT: AACSB Communication | HRM

21. The Smith-Hughes bill was passed in:
    a. 1809   c. 1872
    b. 1917   d. 1907

    ANS: B   PTS: 1   DIF: Medium   REF: Page 5
    NAT: AACSB Communication | HRM

22. The four step instructional training method introduced in World War I used the following steps:
    a. Show and tell   c. Show - tell - do and check
    b. Tell - do and check   d. Show - tell and do

    ANS: C   PTS: 1   DIF: Medium   REF: Page 6
    NAT: AACSB Communication | HRM

23. During World War II the TWI (Training within Industry) was established by the:
    a. Federal Government   c. US Chamber of Commerce
    b. State of New York   d. General Electric

    ANS: A   PTS: 1   DIF: Medium   REF: Page 7
    NAT: AACSB Communication | HRM

24. An undesirable by-product of the factory system was:
    a. Higher taxes for the factory owners   c. The creation of labor unions
    b. Abuse of unskilled workers and children   d. Lack of strong government regulation

    ANS: B   PTS: 1   DIF: Easy   REF: Page 6
    NAT: AACSB Communication | HRM

25. The Human Relations movement began in the:
    a. Late 1930's   c. Late 1940's
    b. Late 1890's   d. 1950's at Harvard

    ANS: A   PTS: 1   DIF: Easy   REF: Page 7
    NAT: A
    ACSB Communication | HRM

26. ASTD stands for:
    a. The Alaskan Society for Training & Development
    b. The American Society for Training & Development
    c. The American Society for Teaching Drama
    d. The American Society for Technical Development

    ANS: B   PTS: 1   DIF: Easy   REF: Page 7
    NAT: AACSB Communication | HRM

27. Which of the following is not a primary function of HRM?
    a. Compensation and benefits   c. Health and safety
    b. Staffing   d. Performance Management

    ANS: D   PTS: 1   DIF: Easy   REF: Page 9
    NAT: AACSB Communication | HRM

28. Which of the following is a secondary function of HRM?
    a. Compensation and benefits
    b. Labor relations
    c. Health and safety
    d. Performance Management and performance appraisal systems

    ANS: D   PTS: 1   DIF: Easy   REF: Page 9
    NAT: AACSB Communication | HRM

29. A staff organization generally:
    a. Gives direct orders to workers   c. Directly produces goods and services
    b. Advises and consults   d. Does not include the HR department

    ANS: B   PTS: 1   DIF: Medium   REF: Page 9
    NAT: AACSB Communication | HRM

30. Which of the following is not a typical T & D function?
    a. Employee discipline   c. Technical training
    b. Employee orientation   d. Coaching

    ANS: A   PTS: 1   DIF: Easy   REF: Page 10
    NAT: AACSB Communication | HRM

31. Strategic management involves all of the following except?
     a.   Strategy formulation   c.   Strategy recording
     b.   Control   d.   Strategy implementation

     ANS: C   PTS: 1   DIF: Medium   REF: Page 12
     NAT: AACSB Communication | HRM

32. A challenge currently facing the HRD field is:
     a.   Increasing workforce diversity
     b.   Competing in a global economy
     c.   Eliminating the skills gap
     d.   All of the above are challenges HRD faces

     ANS: D   PTS: 1   DIF: Easy   REF: Page 22
     NAT: AACSB Communication | HRM

33. The work force is:
     a.   Getting younger   c.   Getting older
     b.   Staying about the same age-wise   d.   No one really knows

     ANS: C   PTS: 1   DIF: Easy   REF: Page 22
     NAT: AACSB Communication | HRM

34. What is true about a Learning organization?
     a.   HRD people do not like the concept
     b.   Over 90% of HRD executives think it is important for organizations to become a learning organizations
     c.   It is now required by federal law.
     d.   It is something an organization can achieve by passing a certification exam

     ANS: B   PTS: 1   DIF: Medium   REF: Page 24
     NAT: AACSB Communication | HRM

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

     ANS: B   PTS: 1   DIF: Easy   REF: Page 23
     NAT: AACSB Communication | HRM

36. According to the 'new learning & performance wheel' what is true about Business Strategy?
     a.   It should be at the hub or center of HRD efforts
     b.   It should not be a part of the wheel
     c.   It is included in the 'upper right spokes'
     d.   It is included in the 'lower left spokes'

     ANS: A   PTS: 1   DIF: Medium   REF: Page 11
     NAT: AACSB Communication | HRM

37. In the needs assessment phase the gap can be:
     a.   A current deficiency   c.   Both A & B above are gaps
     b.   A new challenge that demands change   d.   None of the above are a gap

     ANS: C   PTS: 1   DIF: Medium   REF: Page 25
     NAT: AACSB Communication | HRM

38. The core of all HRD efforts is
     a.   Profit   c.   New skills
     b.   Learning   d.   Reducing costs

     ANS: B   PTS: 1   DIF: Easy   REF: Page 4
     NAT: AACSB Communication | HRM

39. Apprenticeship training
   a.   Began in the 1920's   c.   Has been used only for skilled trades
   b.   Has been used to train skilled workers and even   d.   Is no longer used
        physicians

   ANS: B   PTS: 1   DIF: Medium   REF: Page 5
   NAT: AACSB Communication | HRM

40. Mechanical and machinist training programs started by factories were called
   a.   Factory Schools   c.   Yeoman Training
   b.   Corporate Universities   d.   Apprentice programs

   ANS: A   PTS: 1   DIF: Medium   REF: Page 6
   NAT: AACSB Communication | HRM

41. The two events that lead to the development of company training programs for unskilled and semi-skilled workers were
   a.   World War II & the Industrial revolution   c.   The Model T & World War I
   b.   World War I & the Industrial revolution   d.   The Model T & World War II

   ANS: C   PTS: 1   DIF: Medium   REF: Page 6
   NAT: AACSB Communication | HRM

42. The Human Relations movement highlighted
   a.   The need for more factory schools   c.   The importance of well trained managers
   b.   The importance of machine efficiency   d.   The importance of human behavior on the job

   ANS: D   PTS: 1   DIF: Medium   REF: Page 7
   NAT: AACSB Communication | HRM

43. In Chester Barnard's book The functions of the executive he emphasized the integration of
   a.   Machines and efficiency   c.   Efficiency and employee training
   b.   Traditional management & behavioral science   d.   Training & development

   ANS: B   PTS: 1   DIF: Medium   REF: Page 7
   NAT: AACSB Communication | HRM

44. In the 1980's ASTD's focus looked strongly at
   a.   The strategic role of HRD   c.   High performing work systems
   b.   Performance Improvement programs   d.   All of the above

   ANS: D   PTS: 1   DIF: Medium   REF: Page 8
   NAT: AACSB Communication | HRM

45. Which of the following is not a primary HRD function as identified in McLagan's original HR wheel?
   a.   Training and development   c.   Career Development
   b.   Organizational development   d.   On the job training

   ANS: D   PTS: 1   DIF: Medium   REF: Page 10
   NAT: AACSB Communication | HRM

46. When comparing Training to Development
   a.   Development has a longer term focus than training   c.   Training involves only skills, development involves
                                                                  everything else
   b.   Training has a longer term focus than development   d.   Development focuses mostly on upper level
                                                                  managers

   ANS: A   PTS: 1   DIF: Medium   REF: Page 10
   NAT: AACSB Communication | HRM

47. Which of the following is true about organizational development?
     a.   It emphasizes macro changes   c.   In OD the HRD professional functions as a change agent
     b.   It emphasizes micro changes   d.   They are all true

     ANS: D   PTS: 1   DIF: Medium   REF: Page 11
     NAT: AACSB Communication | HRM

48. For HRD to play a more important role in the strategic plan of an organization all of the following are necessary except:
     a.   The must contribute ideas and information to   c.   Training must be budget conscious
          strategy formulation
     b.   Education & training must support strategic   d.   Training must be linked to the organizations goals
          management   and strategies

     ANS: C   PTS: 1   DIF: Medium   REF: Page 14
     NAT: AACSB Communication | HRM

49. The 3 areas of foundation competencies needed by HRD professionals include all of the following except:
     a.   Personal skills   c.   Interpersonal skills
     b.   Team skills   d.   Business/management skills

     ANS: B   PTS: 1   DIF: Medium   REF: Page 16
     NAT: AACSB Communication | HRM

50. A primary role of the HRD Executive/Manager is to
     a.   Stay within the budget   c.   Plan lots of programs each year
     b.   Offer only programs that trainees really like going to d.   Promote the value of HRD programs to senior
                                                               managers

     ANS: D   PTS: 1   DIF: Easy   REF: Page 17-18
     NAT: AACSB Communication | HRM

51. The Organization design consultant produces which of the following outputs?
     a.   Alternative work designs   c.   Education and training programs
     b.   Lesson plans   d.   Quality management programs

     ANS: A   PTS: 1   DIF: Medium   REF: Page 18
     NAT: AACSB Communication | HRM

52. Certification for HRD professionals is
     a.   Offered by SHRM   c.   The certified professional in Learning and
                                                 performance
     b.   Scheduled to begin in 2010   d.   Offered by the US Government

     ANS: C   PTS: 1   DIF: Medium   REF: Page 19
     NAT: AACSB Communication | HRM

53. The Human Resource Certificate Institute offers all of the following except:
     a.   Professional in Human Resources   c.   Senior Professional in Human Resources
     b.   Master Professional in Human Resources   d.   Global Professional in Human Resources

     ANS: B   PTS: 1   DIF: Medium   REF: Page 19
     NAT: AACSB Communication | HRM

54. The Link of ASTD to the academic community includes:
     a.   Offering University courses   c.   Allowing academics to be certified
     b.   Offering more academic courses to members   d.   A research journal - the HRD Quarterly

     ANS: D   PTS: 1   DIF: Medium   REF: Page 19
     NAT: AACSB Communication | HRM

55. The purpose of the Benchmarking forum is to
    a. Share ideas, both good and bad   c. Share all HRD research
    b. Compare wages for HRD executives   d. Learn about 'best practices'

    ANS: D   PTS: 1   DIF: Medium   REF: Page 21
    NAT: AACSB Communication | HRM

56. What is true about the skills gap?
    a. Both Germany and Japan have done a better job of   c. The U.S. has done a better job of teaching basic
        teaching basic skills than has the U.S.   skills than has the Germany.
    b. The U.S. has done a better job of teaching basic   d. There is no skills gap for basic knowledge in the
        skills than has the Japan.   U.S.

    ANS: A   PTS: 1   DIF: Medium   REF: Page 23
    NAT: AACSB Communication | HRM

57. Lifelong learning means:
    a. The same learning for all employees   c. Skills training for all employees
    b. Continuing education for all employees   d. Different things for different employees

    ANS: D   PTS: 1   DIF: Medium   REF: Page 23
    NAT: AACSB Communication | HRM

58. Identifying training needs involves all of the following except?
    a. Examine the organization   c. Looking at job tasks
    b. Looking at educational standards in the local area   d. Looking at individual employee performance

    ANS: B   PTS: 1   DIF: Medium   REF: Page 26
    NAT: AACSB Communication | HRM

59. Scheduling a training program is:
    a. Not as easy as it appears   c. Not very important to think about
    b. Always easy to do   d. Important only if you use an external trainer

    ANS: A   PTS: 1   DIF: Medium   REF: Page 27
    NAT: AACSB Communication | HRM

60. Evaluation allows managers to make better decisions about?
    a. Continuing to use a method of training   c. How to allocate scarce resources
    b. Continuing to offer a program   d. All of the above are factors for managers

    ANS: D   PTS: 1   DIF: Medium   REF: Page 28-29
    NAT: AACSB Communication | HRM