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
   Communication | HRM  Bloom’s: Knowledge  LO-1

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
   Communication | HRM  Bloom’s: Knowledge  LO-1

3. The core of all HRD efforts is reading
   
   ANS: F  PTS: 1  DIF: Easy  REF: Page 4
   Communication | HRM  Bloom’s: Knowledge  LO-1

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
   Communication | HRM  Bloom’s: Knowledge  LO-2

5. Job performance is at the core of all HRD efforts.
6. In a survey the American Society for Training & Development (ASTD) estimates organizations spend under $100 Billion on employee learning and development.

ANS: F  PTS: 1  DIF: Easy  REF: Page 4
Communication | HRM  Bloom’s: Knowledge  LO-1

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
Communication | HRM  Bloom’s: Knowledge  LO-1

8. Yeomanries were the forerunners of modern labor unions.

ANS: T  PTS: 1  DIF: Easy  REF: Page 5
Communication | HRM  Bloom’s: Knowledge  LO-2

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

ANS: F  PTS: 1  DIF: Easy  REF: Page 6
Communication | HRM  Bloom’s: Knowledge  LO-2
10. The first documented Factory School began at Hoe and Company in 1782.

ANS: T  PTS: 1  DIF: Medium  REF: Page 6
Communication | HRM  Bloom’s: Knowledge  LO-2

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
Communication | HRM  Bloom’s: Knowledge  LO-2
12. ASTD stands for the American Society for Training & Development

ANS: T   PTS: 1   DIF: Easy   REF: Page 7
Communication | HRM   Bloom’s: Knowledge   LO-2

13. In 2010 ASTD has approximately 40,000 members in 100 plus countries.

ANS: T   PTS: 1   DIF: Easy   REF: Page 8
Communication | HRM   Bloom’s: Knowledge   LO-2

14. HRD functions are now involved coaching and problem solving.

ANS: T   PTS: 1   DIF: Easy   REF: Page 8
Communication | HRM   Bloom’s: Knowledge   LO-4

15. Line authority should have no role in the HRM function.

ANS: F   PTS: 1   DIF: Easy   REF: Page 9
Communication | HRM   Bloom’s: Knowledge   LO-3

16. Traditionally, HRD Departments have Staff Authority.

ANS: T   PTS: 1   DIF: Easy   REF: Page 10
Communication | HRM   Bloom’s: Knowledge   LO-4

17. McLagan identified the four primary HRD functions.
ANS: F  PTS: 1  DIF: Easy  REF: Page 11  
Communication | HRM  Bloom’s: Knowledge  LO-4  

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

ANS: T  PTS: 1  DIF: Easy  REF: Page 13  
Communication | HRM  Bloom’s: Knowledge  LO-5  

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

ANS: F  PTS: 1  DIF: Medium  REF: Page 14  
Communication | HRM  Bloom’s: Knowledge  LO-5  

20. HRD executives should contribute ideas, information and recommendations during strategy formulation.

ANS: T  PTS: 1  DIF: Easy  REF: Page 15  
Communication | HRM  Bloom’s: Knowledge  LO-5  

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

ANS: F  PTS: 1  DIF: Easy  REF: Page 17  
Communication | HRM  Bloom’s: Knowledge  LO-6  

22. In the organization change agent role the HRD manager advises management in the design and implementation of change strategies.
23. Over the past 20 years the HRD profession has become better connected to the academic community.
24. Increasing diversity in the workplace means racial, ethnic, gender and age diversity.

ANS: T    PTS: 1    DIF: Easy    REF: Page 24
Diversity | HRM    Bloom’s: Knowledge    LO-7

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

ANS: F    PTS: 1    DIF: Easy    REF: Page 25
Diversity | HRM    Bloom’s: Knowledge    LO-7

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 24
Communication | HRM    Bloom’s: Knowledge    LO-7

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

ANS: T    PTS: 1    DIF: Medium    REF: Page 26
Communication | HRM    Bloom’s: Knowledge    LO-7

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

ANS: F    PTS: 1    DIF: Medium    REF: Page 26
Communication | HRM    Bloom’s: Knowledge    LO-7

29. Evaluation is an important phase of the HRD process but is often over emphasized.
30. Specific training objectives are normally developed in the needs assessment phase.

ANS: F  PTS: 1  DIF: Easy  REF: Page 28
Communication | HRM  Bloom’s: Knowledge  LO-8
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  
   b. Organization development  
   c. Human resource development  
   d. Human resource planning.

   ANS: C  PTS: 1  DIF: Easy  REF: Page 4
   Communication | HRM  Bloom’s: Knowledge  LO-1

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
   Communication | HRM  Bloom’s: Knowledge  LO-1

3. The largest HRD professional organization is:
   a. IPMA
   b. TDAPHR
   c. SHRM
   d. ASTD
4. The origins of HRD can be traced to:
   a. Factory schools
   b. Universities
   c. Apprenticeship training programs
   d. Boston's first technical school

   ANS: C   PTS: 1   DIF: Easy   REF: Page 5
   Communication | HRM   Bloom’s: Knowledge   LO-2

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
   Communication | HRM   Bloom’s: Knowledge   LO-2

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

   ANS: B   PTS: 1   DIF: Medium   REF: Page 5
   Communication | HRM   Bloom’s: Knowledge   LO-2
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
Communication | HRM   Bloom’s: Knowledge   LO-2
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 11
   Communication | HRM    Bloom’s: Knowledge    LO-2

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

   ANS: A    PTS: 1    DIF: Easy    REF: Page 5
   Communication | HRM    Bloom’s: Knowledge    LO-2

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

    ANS: C    PTS: 1    DIF: Easy    REF: Page 6
    Communication | HRM    Bloom’s: Knowledge    LO-2
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  
   b. tactical career planning

ANS: C  PTS: 1  DIF: Medium  REF: Page 12

Communication | HRM  Bloom’s: Knowledge  LO-4

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 7

Communication | HRM  Bloom’s: Knowledge  LO-2

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 6

Communication | HRM  Bloom’s: Knowledge  LO-2
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 7
   Communication | HRM   Bloom’s: Knowledge   LO-2

15. Which of the following function is NOT for a large HRD department?
   a. management training & development
   b. skills training administrator
   c. organizational development specialist
   d. compensation and benefits specialist

   ANS: D   PTS: 1   DIF: Easy   REF: Page 15
   Communication | HRM   Bloom’s: Knowledge   LO-4
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 21
   Communication | HRM       Bloom’s: Knowledge       LO-3

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 24
   Communication | HRM       Bloom’s: Knowledge       LO-7

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

   ANS: C       PTS: 1       DIF: Medium       REF: Page 27
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 29

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 10

21. The Smith-Hughes bill was passed in:
   a. 1809
   b. 1917
   c. 1872
   d. 1907
22. The four step instructional training method introduced in World War I used the following steps:

a. Show and tell  
b. Tell - do and check  
c. Show - tell - do and check  
d. Show - tell and do
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
   Communication | HRM    Bloom’s: Knowledge    LO-2

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

   ANS: B    PTS: 1    DIF: Easy    REF: Page 7
   Communication | HRM    Bloom’s: Knowledge    LO-2

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

   ANS: A    PTS: 1    DIF: Easy    REF: Page 7
   Communication | HRM    Bloom’s: Knowledge    LO-2

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 8
Communication | HRM Bloom’s: Knowledge LO-2

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 10
Communication | HRM Bloom’s: Knowledge LO-3

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 10
Communication | HRM Bloom’s: Knowledge LO-3

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
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 11
Communication | HRM  Bloom’s: Knowledge  LO-4
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 13
   Communication | HRM     Bloom’s: Knowledge   LO-5

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 24
   Communication | HRM     Bloom’s: Knowledge   LO-7

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 24
   Communication | HRM     Bloom’s: Knowledge   LO-7

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 25

Communication | HRM  Bloom’s: Knowledge  LO-5

35. According to the Upjohn institute what percent of hourly employees lack some basic skills?

a. 75  
b. 25-40  
c. 3-5  
d. about 10 percent

ANS: B  PTS: 1  DIF: Easy  REF: Page 24

Communication | HRM  Bloom’s: Knowledge  LO-7

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 13

Communication | HRM  Bloom’s: Knowledge  LO-5

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 28

Communication | HRM    Bloom’s: Knowledge    LO-8

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

Communication | HRM    Bloom’s: Knowledge    LO-1
39. Apprenticeship training
   a. Began in the 1920’s
   b. Has been used to train skilled workers and even physicians
   c. Has been used only for skilled trades
   d. Is no longer used

ANS: B   PTS: 1   DIF: Medium   REF: Page 5
Communication | HRM   Bloom’s: Knowledge   LO-2

40. Training semi-skilled workers to use machines after the Industrial Revolution was done by:
   a. Factory Schools
   b. Corporate Universities
   c. Yeoman Training
   d. Apprentice programs

ANS: A   PTS: 1   DIF: Medium   REF: Page 6
Communication | HRM   Bloom’s: Knowledge   LO-2

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
   b. World War I & the Industrial revolution
   c. The Model T & World War I
   d. The Model T & World War II

ANS: C   PTS: 1   DIF: Medium   REF: Page 7
Communication | HRM   Bloom’s: Knowledge   LO-2
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
   Communication | HRM   Bloom’s: Knowledge   LO-2

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
   Communication | HRM   Bloom’s: Knowledge   LO-2

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
   Communication | HRM   Bloom’s: Knowledge   LO-2
45. Which of the following is not a primary HRD function as identified in McLagan’s original HR wheel?

a. Training and development  

b. Organizational development  

c. Career Development  

d. On the job training

ANS: D  PTS: 1  DIF: Medium  REF: Page 11
Communication | HRM  Bloom’s: Knowledge  LO-4

46. When comparing Training to Development

a. Development has a longer term focus than training  

b. Training has a longer term focus than development  

c. Training involves only skills, development involves everything else  

d. Development focuses mostly on upper level managers

ANS: A  PTS: 1  DIF: Medium  REF: Page 11
Communication | HRM  Bloom’s: Knowledge  LO-4
47. Which of the following is true about organizational development?
   a. It emphasizes macro changes  
   b. It emphasizes micro changes  
   c. In OD the HRD professional functions as a change agent  
   d. They are all true

   ANS: D   PTS: 1   DIF: Medium   REF: Page 12

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 strategy formulation  
   b. Education & training must support strategic management  
   c. Training must be budget conscious  
   d. Training must be linked to the organizations goals and strategies

   ANS: C   PTS: 1   DIF: Medium   REF: Page 15

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

   ANS: B   PTS: 1   DIF: Medium   REF: Page 17
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 19
   Communication | HRM  Bloom’s: Knowledge  LO-6

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 20
   Communication | HRM  Bloom’s: Knowledge  LO-6

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 20
   Communication | HRM  Bloom’s: Knowledge  LO-6

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

ANS: B PTS: 1 DIF: Medium REF: Page 21

Communication | HRM Bloom’s: Knowledge LO-6

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
d. A research journal - the HRD Quarterly

c. Allowing academics to be certified

d. A research journal - the HRD Quarterly

ANS: D PTS: 1 DIF: Medium REF: Page 21

Communication | HRM Bloom’s: Knowledge LO-6
55. The purpose of the Benchmarking forum is to
   a. Share ideas, both good and bad  
   b. Compare wages for HRD executives 
   c. Share all HRD research 
   d. Learn about ‘best practices’

ANS: D  PTS: 1  DIF: Medium  REF: Page 22
Communication | HRM  Bloom’s: Knowledge  LO-6

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

ANS: A  PTS: 1  DIF: Medium  REF: Page 24
Communication | HRM  Bloom’s: Knowledge  LO-4

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

ANS: D  PTS: 1  DIF: Medium  REF: Page 25
58. Identifying training needs involves all of the following except?
   a. Examine the organization
   b. Looking at educational standards
   c. Looking at job tasks
   d. Looking at individual employee performance

   ANS: B     PTS: 1     DIF: Medium     REF: Page 28

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

   ANS: A     PTS: 1     DIF: Medium     REF: Page 29

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

   ANS: D     PTS: 1     DIF: Medium     REF: Page 29