

c1

Student: _____

1. Managers and economists traditionally have seen human resource management as a necessary expense rather than as a source of value to their organization.

True False

2. The concept of "human resource management" implies that employees are interchangeable, easily replaced assets that should be managed like any other physical asset.

True False

3. No two human resource departments will have the same roles and responsibilities due to the size of the company, the characteristics of the workforce and the industry, and the values of the firm's management.

True False

4. Recruitment refers to the process by which an organization selects applicants with the right knowledge, skills, and abilities to help the organization achieve its goals.

True False

5. Performance management requires that employee activities and outputs match individual goals.

True False

6. Important decisions in planning pay and benefits includes how much to offer employees in salary or wages, as opposed to bonuses, commissions, and other performance-related pay.

True False

7. Compliance with laws and regulations is not an HR responsibility, but rather the sole responsibility of managers within the organization.

True False

8. Managers are increasingly seeing a more administrative role for HRM in the future.

True False

9. Canada underperforms the United States with respect to labour productivity.

True False

10. Setting up a business enterprise in another country (e.g. building a factory in China) is called outsourcing.

True False

11. HRM should have a significant role in carrying out a merger or acquisition.

True False

12. Members of the HR department need to be credible activists. This requires HR professionals who implement workplace policies and design reward systems.

True False

13. Recent surveys indicate that the general public and managers do not have positive perceptions of the ethical conduct of businesses.

True False

14. The role of supervisors in most organizations begins after employees have been hired.

True False

15. As of January 1, 2013, the CHRP designation has an experience requirement—"ten or more years of professional experience in human resources within the last twenty years."

True False

16. Canada's population and its labour force are aging.

True False

17. Almost one-third of the Aboriginal population is under age 15, in contrast with half of the non-Aboriginal population.

True False

18. Capturing learning at the level of individuals, teams, and the whole organization is going to be a critical activity for organizations as they become more knowledge-based.

True False

19. For employee engagement to occur, managers must be trained to link employees to resources within and outside the organization, such as customers, co-workers in other departments, and websites with needed information.

True False

20. Employee engagement shifts the recruiting focus away from general cognitive and interpersonal skills toward technical skills.

True False

21. Electronic human resource management (e-HRM) has the potential to change all traditional HRM functions.

True False

22. Advances in technology have allowed many HR services to be offered on a self-service basis.

True False

23. Under the "new" psychological contract, organizations expect employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotion within the organization.

True False

24. The use of alternative staffing arrangements such as independent contractors, on-call workers, temporary workers, and contract company workers is decreasing.

True False

25. Human Resource Management develops which of the following that influence employees' behaviour?

- A. Policies
- B. Practices
- C. Systems
- D. Laws
- E. "a," "b," and "c"

26. As a type of resource, human capital refers to:

- A. the wages, benefits, and other costs incurred in support of HR functions within an organization.
- B. executive talent within an organization.
- C. the tax-deferred value of an employee's pension plan.
- D. employee characteristics that can add economic value to the organization.
- E. substitutes for physical assets.

27. Human capital means the organization's employees described in terms of all but one of the following. Name the exception.

- A. Training
- B. Profitability
- C. Relationships
- D. Intelligence
- E. Experience

28. When an organization is better than competitors at something, and can hold that advantage over a sustained period of time, it is said to have a:

- A. differentiated focus.
- B. sustainable competitive advantage.
- C. core competency.
- D. low-cost competitive advantage.
- E. none of the above.

29. Human resources provide an organization with a sustainable competitive advantage because they (are):

- A. valuable.
- B. rare.
- C. cannot be imitated.
- D. have no good substitutes.
- E. All of the answers are correct.

30. When the technology, organizational structure, people, and processes of an organization all work together to give it an advantage within its competitive environment, the company has a:
- A. global focus.
 - B. high-performance work system.
 - C. core competency.
 - D. differentiated focus.
 - E. competitive advantage.
31. Which of the following is NOT one of the "product lines" of the business of HR within the organization?
- A. Administrative services and transactions
 - B. Business partner services
 - C. Strategic partner
 - D. Credible activist
 - E. All of the choices are product lines of the business of HR.
32. Which one of the following refers to the process of getting detailed information about jobs?
- A. Job design
 - B. Recruitment
 - C. Selection
 - D. Job analysis
 - E. Performance management
33. Which one of the following refers to the process through which an organization seeks applicants for potential employment?
- A. Orientation
 - B. Selection
 - C. Recruitment
 - D. Job Analysis
 - E. Performance management
34. Development programs often focus on:
- A. enabling employees to learn job-related knowledge, skills, and behaviour.
 - B. ensuring that employees' activities and outputs match the organization's goals.
 - C. preparing employees for management responsibility.
 - D. identifying the top qualities employers look for in employees.
 - E. All of the choices are the focus of development programs.

35. Which one of the following refers to a planned effort to enable employees to learn job-related knowledge, skills, and behaviour?
- A. Orientation
 - B. Selection
 - C. Recruitment
 - D. Training
 - E. Development
36. The process of ensuring that employees' activities and outputs match the organization's goals is called:
- A. job analysis.
 - B. strategic management.
 - C. quality assurance.
 - D. performance management.
 - E. development.
37. Identifying the numbers and types of employees the organization will require in order to meet its objectives is:
- A. workforce planning.
 - B. development.
 - C. performance management.
 - D. job design.
 - E. none of the above.
38. _____ refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders.
- A. Strategy
 - B. Evidence-based HR
 - C. Productivity improvement
 - D. Compliance
 - E. Performance management
39. A small manufacturing company decides to have its accounting function performed by a medium-sized accounting firm. This is an example of:
- A. offshoring.
 - B. expatriation.
 - C. outsourcing.
 - D. joining forces through a merger.
 - E. productivity improvement.

40. Employees who take assignments in other countries are called:

- A. knowledge workers.
- B. immigrants.
- C. expatriates.
- D. nationalists.
- E. outsourcees.

41. What do we call the grouping of competencies for HR professionals that means being so well-respected in the organization that they can influence the positions taken by managers?

- A. Credible activist
- B. Operational executor
- C. Cultural steward
- D. Ethical designer
- E. Both "a" and "b"

42. Ethics refer to:

- A. one's religious beliefs.
- B. what is required by law.
- C. one's political values and beliefs.
- D. the fundamental principles of right and wrong.
- E. what is acceptable to the company.

43. Standards for ethical conduct include which of the following?

- A. Greatest good for the greatest number
- B. Greatest profitability
- C. Fair and equitable
- D. All of the above
- E. Only "a" and "c"

44. Which of the following is NOT a typical area of involvement of supervisors and managers in HRM?

- A. Train, coach, and develop employees
- B. Interview and select candidates
- C. Design and implement pension plans
- D. Appraise performance
- E. Provide a motivational environment

45. Positions in HRM generally involve work in specialized areas (e.g. recruiting or training) or _____ who perform a full range of HRM activities.

- A. technicians
- B. generalists
- C. environmentalists
- D. executives
- E. specialists

46. What minimum level of education do CHRP candidates require to qualify for the CHRP designation?

- A. Three or more years of management experience
- B. A bachelor's degree from an accredited college or university
- C. A high school diploma
- D. A score of at least 50% in the National Knowledge Exam (NKE)
- E. Executive membership in a human resource association

47. Which term refers to all people willing and able to work?

- A. Labour force
- B. Internal labour force
- C. External labour force
- D. Knowledge workers
- E. Passive labour force

48. The fastest growing segment of the labour force is expected to be workers aged:

- A. 15 and younger.
- B. 16 to 24.
- C. 25 to 34.
- D. 35 to 44.
- E. 55+.

49. Which one of the following statements about the composition of the labour force is TRUE?

- A. The average age of Canada's labour force is getting younger.
- B. Worker performance and learning suffer significantly as a result of aging.
- C. The largest proportion of Canada's population is 15 to 24 years of age.
- D. There is increasing generational diversity in the workforce.
- E. Diversity does not affect HRM practices.

50. Which one of the following statements regarding workforce skills is FALSE?

- A. The increasing use of computers to do routine tasks has shifted the kinds of skills needed by employees.
- B. More and more employers are looking for employees with solid technical skills rather than knowledge-based or interpersonal skills.
- C. Today's employees must be able to handle a variety of responsibilities, interact with customers, and think creatively.
- D. When employees lack advanced literacy and thinking skills, they may be unable to perform their jobs competently and will experience difficulty adjusting to changes in the workplace.
- E. Often when organizations are looking for technical skills, they are looking for skills related to using technology.

51. What types of skills are more employers looking for?

- A. Physical strength
- B. Mathematical, verbal, and interpersonal
- C. Mastery of a particular piece of equipment
- D. Creativity
- E. "b" and "d"

52. Which one of the following terms describes the best possible fit between a company's social system (people and how they interact) and its technical system (equipment and processes)?

- A. Outsourcing
- B. Self-service system
- C. High-performance work system
- D. Total quality management
- E. Electronic human resource management

53. Employees whose main contribution to the organization is specialized knowledge, such as knowledge of customers, a process, or a profession are:

- A. technical specialists.
- B. college or university graduates
- C. knowledge workers.
- D. HR professionals.
- E. generalists.

54. Which of the following statements about knowledge workers is TRUE?

- A. Knowledge workers are in a position of power.
- B. Managers depend on the employees' willingness to share information.
- C. Skilled knowledge workers have many job opportunities, even in a slow economy.
- D. All of the choices are correct.
- E. Only "a" and "b" are correct.

55. The extent that employees are satisfied, committed to, and prepared to support what is important to the organization is referred to as:

- A. employee satisfaction.
- B. employee engagement.
- C. teamwork.
- D. high-performance.
- E. ethical behaviour.

56. The focus on employee engagement has had what effect upon recruiting?

- A. It has created an international labour market.
- B. It has substantially enhanced employment opportunities for employment equity groups.
- C. It has shifted the focus away from technical skills toward general cognitive and interpersonal skills.
- D. It has significantly reduced recruiting costs.
- E. It has increased the use of teamwork.

57. From a manager's perspective, an HRIS can be used to perform primarily all BUT one of the following. Name the exception.

- A. Support strategic decision making
- B. Help the organization avoid lawsuits
- C. Provide data to evaluate programs and policies
- D. Motivate employees
- E. Support day-to-day HR decisions.

58. A display of a series of HR measures, showing human resource goals and objectives and progress toward meeting them is the:

- A. e-HRM.
- B. HR dashboard.
- C. intranet.
- D. evidence-based HR portal.
- E. HR application resource.

59. The processing and transmission of digitized HR information, especially using computer networking and the Internet, is:

- A. electronic-human resource management (e-HRM).
- B. electronic business (e-business).
- C. human resource information system (HRIS).
- D. reengineering.
- E. self-service.

60. HR employees play a smaller role in maintaining records, and employees now get information through:

- A. a psychological contract.
- B. self-service.
- C. a high-performance work system.
- D. a shared service centre.
- E. an HR engagement portal.

61. Providing employees online access to obtain information about HR issues such as training, benefits, and compensation, to enroll themselves in programs and services, or to provide feedback through online surveys is known as:

- A. outsourcing.
- B. continuous learning.
- C. self-service.
- D. strategic planning.
- E. human resource information system.

62. Which one of the following is NOT true of psychological contracts?

- A. Psychological contracts describe what an employee expects to contribute in an employment relationship and what the employer will provide the employee in exchange for those contributions.
- B. Under the "new" psychological contract, organizations expect their employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotions.
- C. Unlike a written sales contract, psychological contracts are not formally put into writing.
- D. Psychological contracts describe unspoken expectations.
- E. Companies demand excellent customer service and high productivity levels from employees.

63. To stay competitive, modern organizations must frequently enhance the way in which employees contribute to the organization in all of the following ways, EXCEPT:

- A. quality.
- B. innovation.
- C. taking less responsibility for their careers.
- D. creativeness.
- E. timeliness contributions.

64. Which of the following is NOT an alternative work arrangement?

- A. Independent contractors
- B. On-call workers
- C. Full-time employees
- D. Temporary workers
- E. Contract company workers

65. Employers are using flexible work schedules to:

- A. recruit and retain employees.
- B. increase satisfaction.
- C. increase productivity.
- D. downsize.
- E. "a," "b," and "c."

66. Name the four qualities associated with human resources that help an organization gain a sustainable competitive advantage.

67. One way to define the responsibilities of HR departments is to think of HR as a business within the organization with three product lines. Briefly describe each of these product lines. For each of these product lines what type of HR expertise is needed?

68. What are some of the specific ways human resource professionals support the organization's strategy?

69. CCHRA's National Code of Ethics has 7 important requirements of HR practitioners. Identify and discuss four of the requirements.

70. What are some of the typical HR responsibilities of supervisors and managers?

71. Discuss three major trends in the composition of the labour force and their impact on HR practices.

72. How is technological change impacting HRM?

73. Define electronic human resource management (e-HRM) and explain the implications for five HRM practices.

74. What are alternative work arrangements? Identify at least 3 of the common methods.

c1 Key

1. (p. 6) Managers and economists traditionally have seen human resource management as a necessary expense rather than as a source of value to their organization.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #1

2. (p. 6) The concept of "human resource management" implies that employees are interchangeable, easily replaced assets that should be managed like any other physical asset.

FALSE

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #2

3. (p. 9) No two human resource departments will have the same roles and responsibilities due to the size of the company, the characteristics of the workforce and the industry, and the values of the firm's management.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #3

4. (p. 9) Recruitment refers to the process by which an organization selects applicants with the right knowledge, skills, and abilities to help the organization achieve its goals.

FALSE

Difficulty: Hard

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #4

5. (p. 10, Table 1.1) Performance management requires that employee activities and outputs match individual goals.

FALSE

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #5

6. (p. 10) Important decisions in planning pay and benefits includes how much to offer employees in salary or wages, as opposed to bonuses, commissions, and other performance-related pay.

TRUE

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #6

7. (p. 12) Compliance with laws and regulations is not an HR responsibility, but rather the sole responsibility of managers within the organization.

FALSE

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #7

8. (p. 12) Managers are increasingly seeing a more administrative role for HRM in the future.

FALSE

Difficulty: Easy

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #8

9. (p. 13) Canada underperforms the United States with respect to labour productivity.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #9

10. (p. 14) Setting up a business enterprise in another country (e.g. building a factory in China) is called outsourcing.

FALSE

Difficulty: Hard

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #10

11. (p. 15) HRM should have a significant role in carrying out a merger or acquisition.

TRUE

Difficulty: Medium

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #11

12. (p. 15) Members of the HR department need to be credible activists. This requires HR professionals who implement workplace policies and design reward systems.

FALSE

Difficulty: Medium

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #12

13. (p. 16) Recent surveys indicate that the general public and managers do not have positive perceptions of the ethical conduct of businesses.

TRUE

Difficulty: Easy

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #13

14. (p. 17-18) The role of supervisors in most organizations begins after employees have been hired.

FALSE

Difficulty: Medium

Learning Objective: 01-04 Explain the role of supervisors and managers in human resource management.

Steen - Chapter 01 #14

15. (p. 19) As of January 1, 2013, the CHRP designation has an experience requirement—"ten or more years of professional experience in human resources within the last twenty years."

FALSE

Difficulty: Medium

Learning Objective: 01-05 Describe typical careers in human resource management.

Steen - Chapter 01 #15

16. (p. 20) Canada's population and its labour force are aging.

TRUE

Difficulty: Easy

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #16

17. (p. 21) Almost one-third of the Aboriginal population is under age 15, in contrast with half of the non-Aboriginal population.

FALSE

Difficulty: Easy

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #17

18. (p. 22) Capturing learning at the level of individuals, teams, and the whole organization is going to be a critical activity for organizations as they become more knowledge-based.

TRUE

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #18

19. (p. 23) For employee engagement to occur, managers must be trained to link employees to resources within and outside the organization, such as customers, co-workers in other departments, and websites with needed information.

TRUE

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #19

20. (p. 23) Employee engagement shifts the recruiting focus away from general cognitive and interpersonal skills toward technical skills.

FALSE

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #20

21. (p. 25) Electronic human resource management (e-HRM) has the potential to change all traditional HRM functions.

TRUE

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #21

22. (p. 26) Advances in technology have allowed many HR services to be offered on a self-service basis.

TRUE

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #22

23. (p. 26) Under the "new" psychological contract, organizations expect employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotion within the organization.

FALSE

Difficulty: Medium

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.
Steen - Chapter 01 #23

24. (p. 27) The use of alternative staffing arrangements such as independent contractors, on-call workers, temporary workers, and contract company workers is decreasing.

FALSE

Difficulty: Easy

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.
Steen - Chapter 01 #24

25. (p. 5) Human Resource Management develops which of the following that influence employees' behaviour?

- A. Policies
- B. Practices
- C. Systems
- D. Laws
- E. "a," "b," and "c"**

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #25

26. (p. 6) As a type of resource, human capital refers to:

- A. the wages, benefits, and other costs incurred in support of HR functions within an organization.
- B. executive talent within an organization.
- C. the tax-deferred value of an employee's pension plan.
- D. employee characteristics that can add economic value to the organization.**
- E. substitutes for physical assets.

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #26

27. (p. 6) Human capital means the organization's employees described in terms of all but one of the following. Name the exception.

- A. Training
- B. Profitability**
- C. Relationships
- D. Intelligence
- E. Experience

Difficulty: Hard

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #27

28. (p. 6) When an organization is better than competitors at something, and can hold that advantage over a sustained period of time, it is said to have a:

- A. differentiated focus.
- B. sustainable competitive advantage.**
- C. core competency.
- D. low-cost competitive advantage.
- E. none of the above.

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #28

29. (p. 7) Human resources provide an organization with a sustainable competitive advantage because they (are):

- A. valuable.
- B. rare.
- C. cannot be imitated.
- D. have no good substitutes.
- E. All of the answers are correct.**

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #29

30. (p. 7) When the technology, organizational structure, people, and processes of an organization all work together to give it an advantage within its competitive environment, the company has a:

- A. global focus.
- B. high-performance work system.**
- C. core competency.
- D. differentiated focus.
- E. competitive advantage.

Difficulty: Hard

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #30

31. (p. 8) Which of the following is NOT one of the "product lines" of the business of HR within the organization?

- A. Administrative services and transactions
- B. Business partner services
- C. Strategic partner
- D. Credible activist**
- E. All of the choices are product lines of the business of HR.

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #31

32. (p. 9) Which one of the following refers to the process of getting detailed information about jobs?

- A. Job design
- B. Recruitment
- C. Selection
- D. Job analysis**
- E. Performance management

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #32

33. (p. 9) Which one of the following refers to the process through which an organization seeks applicants for potential employment?

- A. Orientation
- B. Selection
- C. Recruitment**
- D. Job Analysis
- E. Performance management

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #33

34. (p. 10) Development programs often focus on:

- A. enabling employees to learn job-related knowledge, skills, and behaviour.
- B. ensuring that employees' activities and outputs match the organization's goals.
- C. preparing employees for management responsibility.**
- D. identifying the top qualities employers look for in employees.
- E. All of the choices are the focus of development programs.

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #34

35. (p. 10) Which one of the following refers to a planned effort to enable employees to learn job-related knowledge, skills, and behaviour?

- A. Orientation
- B. Selection
- C. Recruitment
- D. Training**
- E. Development

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #35

36. (p. 10) The process of ensuring that employees' activities and outputs match the organization's goals is called:

- A. job analysis.
- B. strategic management.
- C. quality assurance.
- D. performance management.**
- E. development.

Difficulty: Easy

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #36

37. (p. 12) Identifying the numbers and types of employees the organization will require in order to meet its objectives is:

- A.** workforce planning.
- B. development.
- C. performance management.
- D. job design.
- E. none of the above.

Difficulty: Medium

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #37

38. (p. 12) _____ refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders.

- A. Strategy
- B.** Evidence-based HR
- C. Productivity improvement
- D. Compliance
- E. Performance management

Difficulty: Medium

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #38

39. (p. 14) A small manufacturing company decides to have its accounting function performed by a medium-sized accounting firm. This is an example of:

- A. offshoring.
- B. expatriation.
- C.** outsourcing.
- D. joining forces through a merger.
- E. productivity improvement.

Difficulty: Easy

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #39

40. (p. 14) Employees who take assignments in other countries are called:

- A. knowledge workers.
- B. immigrants.
- C.** expatriates.
- D. nationalists.
- E. outsourcees.

Difficulty: Easy

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #40

41. (p. 15) What do we call the grouping of competencies for HR professionals that means being so well-respected in the organization that they can influence the positions taken by managers?

- A. Credible activist
- B. Operational executor
- C. Cultural steward
- D. Ethical designer
- E. Both "a" and "b"

Difficulty: Hard

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #41

42. (p. 16) Ethics refer to:

- A. one's religious beliefs.
- B. what is required by law.
- C. one's political values and beliefs.
- D. the fundamental principles of right and wrong.
- E. what is acceptable to the company.

Difficulty: Medium

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #42

43. (p. 16, Figure 1.5) Standards for ethical conduct include which of the following?

- A. Greatest good for the greatest number
- B. Greatest profitability
- C. Fair and equitable
- D. All of the above
- E. Only "a" and "c"

Difficulty: Medium

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #43

44. (p. 18, Figure 1.6) Which of the following is NOT a typical area of involvement of supervisors and managers in HRM?

- A. Train, coach, and develop employees
- B. Interview and select candidates
- C. Design and implement pension plans
- D. Appraise performance
- E. Provide a motivational environment

Difficulty: Medium

Learning Objective: 01-04 Explain the role of supervisors and managers in human resource management.

Steen - Chapter 01 #44

45. (p. 18-19) Positions in HRM generally involve work in specialized areas (e.g. recruiting or training) or _____ who perform a full range of HRM activities.

- A. technicians
- B. generalists**
- C. environmentalists
- D. executives
- E. specialists

Difficulty: Easy

Learning Objective: 01-05 Describe typical careers in human resource management.

Steen - Chapter 01 #45

46. (p. 19) What minimum level of education do CHRP candidates require to qualify for the CHRP designation?

- A. Three or more years of management experience
- B. A bachelor's degree from an accredited college or university**
- C. A high school diploma
- D. A score of at least 50% in the National Knowledge Exam (NKE)
- E. Executive membership in a human resource association

Difficulty: Medium

Learning Objective: 01-05 Describe typical careers in human resource management.

Steen - Chapter 01 #46

47. (p. 19) Which term refers to all people willing and able to work?

- A. Labour force**
- B. Internal labour force
- C. External labour force
- D. Knowledge workers
- E. Passive labour force

Difficulty: Easy

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #47

48. (p. 20) The fastest growing segment of the labour force is expected to be workers aged:

- A. 15 and younger.
- B. 16 to 24.
- C. 25 to 34.
- D. 35 to 44.
- E. 55+.**

Difficulty: Easy

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #48

49. (p. 20-21) Which one of the following statements about the composition of the labour force is TRUE?

- A. The average age of Canada's labour force is getting younger.
- B. Worker performance and learning suffer significantly as a result of aging.
- C. The largest proportion of Canada's population is 15 to 24 years of age.
- D.** There is increasing generational diversity in the workforce.
- E. Diversity does not affect HRM practices.

Difficulty: Hard

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #49

50. (p. 21-22) Which one of the following statements regarding workforce skills is FALSE?

- A. The increasing use of computers to do routine tasks has shifted the kinds of skills needed by employees.
- B.** More and more employers are looking for employees with solid technical skills rather than knowledge-based or interpersonal skills.
- C. Today's employees must be able to handle a variety of responsibilities, interact with customers, and think creatively.
- D. When employees lack advanced literacy and thinking skills, they may be unable to perform their jobs competently and will experience difficulty adjusting to changes in the workplace.
- E. Often when organizations are looking for technical skills, they are looking for skills related to using technology.

Difficulty: Medium

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #50

51. (p. 21) What types of skills are more employers looking for?

- A. Physical strength
- B. Mathematical, verbal, and interpersonal
- C. Mastery of a particular piece of equipment
- D. Creativity
- E.** "b" and "d"

Difficulty: Medium

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #51

52. (p. 21) Which one of the following terms describes the best possible fit between a company's social system (people and how they interact) and its technical system (equipment and processes)?

- A. Outsourcing
- B. Self-service system
- C. High-performance work system**
- D. Total quality management
- E. Electronic human resource management

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #52

53. (p. 22) Employees whose main contribution to the organization is specialized knowledge, such as knowledge of customers, a process, or a profession are:

- A. technical specialists.
- B. college or university graduates
- C. knowledge workers.**
- D. HR professionals.
- E. generalists.

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #53

54. (p. 22) Which of the following statements about knowledge workers is TRUE?

- A. Knowledge workers are in a position of power.
- B. Managers depend on the employees' willingness to share information.
- C. Skilled knowledge workers have many job opportunities, even in a slow economy.
- D. All of the choices are correct.**
- E. Only "a" and "b" are correct.

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #54

55. (p. 23) The extent that employees are satisfied, committed to, and prepared to support what is important to the organization is referred to as:

- A. employee satisfaction.
- B. employee engagement.**
- C. teamwork.
- D. high-performance.
- E. ethical behaviour.

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #55

56. (p. 23) The focus on employee engagement has had what effect upon recruiting?
- A. It has created an international labour market.
 - B. It has substantially enhanced employment opportunities for employment equity groups.
 - C.** It has shifted the focus away from technical skills toward general cognitive and interpersonal skills.
 - D. It has significantly reduced recruiting costs.
 - E. It has increased the use of teamwork.

Difficulty: Hard

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #56

57. (p. 24) From a manager's perspective, an HRIS can be used to perform primarily all BUT one of the following. Name the exception.
- A. Support strategic decision making
 - B. Help the organization avoid lawsuits
 - C. Provide data to evaluate programs and policies
 - D.** Motivate employees
 - E. Support day-to-day HR decisions.

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #57

58. (p. 24) A display of a series of HR measures, showing human resource goals and objectives and progress toward meeting them is the:
- A. e-HRM.
 - B.** HR dashboard.
 - C. intranet.
 - D. evidence-based HR portal.
 - E. HR application resource.

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #58

59. (p. 25) The processing and transmission of digitized HR information, especially using computer networking and the Internet, is:
- A.** electronic-human resource management (e-HRM).
 - B. electronic business (e-business).
 - C. human resource information system (HRIS).
 - D. reengineering.
 - E. self-service.

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #59

60. (p. 26) HR employees play a smaller role in maintaining records, and employees now get information through:

- A. a psychological contract.
- B. self-service.**
- C. a high-performance work system.
- D. a shared service centre.
- E. an HR engagement portal.

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #60

61. (p. 26) Providing employees online access to obtain information about HR issues such as training, benefits, and compensation, to enroll themselves in programs and services, or to provide feedback through online surveys is known as:

- A. outsourcing.
- B. continuous learning.
- C. self-service.**
- D. strategic planning.
- E. human resource information system.

Difficulty: Easy

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.

Steen - Chapter 01 #61

62. (p. 26) Which one of the following is NOT true of psychological contracts?

- A. Psychological contracts describe what an employee expects to contribute in an employment relationship and what the employer will provide the employee in exchange for those contributions.
- B. Under the "new" psychological contract, organizations expect their employees to contribute time, effort, skills, abilities, and loyalty in return for job security and opportunities for promotions.**
- C. Unlike a written sales contract, psychological contracts are not formally put into writing.
- D. Psychological contracts describe unspoken expectations.
- E. Companies demand excellent customer service and high productivity levels from employees.

Difficulty: Hard

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.

Steen - Chapter 01 #62

63. (p. 26) To stay competitive, modern organizations must frequently enhance the way in which employees contribute to the organization in all of the following ways, EXCEPT:

- A. quality.
- B. innovation.
- C. taking less responsibility for their careers.
- D. creativeness.
- E. timeliness contributions.

Difficulty: Medium

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.

Steen - Chapter 01 #63

64. (p. 27) Which of the following is NOT an alternative work arrangement?

- A. Independent contractors
- B. On-call workers
- C. Full-time employees
- D. Temporary workers
- E. Contract company workers

Difficulty: Medium

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.

Steen - Chapter 01 #64

65. (p. 28) Employers are using flexible work schedules to:

- A. recruit and retain employees.
- B. increase satisfaction.
- C. increase productivity.
- D. downsize.
- E. "a," "b," and "c."

Difficulty: Medium

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.

Steen - Chapter 01 #65

66. (p. 7) Name the four qualities associated with human resources that help an organization gain a sustainable competitive advantage.

The four qualities are:

1. Human resources are *valuable*. High-quality employees provide a needed service as they perform many critical functions.
2. Human resources are *rare*. A person with high levels of the needed skills and knowledge is not common. An organization might spend months looking for a talented and experienced manager or technician.
3. Human resources *cannot be imitated*. To imitate human resources at a high-performing competitor requires one to first figure out which employees are providing the advantage and how to recruit people who can do precisely the same thing, and to set up the systems that enable those people to imitate the competitor.
4. Human resources have *no good substitutes*. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. Few, if any other resources can match committed and talented employees.

Difficulty: Hard

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #66

67. (p. 8) One way to define the responsibilities of HR departments is to think of HR as a business within the organization with three product lines. Briefly describe each of these product lines. For each of these product lines what type of HR expertise is needed?

The three HR product lines are:

- *Administrative services and transactions*—Handling administrative tasks such as processing tuition reimbursement applications and answering questions about benefits efficiently and with a commitment to quality.

This requires expertise in the particular tasks.

- *Business partner services*—Developing effective HR systems that help the organization meet its goals for attracting, keeping, and developing people with the skills it needs. For the systems to be effective, HR people must understand the business so it can understand what the business needs.

Requires HR to understand the business so it can understand what the business needs.

- *Strategic partner*—Contributing to the company's strategy through an understanding of its existing and needed human resources and ways HR practices can give the company a competitive advantage.

HR people must understand the business, its industry, and its competitors.

Difficulty: Medium

Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how human resource management contributes to an organization's performance.

Steen - Chapter 01 #67

68. (p. 13 - 15) What are some of the specific ways human resource professionals support the organization's strategy?

1. Workforce Planning: Identifying the numbers and types of employees the organization will require to meet its objectives.
2. Productivity Improvement: Supporting the organization's efforts to enhance productivity.
3. Expanding into Global Markets: Providing and preparing talent for a global workforce.
4. Outsourcing: Helping with a transition to outsourcing and outsourcing.
5. Mergers and Acquisitions: Assessing potential for conflict due to differences in culture and implementing the necessary people practices to sort out the differences in the two companies' practices e.g. rewards, performance management, and other HR systems.

Difficulty: Medium

Learning Objective: 01-02 Summarize areas in which human resource management can support organizational strategies.

Steen - Chapter 01 #68

69. (p. 17 (HR Best Practices)) CCHRA's National Code of Ethics has 7 important requirements of HR practitioners. Identify and discuss four of the requirements.

1. Competence: Maintain competence in carrying out professional responsibilities and provide services in an honest and diligent manner. Ensure that activities engaged in are within the limits of one's knowledge, experience, and skill.
2. Legal requirements: Adherence to any statutory acts, regulations, or by-laws related to HRM, as well as civil and criminal laws, regulations, and statutes that apply in one's jurisdiction.
3. Dignity in the workplace: Support, promote, and apply the principles of human rights, equity, dignity and respect.
4. Balancing interests: Strive to balance organizational and employees' needs and interests.
5. Confidentiality: Hold in strict confidence all confidential information acquired in the course of performing one's duties.
6. Conflict of interest: Either avoid or disclose a potential conflict of interest.
7. Professional growth and support of other professionals: Maintain personal and professional growth in human resource management by engaging in activities that enhance the credibility and value of the profession.

Difficulty: Hard

Learning Objective: 01-03 Summarize the types of competencies needed for human resource management.

Steen - Chapter 01 #69

70. (p. 17-18 (Figure 1.6)) What are some of the typical HR responsibilities of supervisors and managers?

Supervisors and managers typically have responsibilities related to all the HR functions. Typical examples include:

- Help define jobs
- Forecast HR needs
- Train, coach, and develop employees
- Interview (and select) candidates
- Appraise performance
- Recommend pay increases and promotions
- Communicate policies and comply with legal requirements
- Provide a motivational environment

Difficulty: Medium

Learning Objective: 01-04 Explain the role of supervisors and managers in human resource management.

Steen - Chapter 01 #70

71. (p. 21) Discuss three major trends in the composition of the labour force and their impact on HR practices.

1. *An aging workforce*: In terms of age, the fastest growing segment will be workers aged 55 + as the baby boom generation continues to age. Young workers between the ages of 15 and 24 will actually be fewer in number. This combination of trends will cause the overall workforce to age. Aging workforce issues include retirement planning, retraining older workers, motivating workers whose careers plateaued, controlling the rising costs of benefits, and dealing with the increasing generational diversity of the workforce.

2. *A diverse workforce*. The labour force is growing more diverse. The four designated employment equity groups represent a strategic resource. HR practices will need to ensure that tests used to select employees are objective and unbiased; employees need flexible schedules that allow them to meet nonwork needs; training and development is needed to make employees aware of the damage that stereotypes can do; and compensation and rewards including providing benefits to accommodate the needs of a diverse workforce.

3. *Skill deficiencies of the workforce*. The increasing use of computers to do routine tasks has shifted the kinds of skills needed for employees. When employees lack advanced literacy and thinking skills they may be unable to perform their jobs competently and will experience difficulty adjusting to changes in the workplace. HR may need to provide training to correct skill deficiencies and ensure that employees are able to handle a variety of responsibilities, interact with customers, and think creatively.

Difficulty: Hard

Learning Objective: 01-06 Describe trends in the labour force composition and how they affect human resource management.

Steen - Chapter 01 #71

72. (p. 23-25) How is technological change impacting HRM?

- *Human resource information systems*: Advances in computer-related technology have had a major impact on the use of information for managing human resources. An HRIS can support strategic decision making, help the organization avoid lawsuits, provide data for evaluating programs or policies, and support day-to-day HR decisions.
- *The Internet economy*: Creates many HRM challenges. The fast pace of change in information technology requires companies to continually update their skill requirements and then recruit and train people to meet those requirements, often on an international scale.
- *e-HRM applications*: HRM activities are increasingly moving to the Internet, changing the way HR departments handle record-keeping and information sharing. As a result, HR employees play a smaller role in maintaining records and other routine administrative functions.

Difficulty: Medium

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #72

73. (p. 24-26 (Table 1.4)) Define electronic human resource management (e-HRM) and explain the implications for five HRM practices.

Electronic human resource management (e-HRM) refers to the processing and transmission of digitized HR information, especially using computer networking and the Internet.

Implications include:

1. Analysis and design of work—Employees in geographically dispersed locations can work together in virtual teams using video-conferencing and other communications technologies.
2. Recruiting—Post job openings on-line; use social media to extend the reach of traditional job search efforts; and candidates can apply for jobs on-line.
3. Selection—Online simulations, including tests, videos, and e-mail that measure job candidates' abilities to deal with real-life business challenges.
4. Training—Online training can bring training to employees anywhere, anytime.
5. Total rewards—Employees can review salary and incentive information and seek information about and enroll in benefit plans.

Difficulty: Hard

Learning Objective: 01-07 Discuss the role of high-performance work systems and how technological developments are affecting human resource management.
Steen - Chapter 01 #73

74. (p. 27) What are alternative work arrangements? Identify at least 3 of the common methods.

Alternative work arrangement are methods of staffing other than the traditional hiring of full-time employees. The most common methods are:

- Independent contractors—self-employed individuals with multiple clients.
- On-call workers—persons who work for an organization only when they are needed.
- Temporary workers—persons employed by a temporary agency.
- Contract company workers—employed directly by a company for a specific time specified in a written contract.

Difficulty: Medium

Learning Objective: 01-08 Explain how the nature of the employment relationship is changing and how the need for flexibility affects human resource management.
Steen - Chapter 01 #74

c1 Summary

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