

c1

Student: _____

1. The people in organizations are considered human resources who:
 - A. create objectives and accomplishments.
 - B. are inanimate resources.
 - C. are quantified on the balance sheet.
 - D. have limited value to a company.
 - E. are considered by all organizations as their most important assets.

2. Increasingly top managers are recognizing that long-term organizational success depends upon an organization's _____.
 - A. infrastructure
 - B. human resources
 - C. investment strategy
 - D. environment
 - E. rules and policies

3. Some of the most successful Canadian organizations are those that motivate their employees by:
 - A. paying above averages wages.
 - B. allowing them to use the executive washroom.
 - C. encouraging them to meet organizational challenges creatively.
 - D. having a first-name policy only at all levels.
 - E. providing flexible working hours.

4. Strategic human resource management refers specifically to:
 - A. linking human resource procedures to organizational goals, employee needs, and societal demands.
 - B. tactical methods and procedures to achieve specific strategies.
 - C. developing knowledge workers in order to enhance corporate profits.
 - D. human resource planning for corporate takeovers.
 - E. strategically placed advertising for recruiting top quality employees.

5. When a human resource decision maker responds to personnel problems as they arise, this is an example of:

- A. proactive management.
- B. anticipated reaction management.
- C. reactive management.
- D. contextual management.
- E. management by objectives.

6. Among the major challenges facing Canadian business today are all the following except:

- A. economic challenges.
- B. demographic challenges.
- C. cultural challenges.
- D. legal challenges.
- E. transportation challenges.

7. A company that shows concern for the environment is responding to which type or organizational challenge?

- A. Technological
- B. Physical infrastructure
- C. Demographic
- D. Cultural
- E. Social

8. Canadian businesses currently face four critical economic forces:

- A. global trade, productivity improvement, gross profit margins and technology.
- B. productivity improvement, transportation issues, economic cycles and demographic changes.
- C. government legislation, global trade, global competition and survival during a recessionary cycle.
- D. gross profit margins, inventory control, international legislations and minimum wage requirements.
- E. economic cycles, global trade, productivity improvements and global competitiveness.

9. During a recessionary period, the following challenges face HR managers except:

- A. planning and implementing of employee layoffs.
- B. seeking wage concessions.
- C. facilitating employee counseling.
- D. formulating crisis management policies.
- E. increase compensation packages.

10. International trade has always been critical to Canada's prosperity and in fact, Canada exports, on a per capita basis. It is:

- A. a great deal, though less than the United States.
- B. more than the United States but less than Japan.
- C. more than both Japan and the United States.
- D. a great deal, though less than Japan.
- E. more than the United States and Japan combined.

11. Canada is the biggest trader in the Group of Eight industrialized nations. Approximately 74 percent of Canadian exports go to

- A. the UK
- B. Japan
- C. China
- D. India
- E. the United States

12. In order to capture the growing market opportunities abroad, Canadian firms must:

- A. continuously increase wages at home.
- B. increase the costs of production.
- C. lobby government to remove minimum wage and social security benefits.
- D. expand plants into countries closer to customers.
- E. export all manufacturing overseas.

13. The emergence of open borders has developed many opportunities for Canadian firms but one key drawback to Canadian firms and retaining talent is:

- A. cross-cultural barriers.
- B. immigration issues.
- C. poaching.
- D. high turnover rates.
- E. extensive cultural accommodations (i.e. time off for different religious holidays).

14. Productivity refers to:

- A. ratio of an organization's inputs to its outputs.
- B. ratio of an organization's outputs to its inputs.
- C. ratio of an organization's labour costs to its outputs.
- D. ratio of an organization's labour costs to its revenue.
- E. ratio of an organization's outputs to its labour costs.

15. One major challenge facing Canadian managers is:

- A. keeping wages down to developing world standards.
- B. decreasing quality to save money without losing sales.
- C. increasing advertising costs.
- D. decreasing focus on employment legislation.
- E. improving productivity while maintaining a high quality of work life.

16. Productivity technology can be measured as a(n) _____ by _____ by _____.

- A. ratio; dividing; outputs; inputs
- B. efficiency quotient; dividing; inputs; outputs
- C. ratio; multiplying; inputs; outputs
- D. efficiency quotient; multiplying; outputs; inputs
- E. ratio; dividing; inputs; outputs

17. Outsourcing implications for human resource managers may include:

- A. initiating or increasing outplacement activities.
- B. more relaxed and amiable union negotiations.
- C. increased employee morale.
- D. the need for increased office space.
- E. increasing the size of the internal workforce.

18. Contracting out organizational tasks to outside agencies to reduce costs is referred to as _____.

- A. outplacing
- B. task enrichment
- C. task enlargement
- D. outsourcing
- E. process management

19. Technology enables organizations to manage their operations _____, often reducing _____ or capitalizing on new opportunities.

- A. innovatively; cost
- B. innovatively; waste
- C. innovatively; workloads
- D. efficiently; cost
- E. efficiently; workloads

20. _____ continues to be a technological force and opportunity that revolutionizes Canadian businesses and their HRM practices.
- A. Automation
 - B. Diversity
 - C. The North American Free Trade Act
 - D. Email
 - E. The skilled workforce
21. Technology has facilitated the following key developments in organizations except:
- A. flexibility in work design.
 - B. more effective knowledge management.
 - C. reduction in need for concrete policies and procedures.
 - D. large amounts of data can be processed for managers.
 - E. innovation in operations resulting in cost reduction.
22. The _____ has become a platform for _____ and interaction, which has profound impact on HRM activities
- A. Internet; distraction
 - B. Intranet; communication
 - C. Internet; communication
 - D. Intranet; productivity
 - E. Internet; productivity
23. Technology enables organizations to:
- A. reduce their operational efficiency, regardless of other factors.
 - B. make information available with great speed.
 - C. get constantly accurate information.
 - D. receive less information.
 - E. no longer rely on people.
24. The effects of technology on companies varies but in general it results in:
- A. non-traditional marketing strategies.
 - B. reduced inventory controls.
 - C. fewer communication tools.
 - D. less streamlining of data.
 - E. fewer human resource practices and procedures.

25. The reason(s) that organizations automate is (are) _____.

- A. speed
- B. better customer service
- C. operational flexibility
- D. higher quality standards
- E. all are reasons for automation

26. Demographic challenges facing organizations in the twenty-first century currently include all the following except:

- A. gender balance in the workplace.
- B. a shift towards knowledge workers.
- C. aging workforce.
- D. generational shift.
- E. technology.

27. Organizations face many demographic challenges, including all the following except:

- A. automation.
- B. increasing number of knowledge workers.
- C. older workers.
- D. better educated workers.
- E. more women employees.

28. The fastest growing type of worker in Canada over the last twenty-five years has been:

- A. service workers.
- B. factory workers.
- C. knowledge workers.
- D. data workers.
- E. health care workers.

29. Knowledge workers:

- A. transmit knowledge.
- B. manipulate knowledge.
- C. produce knowledge.
- D. run automated assembly lines.
- E. are another name for knowledgeable service workers.

30. Over the last few decades the educational attainment of Canadians has:

- A. remained stable.
- B. decreased slightly.
- C. increased dramatically.
- D. is not measurable by human resource managers.
- E. lead to an increased dropout rate.

31. The following is (are) true in regards to the education of Canadians:

- A. over 45% have a college or university degree.
- B. over 50% (age 16 or over) are functionally illiterate.
- C. approximately 19% of Canadian men and approximately 17% of Canadian women aged 25 or above hold a university degree or better.
- D. a little less than 10% drop out of school before they graduate.
- E. over 65% of all Canadians go to private schools.

32. The pressures of retaining older workers present the following challenges to HR managers except:

- A. expanded retirement benefits.
- B. variable work schedules.
- C. coordination of government benefits with company benefits.
- D. retraining programs.
- E. ensuring a balance of male and female workers.

33. The province with the highest proportion of the labour force aged 55 and over is _____.

- A. Saskatchewan
- B. Manitoba
- C. Ontario
- D. Quebec
- E. Newfoundland

34. Cultural challenges facing Canadian human resource managers include:

- A. social values at a societal level.
- B. a decreasingly diverse workforce.
- C. an increase in reliance on government regulations.
- D. global competition.
- E. unionization.

35. The second step in strategic human resource planning is:

- A. implementation of human resource strategies.
- B. review and evaluation of human resource strategies.
- C. analysis of organizational mission and goals.
- D. environmental analysis.
- E. analysis of organizational strategies.

36. The third step in strategic human resource planning is:

- A. analysis of organizational character and culture.
- B. review and evaluation of human resource strategies.
- C. analysis of organizational mission and goals.
- D. environmental analysis.
- E. analysis of organizational strategies.

37. Organizational culture refers to:

- A. an organization's history and culture only.
- B. an organization's history, culture, philosophy, and unique way of doing things.
- C. the personal character of an organization's CEO.
- D. the internal layout and design of space.
- E. an organization's logo and its product and promotional literature.

38. All the below are common to most human resource departments except:

- A. developing job descriptions.
- B. establishing disciplinary systems.
- C. administering compensation systems.
- D. ensuring compliance with relevant legal requirements.
- E. develop all managerial reports within an organization.

39. All of the following are steps in strategic human resource management planning except:

- A. environmental analysis.
- B. analysis of organizational strengths and culture.
- C. examination of organizational mission and goals.
- D. union-management negotiations.
- E. awareness of organizational strategies.

40. In formulating strategy, the human resource department must focus on all the following except:

- A. planning for physical office space.
- B. attracting human resources.
- C. employee placement, development and evaluation.
- D. employee motivation and rewards.
- E. maintaining high performance.

41. A human resource audit uncovers better ways for the department to contribute to:

- A. organizational and management objectives.
- B. societal objectives and organizational objectives .
- C. employee and management objectives
- D. employee objectives and societal objectives .
- E. societal objectives, organizational objectives, and employee objectives.

42. Proactive human resource strategies refers to:

- A. strategies that anticipate human resource challenges.
- B. strategies that respond to human resource problems.
- C. strategies that encouraging employees to handle their own problems.
- D. strategies that predict future market share of the company.
- E. strategies that help the company adopt technological changes.

43. The daily responsibility for most human resource management activities lies with:

- A. each and every manager.
- B. the human resource department.
- C. the CEO or company president.
- D. the employee him/her-self.
- E. the company security officer.

44. Generally, the size of a human resource department depends largely on:

- A. whether or not an organization is unionized.
- B. the diversity of the employee population.
- C. the nature of the business.
- D. government regulations and legal requirements.
- E. the size of the organization.

45. Normally, under most decision making situations, human resource departments have _____ within the organization.
- A. line authority
 - B. functional authority
 - C. empowered authority
 - D. staff authority
 - E. transit authority
46. One difference between the job responsibilities of a line manager and a human resource manager is that a line manager would likely not:
- A. discipline employees.
 - B. coach employees.
 - C. decide on pay raises or bonuses (where contractually permitted).
 - D. negotiate with unions.
 - E. implement organizational change.
47. In the last thirty years, despite its enormous growth, what has been slow to evolve into a full-fledged profession?
- A. Human relations management
 - B. Human resource management
 - C. Human relations officers
 - D. Human resources officers
 - E. Human relations maintenance
48. To deal effectively with ever-increasing challenges, successful human resources managers must display the following competencies except:
- A. a mastery of their organization's business.
 - B. a mastery of human resource management tools.
 - C. an intimate knowledge of their organization's financial procedures.
 - D. a superior ability to direct and manage change.
 - E. high personal credibility.
49. Human Resource departments are focused exclusively on helping organizations achieve their goals.
True False
50. People are the common element in all social organizations.
True False

51. Some of the challenges that Canadian businesses currently face are legal, economic and demographic in nature.
True False
52. An employee's desire to achieve personal goals is outside of the scope of effective human resource strategies.
True False
53. Strategies are typically formulated at three levels: business, corporate, and functional.
True False
54. Human resource strategies must always be careful that they remain independent of the organizational strategy and mission.
True False
55. When decision-makers respond to human resource problems, this is referred to as proactive management.
True False
56. Managing proactively means anticipating and correcting problems before a problem arises.
True False
57. Human resource strategies should only be formed after a careful look at organizational strengths and weaknesses.
True False
58. The human resource strategy formulation and implementation process consists of 8 steps.
True False
59. Today Canadian business faces five major forces that are critical economic challenges; legal, economic, demographics, technological, and cultural.
True False

60. Capitalist economies go through growth and boom cycles.

True False

61. Human resource managers face special challenges during a recessionary period, such as planning, communicating, and implementing employee layoffs.

True False

62. Productivity refers to the ratio of an organization's outputs to its inputs.

True False

63. The ratio of an organization's inputs to its outputs is referred to as its productivity.

True False

64. Human resource managers must be prepared to compromise the employees' quality of working life in order to improve productivity.

True False

65. One means of improving productivity is to produce more with fewer workers.

True False

66. In the last decade, Canadian productivity is consistently outpacing that of the US.

True False

67. According to a study by the Massachusetts Institute of Technology, Canada is steadily gaining its ability to innovate and create wealth compared with other rich countries.

True False

68. Technological challenges to Canadian business include both technological force and the shift towards knowledge workers.

True False

69. Automation continues to be a technological force and opportunity that has affected Canadian organizations and their human resource management practices.

True False

70. Technology has reduced the need for concrete policies and procedures relating to performance expectations.

True False

71. Reasons for organizations automating activities include speed, better customer service, and increased quality.

True False

72. Negotiations with unions may prove to be more challenging because of the pace of technology and automation.

True False

73. Current demographic trends include the increasing number of women and older workers in the workforce.

True False

74. The participation rate of Canadian women in the workforce is lower than several other industrial nations.

True False

75. Today's workforce can be divided into two main categories: service workers and knowledge workers.

True False

76. The demand for knowledge workers is likely to stabilize over the next decade.

True False

77. Roughly one million Canadians fall into the lowest literacy level.

True False

78. The abolition of mandatory retirement has eliminated the challenges of an aging workforce.

True False

79. Cultural challenges facing Canadian business today include ethnic diversity, demographics, and technology.

True False

80. Generation Y-ers fear boredom while X-ers mistrust business practices.

True False

81. Canada's ethnic and cultural diversity has often been referred to as a melting pot.

True False

82. Historically, Americans have always been far more positive than Canadians to government participation in economic and social activities.

True False

83. Quite often it is the human resource department's responsibility to maximize the beneficial outcomes and minimize the challenges posed by a diverse workforce.

True False

84. An organizational analysis is a second integral aspect of identifying human resources strategies.

True False

85. Generic organizational strategies can include differentiation, expansion, or cost leadership strategies.

True False

86. To attract and involve highly skilled, innovative employees, reactionary HR practices have to be adopted.

True False

87. Among activities that a human resource department must focus on are placement, motivation, and productivity.

True False

88. A human resource department is usually created when the HR activities become a burden to the other departments.

True False

89. Most human resource departments are service departments with line authority.

True False

90. Initiating disciplinary matters, implementing motivational strategies and providing on-the-job training are all responsibilities of a human resource manager.

True False

91. To be effective, human resource specialists must determine the areas of concern of different levels of management and different departments within the organization.

True False

92. Certification makes human resource management a profession.

True False

93. There are a series of steps that must be completed in order for HR personnel to achieve the CCHRA designation.

True False

94. In contrast to inanimate resources, such as capital, the people of an organization represent the organization's _____.

95. The best managed and most successful Canadian organizations ensure employees meet organizational challenges _____.

96. More and more top managers are realizing that organizational success depends upon effective management of _____.

97. Large-scale, future oriented, integrated planning to achieve organizational objectives and respond to the organization's competitive environments is called _____.

98. _____ human resource management occurs when decision-makers anticipate and correct potential problems.

99. When decision-makers respond to human resource problems, rather than anticipate them, this is an example of _____ human resource management.

100. The economic challenges facing Canadian business today include global trade, productivity improvements and _____.

101. Capitalist economies go through boom and _____ business cycles.

102. Canada exports much _____ than either the United States or Japan.

103. _____ refers to the ratio of an organization's outputs to its inputs.

104. Two popular means to achieve higher productivity levels are _____ and redesign of jobs.

105. A major challenge for Canadian managers is maintaining a high quality of work life while improving _____.

106. Using fewer resources to produce the same amount and quality of goods or services _____ productivity.

107. When discussing the productivity ratio, people, capital and materials are referred to as _____.

108. One means to measure employee productivity is to use _____ per worker or per work hour.

109. One potential downside to continuous productivity improvement is that more outputs can be produced with fewer _____.

110. To maintain our high standard of living, Canadian companies must be able to maintain and improve global _____.

111. Updating _____ to increase productivity is a high priority task for Canadian managers.

112. The technological challenges facing Canadian business include flexible work design, information sharing and knowledge management and _____.

113. _____ are freelancers, who are not part of an organization's regular work force and are remunerated on a project or service basis.

114. The growth rate of _____ - time employment has been higher than that of _____ - time jobs in Canada over the last ten years.

115. Computers have allowed some employees, known as _____ to work without leaving their homes.

116. _____ is the process of capturing organizational knowledge and making it available for sharing and building new knowledge.

117. One advantage of automation, it is said, is that machines never ask for raises, nor ever go out on _____.

118. Automation may also provide better service to the customer through increased _____ and _____ in operations and _____ of quality in production.

119. Increasing numbers of women in the workforce, better educated workers, and older employees all represent _____ challenges to Canadian business.

120. Those people involved in the production of ideas or expert opinions, such as a scientist or consultant, are called _____.

121. One of the issues facing HR managers regarding the age of the Canadian workforce, has been called the _____ by Maclean.

122. Generation _____ are unfazed by power and authority while _____ are impressed and attracted by it.

123. Ethnic diversity is a _____ challenge for Canadian businesses.

124. A(n) _____ involves a close look at the organization's overall mission and goals, and is a second integral aspect of identifying human resource strategies.

125. Step 1 in strategic human resource management is a(n) _____ analysis.

126. Step 2 in strategic human resource planning is an analysis of organizational _____ and _____.

127. The third step in planning a human resource strategy is to examine the organization's _____ and _____.

128. _____ is the product of all the organization's features: its employees, its objectives, its technology, its size, its age, its unions, its policies, its successes, and its failures.

129. Reviewing an organization's _____ is the fourth step in strategic human resource planning.

130. Choice and implementation of human resource strategies is step # _____ in strategic HR planning.

131. Firms can pursue at least three generic strategy formats: A cost leadership strategy, a differentiation strategy, and a _____ strategy.

132. In order to maintain and increase employee productivity, employee _____ is a concern in human resource strategy planning.

133. _____ is done in organizations to forecast the future demand for and supply of employees.

134. _____ is the process of finding and attracting capable job applicants.

135. The _____ process is a series of specific steps used to decide which recruits should be hired and aims to match job requirements and applicants' capabilities.

136. The HR activity that evaluates the performance of the employees is called _____.

137. Review and evaluation of human resource strategies is necessary to provide _____ on whether the strategy is effective or needs correcting.

138. Within an organization, HR departments are _____ and support departments that exist to assist employees, managers, and the organization.

139. Generally, human resource departments only hold _____ authority within an organization.

140. The _____ of _____ is the collaborative effort of the HR Associations across Canada.

141. The professional designation for human resource personnel is _____.

142. Discuss what it means to manage HR strategically.

143. Describe the challenges facing Canadian organizations.

144. What is the definition of productivity? How can we improve it? How do we measure it?

145. Discuss the implications of outsourcing. What is outplacement? How is it related to outsourcing?

146. What are the advantages of technology? Describe its impact on organizations.

147. Automation had a major impact on organizations. What are its effects? The text infers that technology is the answer to many problems but in fact it is not. Why not?

148. Canadian companies face a number of demographic challenges. Describe at least three.

149. Discuss, with as much detail as possible, two cultural challenges that Canadian companies are being faced with today.

150. Describe the steps in strategic HRM.

151. Discuss the five major groups of activities in the implementation of a HRM strategy.

152. List six of the ten benefits of a human resources audit listed in the text book.

153. Draw a diagram of the HR department of (1) a small organization and, (2) of a large organization and label the possible positions in both.

154. What is the difference between staff, line, and functional authority? Discuss.

155. Human Resource Managers are faced with ever-increasing challenges, list and describe three key competencies these managers should possess to effectively meet these needs.

c1 Key

1. (p. 3) The people in organizations are considered human resources who:
- A.** create objectives and accomplishments.
 - B. are inanimate resources.
 - C. are quantified on the balance sheet.
 - D. have limited value to a company.
 - E. are considered by all organizations as their most important assets.

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #1

2. (p. 3) Increasingly top managers are recognizing that long-term organizational success depends upon an organization's _____.
- A. infrastructure
 - B.** human resources
 - C. investment strategy
 - D. environment
 - E. rules and policies

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #2

3. (p. 3) Some of the most successful Canadian organizations are those that motivate their employees by:
- A. paying above averages wages.
 - B. allowing them to use the executive washroom.
 - C.** encouraging them to meet organizational challenges creatively.
 - D. having a first-name policy only at all levels.
 - E. providing flexible working hours.

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #3

4. (p. 4) Strategic human resource management refers specifically to:
- A. linking human resource procedures to organizational goals, employee needs, and societal demands.
 - B. tactical methods and procedures to achieve specific strategies.
 - C. developing knowledge workers in order to enhance corporate profits.
 - D. human resource planning for corporate takeovers.
 - E. strategically placed advertising for recruiting top quality employees.

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #4

5. (p. 5) When a human resource decision maker responds to personnel problems as they arise, this is an example of:
- A. proactive management.
 - B. anticipated reaction management.
 - C. reactive management.
 - D. contextual management.
 - E. management by objectives.

Difficulty: Hard

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #5

6. (p. 7, Fig 1-2) Among the major challenges facing Canadian business today are all the following except:
- A. economic challenges.
 - B. demographic challenges.
 - C. cultural challenges.
 - D. legal challenges.
 - E. transportation challenges.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #6

7. (p. 6) A company that shows concern for the environment is responding to which type or organizational challenge?
- A. Technological
 - B. Physical infrastructure
 - C. Demographic
 - D. Cultural
 - E. Social

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #7

8. (p. 7, Fig 1-2) Canadian businesses currently face four critical economic forces:

- A. global trade, productivity improvement, gross profit margins and technology.
- B. productivity improvement, transportation issues, economic cycles and demographic changes.
- C. government legislation, global trade, global competition and survival during a recessionary cycle.
- D. gross profit margins, inventory control, international legislations and minimum wage requirements.
- E. economic cycles, global trade, productivity improvements and global competitiveness.**

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #8

9. (p. 7) During a recessionary period, the following challenges face HR managers except:

- A. planning and implementing of employee layoffs.
- B. seeking wage concessions.
- C. facilitating employee counseling.
- D. formulating crisis management policies.
- E. increase compensation packages.**

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #9

10. (p. 7) International trade has always been critical to Canada's prosperity and in fact, Canada exports, on a per capita basis. It is:

- A. a great deal, though less than the United States.
- B. more than the United States but less than Japan.
- C. more than both Japan and the United States.**
- D. a great deal, though less than Japan.
- E. more than the United States and Japan combined.

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #10

11. (p. 7) Canada is the biggest trader in the Group of Eight industrialized nations. Approximately 74 percent of Canadian exports go to

- A. the UK
- B. Japan
- C. China
- D. India
- E. the United States**

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #11

12. (p. 7) In order to capture the growing market opportunities abroad, Canadian firms must:

- A. continuously increase wages at home.
- B. increase the costs of production.
- C. lobby government to remove minimum wage and social security benefits.
- D.** expand plants into countries closer to customers.
- E. export all manufacturing overseas.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #12

13. (p. 8) The emergence of open borders has developed many opportunities for Canadian firms but one key drawback to Canadian firms and retaining talent is:

- A. cross-cultural barriers.
- B. immigration issues.
- C.** poaching.
- D. high turnover rates.
- E. extensive cultural accommodations (i.e. time off for different religious holidays).

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #13

14. (p. 9) Productivity refers to:

- A. ratio of an organization's inputs to its outputs.
- B.** ratio of an organization's outputs to its inputs.
- C. ratio of an organization's labour costs to its outputs.
- D. ratio of an organization's labour costs to its revenue.
- E. ratio of an organization's outputs to its labour costs.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #14

15. (p. 9) One major challenge facing Canadian managers is:

- A. keeping wages down to developing world standards.
- B. decreasing quality to save money without losing sales.
- C. increasing advertising costs.
- D. decreasing focus on employment legislation.
- E.** improving productivity while maintaining a high quality of work life.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #15

16. (p. 9, Fig 1-4) Productivity technology can be measured as a(n) _____ by _____ by _____.

- A.** ratio; dividing; outputs; inputs
- B. efficiency quotient; dividing; inputs; outputs
- C. ratio; multiplying; inputs; outputs
- D. efficiency quotient; multiplying; outputs; inputs
- E. ratio; dividing; inputs; outputs

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #16

17. (p. 9) Outsourcing implications for human resource managers may include:

- A.** initiating or increasing outplacement activities.
- B. more relaxed and amiable union negotiations.
- C. increased employee morale.
- D. the need for increased office space.
- E. increasing the size of the internal workforce.

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #17

18. (p. 9) Contracting out organizational tasks to outside agencies to reduce costs is referred to as _____.

- A. outplacing
- B. task enrichment
- C. task enlargement
- D.** outsourcing
- E. process management

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #18

19. (p. 11) Technology enables organizations to manage their operations _____, often reducing _____ or capitalizing on new opportunities.

- A.** innovatively; cost
- B. innovatively; waste
- C. innovatively; workloads
- D. efficiently; cost
- E. efficiently; workloads

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #19

20. (p. 11) _____ continues to be a technological force and opportunity that revolutionizes Canadian businesses and their HRM practices.

- A.** Automation
- B. Diversity
- C. The North American Free Trade Act
- D. Email
- E. The skilled workforce

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #20

21. (p. 11) Technology has facilitated the following key developments in organizations except:

- A. flexibility in work design.
- B. more effective knowledge management.
- C.** reduction in need for concrete policies and procedures.
- D. large amounts of data can be processed for managers.
- E. innovation in operations resulting in cost reduction.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #21

22. (p. 11) The _____ has become a platform for _____ and interaction, which has profound impact on HRM activities

- A. Internet; distraction
- B. Intranet; communication
- C.** Internet; communication
- D. Intranet; productivity
- E. Internet; productivity

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #22

23. (p. 11) Technology enables organizations to:

- A. reduce their operational efficiency, regardless of other factors.
- B.** make information available with great speed.
- C. get constantly accurate information.
- D. receive less information.
- E. no longer rely on people.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #23

24. (p. 11) The effects of technology on companies varies but in general it results in:

- A. non-traditional marketing strategies.
- B. reduced inventory controls.
- C. fewer communication tools.
- D. less streamlining of data.
- E. fewer human resource practices and procedures.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #24

25. (p. 11-12) The reason(s) that organizations automate is (are) _____.

- A. speed
- B. better customer service
- C. operational flexibility
- D. higher quality standards
- E. all are reasons for automation

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #25

26. (p. 11-16) Demographic challenges facing organizations in the twenty-first century currently include all the following except:

- A. gender balance in the workplace.
- B. a shift towards knowledge workers.
- C. aging workforce.
- D. generational shift.
- E. technology.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #26

27. (p. 11-16) Organizations face many demographic challenges, including all the following except:

- A. automation.
- B. increasing number of knowledge workers.
- C. older workers.
- D. better educated workers.
- E. more women employees.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #27

28. (p. 12) The fastest growing type of worker in Canada over the last twenty-five years has been:

- A. service workers.
- B. factory workers.
- C. knowledge workers.**
- D. data workers.
- E. health care workers.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #28

29. (p. 12) Knowledge workers:

- A. transmit knowledge.
- B. manipulate knowledge.
- C. produce knowledge.**
- D. run automated assembly lines.
- E. are another name for knowledgeable service workers.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #29

30. (p. 13) Over the last few decades the educational attainment of Canadians has:

- A. remained stable.
- B. decreased slightly.
- C. increased dramatically.**
- D. is not measurable by human resource managers.
- E. lead to an increased dropout rate.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #30

31. (p. 14) The following is (are) true in regards to the education of Canadians:

- A. over 45% have a college or university degree.
- B. over 50% (age 16 or over) are functionally illiterate.
- C. approximately 19% of Canadian men and approximately 17% of Canadian women aged 25 or above hold a university degree or better.**
- D. a little less than 10% drop out of school before they graduate.
- E. over 65% of all Canadians go to private schools.

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #31

32. (p. 15-16) The pressures of retaining older workers present the following challenges to HR managers except:

- A. expanded retirement benefits.
- B. variable work schedules.
- C. coordination of government benefits with company benefits.
- D. retraining programs.
- E. ensuring a balance of male and female workers.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #32

33. (p. 15) The province with the highest proportion of the labour force aged 55 and over is _____.

- A. Saskatchewan
- B. Manitoba
- C. Ontario
- D. Quebec
- E. Newfoundland

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #33

34. (p. 16) Cultural challenges facing Canadian human resource managers include:

- A. social values at a societal level.
- B. a decreasingly diverse workforce.
- C. an increase in reliance on government regulations.
- D. global competition.
- E. unionization.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #34

35. (p. 19) The second step in strategic human resource planning is:

- A. implementation of human resource strategies.
- B. review and evaluation of human resource strategies.
- C. analysis of organizational mission and goals.
- D. environmental analysis.
- E. analysis of organizational strategies.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #35

36. (p. 19) The third step in strategic human resource planning is:

- A.** analysis of organizational character and culture.
- B. review and evaluation of human resource strategies.
- C. analysis of organizational mission and goals.
- D. environmental analysis.
- E. analysis of organizational strategies.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #36

37. (p. 20) Organizational culture refers to:

- A. an organization's history and culture only.
- B.** an organization's history, culture, philosophy, and unique way of doing things.
- C. the personal character of an organization's CEO.
- D. the internal layout and design of space.
- E. an organization's logo and its product and promotional literature.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #37

38. (p. 22-23) All the below are common to most human resource departments except:

- A. developing job descriptions.
- B. establishing disciplinary systems.
- C. administering compensation systems.
- D. ensuring compliance with relevant legal requirements.
- E.** develop all managerial reports within an organization.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #38

39. (p. 22-23) All of the following are steps in strategic human resource management planning except:

- A. environmental analysis.
- B. analysis of organizational strengths and culture.
- C. examination of organizational mission and goals.
- D.** union-management negotiations.
- E. awareness of organizational strategies.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #39

40. (p. 22-23) In formulating strategy, the human resource department must focus on all the following except:

- A. planning for physical office space.
- B. attracting human resources.
- C. employee placement, development and evaluation.
- D. employee motivation and rewards.
- E. maintaining high performance.

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #40

41. (p. 24) A human resource audit uncovers better ways for the department to contribute to:

- A. organizational and management objectives.
- B. societal objectives and organizational objectives .
- C. employee and management objectives
- D. employee objectives and societal objectives .
- E. societal objectives, organizational objectives, and employee objectives.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #41

42. (p. 25- 26) Proactive human resource strategies refers to:

- A. strategies that anticipate human resource challenges.
- B. strategies that respond to human resource problems.
- C. strategies that encouraging employees to handle their own problems.
- D. strategies that predict future market share of the company.
- E. strategies that help the company adopt technological changes.

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #42

43. (p. 27) The daily responsibility for most human resource management activities lies with:

- A. each and every manager.
- B. the human resource department.
- C. the CEO or company president.
- D. the employee him/her-self.
- E. the company security officer.

Difficulty: Easy

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #43

44. (p. 28) Generally, the size of a human resource department depends largely on:

- A. whether or not an organization is unionized.
- B. the diversity of the employee population.
- C. the nature of the business.
- D. government regulations and legal requirements.
- E. the size of the organization.**

Difficulty: Medium

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #44

45. (p. 29) Normally, under most decision making situations, human resource departments have _____ within the organization.

- A. line authority
- B. functional authority
- C. empowered authority
- D. staff authority**
- E. transit authority

Difficulty: Hard

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #45

46. (p. 29-30, Fig1-17) One difference between the job responsibilities of a line manager and a human resource manager is that a line manager would likely not:

- A. discipline employees.
- B. coach employees.
- C. decide on pay raises or bonuses (where contractually permitted).
- D. negotiate with unions.**
- E. implement organizational change.

Difficulty: Hard

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #46

47. (p. 31) In the last thirty years, despite its enormous growth, what has been slow to evolve into a full-fledged profession?

- A. Human relations management
- B. Human resource management**
- C. Human relations officers
- D. Human resources officers
- E. Human relations maintenance

Difficulty: Medium

Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization

Schwind - Chapter 01 #47

48. (p. 31) To deal effectively with ever-increasing challenges, successful human resources managers must display the following competencies except:

- A. a mastery of their organization's business.
- B. a mastery of human resource management tools.
- C.** an intimate knowledge of their organization's financial procedures.
- D. a superior ability to direct and manage change.
- E. high personal credibility.

Difficulty: Easy

Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization

Schwind - Chapter 01 #48

49. (p. 3) Human Resource departments are focused exclusively on helping organizations achieve their goals.

FALSE

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #49

50. (p. 3) People are the common element in all social organizations.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #50

51. (p. 6) Some of the challenges that Canadian businesses currently face are legal, economic and demographic in nature.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #51

52. (p. 3-4) An employee's desire to achieve personal goals is outside of the scope of effective human resource strategies.

FALSE

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #52

53. (p. 4) Strategies are typically formulated at three levels: business, corporate, and functional.

TRUE

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #53

54. (p. 4) Human resource strategies must always be careful that they remain independent of the organizational strategy and mission.

FALSE

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #54

55. (p. 5) When decision-makers respond to human resource problems, this is referred to as proactive management.

FALSE

Difficulty: Medium

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #55

56. (p. 5) Managing proactively means anticipating and correcting problems before a problem arises.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #56

57. (p. 5) Human resource strategies should only be formed after a careful look at organizational strengths and weaknesses.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #57

58. (p. 5) The human resource strategy formulation and implementation process consists of 8 steps.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #58

59. (p. 6) Today Canadian business faces five major forces that are critical economic challenges; legal, economic, demographics, technological, and cultural.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #59

60. (p. 6) Capitalist economies go through growth and boom cycles.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #60

61. (p. 7) Human resource managers face special challenges during a recessionary period, such as planning, communicating, and implementing employee layoffs.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #61

62. (p. 9) Productivity refers to the ratio of an organization's outputs to its inputs.

TRUE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #62

63. (p. 9) The ratio of an organization's inputs to its outputs is referred to as its productivity.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #63

64. (p. 9) Human resource managers must be prepared to compromise the employees' quality of working life in order to improve productivity.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #64

65. (p. 9) One means of improving productivity is to produce more with fewer workers.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #65

66. (p. 9) In the last decade, Canadian productivity is consistently outpacing that of the US.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #66

67. (p. 10) According to a study by the Massachusetts Institute of Technology, Canada is steadily gaining its ability to innovate and create wealth compared with other rich countries.

FALSE

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #67

68. (p. 10) Technological challenges to Canadian business include both technological force and the shift towards knowledge workers.

FALSE

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #68

69. (p. 11) Automation continues to be a technological force and opportunity that has affected Canadian organizations and their human resource management practices.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #69

70. (p. 10-11) Technology has reduced the need for concrete policies and procedures relating to performance expectations.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #70

71. (p. 11) Reasons for organizations automating activities include speed, better customer service, and increased quality.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #71

72. (p. 11) Negotiations with unions may prove to be more challenging because of the pace of technology and automation.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #72

73. (p. 12-16) Current demographic trends include the increasing number of women and older workers in the workforce.

TRUE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #73

74. (p. 12) The participation rate of Canadian women in the workforce is lower than several other industrial nations.

FALSE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #74

75. (p. 12) Today's workforce can be divided into two main categories: service workers and knowledge workers.

TRUE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #75

76. (p. 13) The demand for knowledge workers is likely to stabilize over the next decade.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #76

77. (p. 15) Roughly one million Canadians fall into the lowest literacy level.

FALSE

Difficulty: Hard

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #77

78. (p. 16) The abolition of mandatory retirement has eliminated the challenges of an aging workforce.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #78

79. (p. 16-18) Cultural challenges facing Canadian business today include ethnic diversity, demographics, and technology.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #79

80. (p. 16) Generation Y-ers fear boredom while X-ers mistrust business practices.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #80

81. (p. 17) Canada's ethnic and cultural diversity has often been referred to as a melting pot.

FALSE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #81

82. (p. 17) Historically, Americans have always been far more positive than Canadians to government participation in economic and social activities.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #82

83. (p. 17) Quite often it is the human resource department's responsibility to maximize the beneficial outcomes and minimize the challenges posed by a diverse workforce.

TRUE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #83

84. (p. 19) An organizational analysis is a second integral aspect of identifying human resources strategies.

TRUE

Difficulty: Easy

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #84

85. (p. 20) Generic organizational strategies can include differentiation, expansion, or cost leadership strategies.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #85

86. (p. 27) To attract and involve highly skilled, innovative employees, reactionary HR practices have to be adopted.

FALSE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #86

87. (p. 22-23) Among activities that a human resource department must focus on are placement, motivation, and productivity.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Identify steps in strategic management of human resources.

Schwind - Chapter 01 #87

88. (p. 27) A human resource department is usually created when the HR activities become a burden to the other departments.

TRUE

Difficulty: Medium

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #88

89. (p. 29) Most human resource departments are service departments with line authority.

FALSE

Difficulty: Hard

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #89

90. (p. 29-30,(Figure: 1-17)) Initiating disciplinary matters, implementing motivational strategies and providing on-the-job training are all responsibilities of a human resource manager.

FALSE

Difficulty: Hard

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #90

91. (p. 31) To be effective, human resource specialists must determine the areas of concern of different levels of management and different departments within the organization.

TRUE

Difficulty: Easy

Learning Objective: 01-03 Explain how human resource departments are organized and function.

Schwind - Chapter 01 #91

92. (p. 31-32) Certification makes human resource management a profession.

FALSE

Difficulty: Medium

Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization

Schwind - Chapter 01 #92

93. (p. 31-32) There are a series of steps that must be completed in order for HR personnel to achieve the CCHRA designation.

FALSE

Difficulty: Medium

Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization

Schwind - Chapter 01 #93

94. (p. 3) In contrast to inanimate resources, such as capital, the people of an organization represent the organization's _____.

human resources

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #94

95. (p. 3) The best managed and most successful Canadian organizations ensure employees meet organizational challenges _____.

creatively

Learning Objective: 01-01 Discuss the objectives of human resource management.

Schwind - Chapter 01 #95

96. (p. 3) More and more top managers are realizing that organizational success depends upon effective management of _____.
human resources

*Learning Objective: 01-01 Discuss the objectives of human resource management.
Schwind - Chapter 01 #96*

97. (p. 4) Large-scale, future oriented, integrated planning to achieve organizational objectives and respond to the organization's competitive environments is called _____.
strategy or strategic planning or strategic human resources management

*Learning Objective: 01-01 Discuss the objectives of human resource management.
Schwind - Chapter 01 #97*

98. (p. 5) _____ human resource management occurs when decision-makers anticipate and correct potential problems.
Proactive

*Learning Objective: 01-01 Discuss the objectives of human resource management.
Schwind - Chapter 01 #98*

99. (p. 5) When decision-makers respond to human resource problems, rather than anticipate them, this is an example of _____ human resource management.
reactive

*Learning Objective: 01-01 Discuss the objectives of human resource management.
Schwind - Chapter 01 #99*

100. (p. 6) The economic challenges facing Canadian business today include global trade, productivity improvements and _____.
economic cycles

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #100*

101. (p. 6) Capitalist economies go through boom and _____ business cycles.
bust

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #101*

102. (p. 7) Canada exports much _____ than either the United States or Japan.
more

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #102*

103. (p. 8) _____ refers to the ratio of an organization's outputs to its inputs.
Productivity

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #103*

104. (p. 8) Two popular means to achieve higher productivity levels are _____ and redesign of jobs.
workplace innovation

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #104*

105. (p. 9) A major challenge for Canadian managers is maintaining a high quality of work life while improving _____.
productivity

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #105*

106. (p. 9) Using fewer resources to produce the same amount and quality of goods or services _____ productivity.
increases

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #106*

107. (p. 9,(Figure: 1-4)) When discussing the productivity ratio, people, capital and materials are referred to as _____.
inputs

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #107*

108. (p. 9) One means to measure employee productivity is to use _____ per worker or per work hour.
output

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #108*

109. (p. 9) One potential downside to continuous productivity improvement is that more outputs can be produced with fewer _____.
workers or people or employees

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #109*

110. (p. 10) To maintain our high standard of living, Canadian companies must be able to maintain and improve global _____.
competitiveness

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #110*

111. (p. 10) Updating _____ to increase productivity is a high priority task for Canadian managers.
technology

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #111*

112. (p. 11) The technological challenges facing Canadian business include flexible work design, information sharing and knowledge management and _____.
automation

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #112*

113. (p. 9) _____ are freelancers, who are not part of an organization's regular work force and are remunerated on a project or service basis.
Contract (or Contingent) workers

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #113*

114. (p. 9) The growth rate of _____ - time employment has been higher than that of _____ - time jobs in Canada over the last ten years.

part; full

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #114*

115. (p. 10) Computers have allowed some employees, known as _____ to work without leaving their homes.

telecommuters

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #115*

116. (p. 11) _____ is the process of capturing organizational knowledge and making it available for sharing and building new knowledge.

Knowledge management

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #116*

117. (p. 11) One advantage of automation, it is said, is that machines never ask for raises, nor ever go out on _____.

strike

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #117*

118. (p. 11) Automation may also provide better service to the customer through increased _____ and _____ in operations and _____ of quality in production.

predictability; reliability; higher standards

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #118*

119. (p. 12-16) Increasing numbers of women in the workforce, better educated workers, and older employees all represent _____ challenges to Canadian business.

demographic

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #119*

120. (p. 12) Those people involved in the production of ideas or expert opinions, such as a scientist or consultant, are called _____.

knowledge workers

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #120*

121. (p. 15) One of the issues facing HR managers regarding the age of the Canadian workforce, has been called the _____ by Maclean.

old age crisis

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #121*

122. (p. 16) Generation _____ are unfazed by power and authority while _____ are impressed and attracted by it.

x-ers; baby boomers

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #122*

123. (p. 16) Ethnic diversity is a _____ challenge for Canadian businesses.

cultural

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #123*

124. (p. 19) A(n) _____ involves a close look at the organization's overall mission and goals, and is a second integral aspect of identifying human resource strategies.

organizational analysis

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #124*

125. (p. 6) Step 1 in strategic human resource management is a(n) _____ analysis.

environmental

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #125*

126. (p. 19) Step 2 in strategic human resource planning is an analysis of organizational _____ and _____.
mission; goals

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #126*

127. (p. 19) The third step in planning a human resource strategy is to examine the organization's _____ and _____.
character; culture

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #127*

128. (p. 19) _____ is the product of all the organization's features: its employees, its objectives, its technology, its size, its age, its unions, its policies, its successes, and its failures.
Organizational character

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #128*

129. (p. 20) Reviewing an organization's _____ is the fourth step in strategic human resource planning.
strategies

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #129*

130. (p. 20-21) Choice and implementation of human resource strategies is step # _____ in strategic HR planning.
5; five

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #130*

131. (p. 20) Firms can pursue at least three generic strategy formats: A cost leadership strategy, a differentiation strategy, and a _____ strategy.
focus

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #131*

132. (p. 22) In order to maintain and increase employee productivity, employee _____ is a concern in human resource strategy planning.

motivation

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #132*

133. (p. 22) _____ is done in organizations to forecast the future demand for and supply of employees.

Human resource planning

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #133*

134. (p. 22) _____ is the process of finding and attracting capable job applicants.

Recruitment

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #134*

135. (p. 22) The _____ process is a series of specific steps used to decide which recruits should be hired and aims to match job requirements and applicants' capabilities.

selection

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #135*

136. (p. 22) The HR activity that evaluates the performance of the employees is called _____.

performance appraisal

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #136*

137. (p. 23-24) Review and evaluation of human resource strategies is necessary to provide _____ on whether the strategy is effective or needs correcting.

feedback

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #137*

138. (p. 29) Within an organization, HR departments are _____ and support departments that exist to assist employees, managers, and the organization.

service

*Learning Objective: 01-03 Explain how human resource departments are organized and function.
Schwind - Chapter 01 #138*

139. (p. 29) Generally, human resource departments only hold _____ authority within an organization.

staff

*Learning Objective: 01-03 Explain how human resource departments are organized and function.
Schwind - Chapter 01 #139*

140. (p. 31) The _____ of _____ is the collaborative effort of the HR Associations across Canada.

canadian council human resource associations

*Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization
Schwind - Chapter 01 #140*

141. (p. 31) The professional designation for human resource personnel is _____.

certified human resources professionals

*Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization
Schwind - Chapter 01 #141*

142. (p. 4-5) Discuss what it means to manage HR strategically.

Answers will vary

*Learning Objective: 01-01 Discuss the objectives of human resource management.
Schwind - Chapter 01 #142*

143. (p. 6-16) Describe the challenges facing Canadian organizations.

Answers will vary (Key points will be found in Figure 1-2)

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #143*

144. (p. 8-9) What is the definition of productivity? How can we improve it? How do we measure it?

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #144*

145. (p. 9) Discuss the implications of outsourcing. What is outplacement? How is it related to outsourcing?

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #145*

146. (p. 10-12) What are the advantages of technology? Describe its impact on organizations.

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #146*

147. (p. 11-12) Automation had a major impact on organizations. What are its effects? The text infers that technology is the answer to many problems but in fact it is not. Why not?

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #147*

148. (p. 12-16) Canadian companies face a number of demographic challenges. Describe at least three.

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #148*

149. (p. 16-18) Discuss, with as much detail as possible, two cultural challenges that Canadian companies are being faced with today.

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #149*

150. (p. 6-27) Describe the steps in strategic HRM.

Answers will vary and each step is discussed in detail throughout the chapter

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #150*

151. (p. 22-23) Discuss the five major groups of activities in the implementation of a HRM strategy.

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #151*

152. (p. 24) List six of the ten benefits of a human resources audit listed in the text book.

Answers will vary

*Learning Objective: 01-02 Identify steps in strategic management of human resources.
Schwind - Chapter 01 #152*

153. (p. 28 see, Figs 1-15,1-16) Draw a diagram of the HR department of (1) a small organization and, (2) of a large organization and label the possible positions in both.

Answers will vary

*Learning Objective: 01-03 Explain how human resource departments are organized and function.
Schwind - Chapter 01 #153*

154. (p. 29) What is the difference between staff, line, and functional authority? Discuss.

Answers will vary

*Learning Objective: 01-03 Explain how human resource departments are organized and function.
Schwind - Chapter 01 #154*

155. (p. 31) Human Resource Managers are faced with ever-increasing challenges, list and describe three key competencies these managers should possess to effectively meet these needs.

Answers will vary

*Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization
Schwind - Chapter 01 #155*

c1 Summary

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