

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
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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
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3. The core of all HRD efforts is reading
ANS: F PTS: 1 DIF: Easy REF: Page 4
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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
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5. Human Resource Development should not be a part of an organization's strategy.
ANS: F PTS: 1 DIF: Easy REF: Page 4
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6. In a survey Benchmarking forum participants reported spending less than 1% of payroll on employee training and development.
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7. The definition of Human Resource Development includes training for both past and present job skills.
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8. Yeomanries were the forerunners of modern labor unions.
ANS: T PTS: 1 DIF: Easy REF: Page 5
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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
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11. The show, tell, do and check training method began in World War I and is still in use today.
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12. ASTD stands for the American Society for Training & Development

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

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

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

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16. Traditionally, HRD Departments have Staff Authority.

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17. McLagan identified the four primary HRD functions.

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

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

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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.

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

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

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

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

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

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

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

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

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

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

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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.

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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

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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

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

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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

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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

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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

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8. A main distinction between training and development is that developmental activities are generally:
- more focused on specific job skills
 - less expensive than training activities
 - becoming less common as organizations deal with their changing business environment
 - more focused on long-term or future responsibilities
- ANS: D PTS: 1 DIF: Easy REF: Page 10
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9. The first privately funded vocational school in the US was founded in:
- 1809
 - 1917
 - 1872
 - 1907
- ANS: A PTS: 1 DIF: Easy REF: Page 5
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10. The first documented factory school was founded in:
- 1809
 - 1917
 - 1872
 - 1907
- ANS: C PTS: 1 DIF: Easy REF: Page 6
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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:
- human resource intervention
 - tactical career planning
 - career development
 - career planning
- ANS: C PTS: 1 DIF: Medium REF: Page 11
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12. The introduction of the model T assembly line impacted training in what way?
- Made it less important
 - No impact
 - Who needs training - anybody can work on an assembly line
 - Increased the need for training
- ANS: D PTS: 1 DIF: Easy REF: Page 6
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13. The Smith-Hughes Act of 1917 granted funds to the states to:
- Build highways
 - Training Managers
 - Build new universities
 - Train people in agriculture, home economics, industry and teacher training
- ANS: D PTS: 1 DIF: Medium REF: Page 5
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14. The two significant historical events that impacted the training of unskilled and semiskilled workers were:
- The introduction of the Ford model T and World War I
 - The introduction of the Ford model T and World War II
 - The introduction of the Steam engine and World War I
 - The introduction of the Cotton Gin and the Civil War
- ANS: A PTS: 1 DIF: Medium REF: Page 6
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15. Which of the following positions does NOT belong in a large HRD department?
- management development specialist
 - skills training administrator
 - organizational development specialist
 - compensation and benefits specialist
- ANS: D PTS: 1 DIF: Easy REF: Page 15
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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

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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

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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)

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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

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

ANS: B PTS: 1 DIF: Medium REF: Page 5
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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

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23. During World War II the TWI (Training within Industry) was established by the:
- a. Federal Government
 - b. State of New York
 - c. US Chamber of Commerce
 - d. General Electric
- ANS: A PTS: 1 DIF: Medium REF: Page 7
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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 6
NAT: AACSB Communication | HRM
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
NAT: A
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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
 - b. Staffing
 - c. Health and safety
 - 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
 - b. Advises and consults
 - c. Directly produces goods and services
 - 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
 - b. Employee orientation
 - c. Technical training
 - d. Coaching
- ANS: A PTS: 1 DIF: Easy REF: Page 10
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31. Strategic management involves all of the following except?

- a. Strategy formulation
- b. Control
- c. Strategy recording
- d. Strategy implementation

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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

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33. The work force is:

- a. Getting younger
- b. Staying about the same age-wise
- c. Getting older
- d. No one really knows

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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

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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

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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'

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37. In the needs assessment phase the gap can be:

- a. A current deficiency
- b. A new challenge that demands change
- c. Both A & B above are gaps
- d. None of the above are a gap

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38. The core of all HRD efforts is

- a. Profit
- b. Learning
- c. New skills
- d. Reducing costs

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39. Apprenticeship training
- Began in the 1920's
 - Has been used to train skilled workers and even physicians
 - Has been used only for skilled trades
 - Is no longer used
- ANS: B PTS: 1 DIF: Medium REF: Page 5
NAT: AACSB Communication | HRM
40. Mechanical and machinist training programs started by factories were called
- Factory Schools
 - Corporate Universities
 - Yeoman Training
 - 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
- World War II & the Industrial revolution
 - World War I & the Industrial revolution
 - The Model T & World War I
 - 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
- The need for more factory schools
 - The importance of machine efficiency
 - The importance of well trained managers
 - 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
- Machines and efficiency
 - Traditional management & behavioral science
 - Efficiency and employee training
 - 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
- The strategic role of HRD
 - Performance Improvement programs
 - High performing work systems
 - 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?
- Training and development
 - Organizational development
 - Career Development
 - On the job training
- ANS: D PTS: 1 DIF: Medium REF: Page 10
NAT: AACSB Communication | HRM
46. When comparing Training to Development
- Development has a longer term focus than training
 - Training has a longer term focus than development
 - Training involves only skills, development involves everything else
 - Development focuses mostly on upper level managers
- ANS: A PTS: 1 DIF: Medium REF: Page 10
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47. Which of the following is true about organizational development?
- It emphasizes macro changes
 - It emphasizes micro changes
 - In OD the HRD professional functions as a change agent
 - They are all true

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

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

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

ANS: D PTS: 1 DIF: Easy REF: Page 17-18
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51. The Organization design consultant produces which of the following outputs?
- Alternative work designs
 - Lesson plans
 - Education and training programs
 - Quality management programs

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

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

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

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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'

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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 Japan.
- c. The U.S. has done a better job of teaching basic skills than has the Germany.
- d. There is no skills gap for basic knowledge in the U.S.

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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

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58. Identifying training needs involves all of the following except?

- a. Examine the organization
- b. Looking at educational standards in the local area
- c. Looking at job tasks
- d. Looking at individual employee performance

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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

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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

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