

Name: \_\_\_\_\_ Class: \_\_\_\_\_ Date: \_\_\_\_\_

## Chapter 01: Introduction to Human Resource Development

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

3. The core of all HRD efforts is reading.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

5. During World War II, many industry-based companies cut their training programs to save money and time during the war effort.

- a. True
- b. False

ANSWER: False

6. In a survey conducted by the Association for Talent Development (ATD, formerly the American Society for Training and Development) it was estimated organizations spent under \$100 billion on employee learning and development in 2013.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

8. Yeomanries were the forerunners of modern labor unions.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: True

14. HRD functions involve coaching and skills training.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

16. Traditionally, HRD departments have staff authority.

- a. True
- b. False

ANSWER: True

17. The original "human resource wheel" identified four primary HRD functions.

- a. True
- b. False

ANSWER: False

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18. According to Bernthal's updated "learning and performance wheel" business strategy should be at the center of all HRD efforts.

- a. True
- b. False

ANSWER: True

19. External and upward alignments are needed in order to more fully integrate HRM with the strategic needs of an organization.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

22. In the organization change agent role the HRD manager advises management in the design and implementation of change strategies.

- a. True
- b. False

ANSWER: True

23. Over the past 25 years the HRD profession has become less connected to the academic community.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

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

- a. True

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b. False

*ANSWER:* False

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

a. True

b. False

*ANSWER:* True

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

a. True

b. False

*ANSWER:* False

29. Evaluation is an important phase of the HRD process but is often over emphasized.

a. True

b. False

*ANSWER:* False

30. Specific training objectives are normally developed in the needs assessment phase.

a. True

b. False

*ANSWER:* False

31. 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

*ANSWER:* c

32. What do most HRD efforts focus on?

a. recruitment

b. learning

c. communication

d. policy and procedure

*ANSWER:* b

33. The largest HRD professional organization is:

a. IPMA

b. TDAPHR

c. SHRM

d. ATD

*ANSWER:* d

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34. The origins of HRD can be traced to which of the following?

- a. factory schools
- b. universities
- c. apprenticeship training programs
- d. Boston's first technical school

ANSWER: c

35. 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

ANSWER: d

36. The first privately funded vocational school in the U.S. was founded by:

- a. Jon Werner
- b. DeWitt Clinton
- c. George Washington
- d. Donald Kirkpatrick

ANSWER: b

37. The first privately funded vocational school in the U.S. 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

ANSWER: d

38. 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

ANSWER: d

39. The first privately funded vocational school in the U.S. was founded in:

- a. 1809
- b. 1917
- c. 1872
- d. 1907

ANSWER: a

40. The first documented factory school was founded in:

- a. 1809

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- b. 1917
- c. 1872
- d. 1907

ANSWER: c

41. 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
- c. career development
- d. career planning

ANSWER: c

42. The introduction of the Model T assembly line impacted training in what way?

- a. It made it less important
- b. It did not have an impact
- c. Work on an assembly line was an easy job that did not require any training
- d. It increased the need for training

ANSWER: d

43. The Smith-Hughes Act granted funds to the states to:

- a. build highways
- b. train managers
- c. build new universities
- d. train people in agriculture, home economics, industry, and teacher training

ANSWER: d

44. How did the introduction of the Ford Model T and the events of World War I impact the training of unskilled and semiskilled workers?

- a. There were more training opportunities for both unskilled and semiskilled workers
- b. Semiskilled workers were retrained while unskilled workers were fired
- c. Workers had to pass a skill evaluation to qualify for training
- d. Most workers were able to learn the new processes without additional training

ANSWER: a

45. Which of the following is NOT a function included in the "human resource wheel" of an HRD department?

- a. training and development
- b. career development
- c. organizational development
- d. compensation and benefits

ANSWER: d

46. The HRCI offers which of the following designations upon passing a written exam and having the required years of exempt-level HR experience?

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- a. PHR, Professional in Human Resources
- b. HRDP, Human Resource Development Professional
- c. HRE, Human Resources Executive
- d. AHR, Administrator in HR

ANSWER: a

47. Diversity in the workforce includes which 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

ANSWER: d

48. 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)

ANSWER: c

49. HRD interventions can be evaluated using a variety of "hard" and "soft" measures. Which of the following would NOT be considered a "hard" measure?

- a. immediate, post training, employee survey
- b. cost-benefit analysis
- c. reduced employee turnover
- d. increased customer satisfaction and retention

ANSWER: a

50. Which of the following is viewed as a secondary human resource management (HRM) function?

- a. HR planning
- b. Designing performance management and performance appraisal systems
- c. Staffing
- d. Compensation and benefits

ANSWER: b

51. The Smith-Hughes bill was passed in:

- a. 1809
- b. 1917
- c. 1872
- d. 1907

ANSWER: b

52. The four step instructional training method of "show, tell, do, and check" introduced in World War I was later named:

- a. repetitive job evaluation

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- b. evaluative performance initiative
- c. job instruction training (JIT)
- d. instructional training management

ANSWER: c

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

ANSWER: a

54. 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

ANSWER: b

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

ANSWER: a

56. In the 1970's, ASTD renamed itself:
- 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

ANSWER: b

57. Which of the following is NOT a primary function of HRM?
- a. equal employment opportunity
  - b. employee labor relations
  - c. health and safety
  - d. performance management

ANSWER: d

58. Which of the following would be included in the career development function of HRD?
- a. skills evaluation
  - b. career management
  - c. counselling



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d. management training and development

ANSWER: d

59. 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

ANSWER: b

60. Which of the following is NOT a typical T & D function?

- a. Employee discipline
- b. Employee orientation
- c. Technical training
- d. Coaching

ANSWER: a

61. Strategic management involves all of the following EXCEPT:

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

ANSWER: c

62. 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 to HRD

ANSWER: d

63. The trend in today's work force is:

- a. Employees are getting younger
- b. Employees average ages have not changed over the last decade
- c. Employees are getting older
- d. There is no accurate way to determine employee trends

ANSWER: c

64. 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 organization.
- c. It is now required by federal law.
- d. It is something an organization can achieve by passing a certification exam.

ANSWER: b

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65. 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

ANSWER: b

66. 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"

ANSWER: a

67. In the needs assessment phase the identified gaps can be attributed to:

- a. current deficiencies
- b. new challenges that demand change
- c. Both A and B can cause gaps in an organization
- d. None of the above cause gaps in an organization

ANSWER: c

68. What is the goal of the assessment and design phase of effective HRD interventions?

- a. learning development
- b. evaluation
- c. restructuring
- d. implementation

ANSWER: d

69. Which of the following is true of apprenticeship training?

- a. It began in the 1920's
- b. It has been used to train skilled workers and even physicians
- c. It has been used only for a small group of skilled trades
- d. It is no longer used to train workers

ANSWER: b

70. 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

ANSWER: a

71. In which of the following roles does the HRD professional help transform organizations by advising management in

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the design and implementation of change strategies that can result in more efficient work teams?

- a. HR strategic advisor
- b. HR systems designer and developer
- c. Organization change agent
- d. Learning program specialist

ANSWER: c

72. The Human Relations movement highlighted:

- a. The need for more factory schools
- b. The importance of machine efficiency
- c. The importance of well trained managers
- d. The importance of human behavior on the job

ANSWER: d

73. In Chester Barnard's book *The Functions of the Executive*, he emphasized the integration of:

- a. Machines and efficiency
- b. Traditional management behavioral science
- c. Efficiency and employee training
- d. Training and development

ANSWER: b

74. In the 1980's ASTD's focus looked strongly at:

- a. The strategic role of HRD
- b. Performance Improvement programs
- c. High performing work systems
- d. All of the above

ANSWER: d

75. In the updated version of McLagan's original HR wheel, the emphasis has shifted to which of the following?

- a. evaluation and implementation
- b. skill building and strategy
- c. training and development
- d. learning and performance

ANSWER: d

76. Which of the following is true of the training function of T&D?

- a. Providing employees with the knowledge needed to do a particular task or job
- b. Providing employees with the skills needed to do a particular task or job
- c. Pursuing attitude changes within a task or job
- d. All of these are functions of training

ANSWER: d

77. Which of the following is true about organizational development?

- a. It emphasizes macro changes

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- b. It emphasizes micro changes
- c. In OD the HRD professional functions as a change agent
- d. All of the above

ANSWER: d

78. For HRD to play a more important role in the strategic plan of an organization all of the following are necessary except:

- a. It must contribute ideas and information to strategy formulation
- b. Education and training must support strategic management
- c. Training must be budget conscious
- d. Training must be linked to the organizations goals and strategies

ANSWER: c

79. The three 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

ANSWER: b

80. A primary role of the HRD Executive/Manager is to:

- a. Stay within the budget
- b. Create programs desired by trainees
- c. Plan a wide array of programs each year
- d. Promote the value of HRD programs to senior managers

ANSWER: d

81. The organization design consultant produces which of the following outputs?

- a. Alternative work designs
- b. Lesson plans
- c. Education and training programs
- d. Quality management programs

ANSWER: a

82. Certification for HRD professionals is

- a. Offered by SHRM
- b. Scheduled to begin in 2017
- c. The Certified Professional in Learning and Performance
- d. Offered by the U.S. Government

ANSWER: c

83. The Human Resource Certificate Institute offers all of the following EXCEPT:

- a. Professional in Human Resources
- b. Master Professional in Human Resources

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- c. Senior Professional in Human Resources
- d. Global Professional in Human Resources

ANSWER: b

84. The link between ASTD to the academic community includes:

- a. Offering University courses
- b. Offering more academic courses to members
- c. Allowing academics to be certified
- d. A research journal - the HRD Quarterly

ANSWER: d

85. 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'

ANSWER: d

86. 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.

ANSWER: a

87. 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

ANSWER: d

88. Identifying training needs involves all of the following EXCEPT:

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

ANSWER: b

89. Which of the following is true of scheduling a training program?

- a. Many issues need to be dealt with in order for it to be effective
- b. It is a simple process
- c. Scheduling is not an important aspect of a training program
- d. Scheduling is important if you use an external trainer

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*ANSWER:* a

90. Evaluation allows managers to make better decisions about which of the following?

- 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

*ANSWER:* d