

Chapter 1

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 the individual's goals.

True False
6. Important decisions in planning pay and benefits include 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 and managers in HRM usually begins after employees have been hired.
- True False
15. 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. 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
19. Employee engagement shifts the recruiting focus away from general cognitive and interpersonal skills toward technical skills.
- True False
20. Electronic human resource management (E-HRM) has the potential to change all traditional HRM functions.
- True False
21. Advances in technology have allowed many HR services to be offered on a self-service basis.
- True False
22. 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
23. The use of alternative staffing arrangements such as independent contractors, on-call workers, temporary workers, and contract company workers is decreasing.
- True False

24. Human Resource Management develops which of the following that influence employees' behaviour?
- A.
 - B.
 - C.
 - D.
 - E.
25. As a type of resource, human capital refers to:
- A.
 - B.
 - C.
 - D.
 - E.
26. Human capital means the organization's employees described in terms of all but one of the following. Name the exception.
- A.
 - B.
 - C.
 - D.
 - E.
27. 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.
 - B.
 - C.
 - D.
 - E.

28. Human resources provide an organization with a sustainable competitive advantage because they (are):
- A.
 - B.
 - C.
 - D.
 - E.
29. 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.
 - B.
 - C.
 - D.
 - E.
30. Which of the following is NOT one of the "product lines" of the business of HR within the organization?
- A.
 - B.
 - C.
 - D.
 - E.
31. Which one of the following refers to the process of getting detailed information about jobs?
- A.
 - B.
 - C.
 - D.
 - E.

32. Which one of the following refers to the process through which an organization seeks applicants for potential employment?
- A.
 - B.
 - C.
 - D.
 - E.
33. Development programs often focus on:
- A.
 - B.
 - C.
 - D.
 - E.
34. Which one of the following refers to a planned effort to enable employees to learn job-related knowledge, skills, and behaviour?
- A.
 - B.
 - C.
 - D.
 - E.
35. The process of ensuring that employees' activities and outputs match the organization's goals is called:
- A.
 - B.
 - C.
 - D.
 - E.

36. Identifying the numbers and types of employees the organization will require in order to meet its objectives is:
- A.
 - B.
 - C.
 - D.
 - E.
37. _____ refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders.
- A.
 - B.
 - C.
 - D.
 - E.
38. Employees who take assignments in other countries are called:
- A.
 - B.
 - C.
 - D.
 - E.
39. A small manufacturing company decides to have its accounting function performed by a medium-sized accounting firm. This is an example of:
- A.
 - B.
 - C.
 - D.
 - E.

40. 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.
 - B.
 - C.
 - D.
 - E.
41. Ethics refer to:
- A.
 - B.
 - C.
 - D.
 - E.
42. Standards for ethical conduct include which of the following?
- A.
 - B.
 - C.
 - D.
 - E.
43. Which of the following is NOT a typical area of involvement of supervisors and managers in HRM?
- A.
 - B.
 - C.
 - D.
 - E.

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

- A.
- B.
- C.
- D.
- E.

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

- A.
- B.
- C.
- D.
- E.

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

- A.
- B.
- C.
- D.
- E.

47. The only age group growing in numbers between 2014 and 2033 is the _____ age group.

- A.
- B.
- C.
- D.
- E.

48. Which one of the following statements about the composition of the labour force is TRUE?
- A.
 - B.
 - C.
 - D.
 - E.
49. Which one of the following statements regarding workforce skills is FALSE?
- A.
 - B.
 - C.
 - D.
 - E.
50. What types of skills are more employers looking for?
- A.
 - B.
 - C.
 - D.
 - E.
51. 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.
 - B.
 - C.
 - D.
 - E.

52. Employees whose main contribution to the organization is specialized knowledge, such as knowledge of customers, a process, or a profession are:
- A.
 - B.
 - C.
 - D.
 - E.
53. Which of the following statements about knowledge workers is TRUE?
- A.
 - B.
 - C.
 - D.
 - E.
54. The extent that an employee experiences full involvement in one's work and commitment to one's job and organization refers to:
- A.
 - B.
 - C.
 - D.
 - E.
55. The focus on employee engagement has had what effect upon recruiting?
- A.
 - B.
 - C.
 - D.
 - E.

56. From a manager's perspective, an HRIS can be used to perform primarily all BUT one of the following. Name the exception.
- A.
 - B.
 - C.
 - D.
 - E.
57. A display of a series of HR measures, showing human resource goals and objectives and progress toward meeting them is the:
- A.
 - B.
 - C.
 - D.
 - E.
58. The processing and transmission of digitized HR information, especially using computer networking and the Internet, is:
- A.
 - B.
 - C.
 - D.
 - E.
59. HR employees play a smaller role in maintaining records, and employees now get information through:
- A.
 - B.
 - C.
 - D.
 - E.

60. 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.
 - B.
 - C.
 - D.
 - E.
61. Which one of the following is NOT true of psychological contracts?
- A.
 - B.
 - C.
 - D.
 - E.
62. Which of the following is NOT an alternative work arrangement?
- A.
 - B.
 - C.
 - D.
 - E.
63. Many organizations are taking steps to provide more flexible work schedules, to:
- A.
 - B.
 - C.
 - D.
 - E.

64. Name the four qualities associated with human resources that help an organization gain a sustainable competitive advantage.
65. 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?
66. What are some of the specific ways human resource professionals support the organization's strategy?

67. CCHRA's National Code of Ethics has 7 important requirements of HR practitioners. Identify and discuss four of the requirements.
68. What are some of the typical HR responsibilities of supervisors and managers?
69. Discuss three major trends in the composition of the labour force and their impact on HR practices.

70.

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

Chapter 1 Key

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

*Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how HRM contributes to an organizations performance.
Steen - Chapter 01 #1
Topic: 01-03 Why Are People so Valuable?*
2. The concept of "human resource management" implies that employees are interchangeable, easily replaced assets that should be managed like any other physical asset.

FALSE

*Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how HRM contributes to an organizations performance.
Steen - Chapter 01 #2
Topic: 01-03 Why Are People so Valuable?*
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

*Accessibility: Keyboard Navigation
Difficulty: Easy
Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how HRM contributes to an organizations performance.
Steen - Chapter 01 #3
Topic: 01-04 What Are the Responsibilities of HR Departments?*
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.

FALSE

*Accessibility: Keyboard Navigation
Difficulty: Hard
Learning Objective: 01-01 Define human resource management; identify the roles and responsibilities of human resource departments; and explain how HRM contributes to an organizations performance.
Steen - Chapter 01 #4
Topic: 01-06 Recruiting And Hiring Employees*

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #5

Topic: 01-08 Performance Management

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #6

Topic: 01-09 Total Rewards

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #7

Topic: 01-13 Ensuring Compliance With Federal And Provincial Legislation

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #8

Topic: 01-14 Why Focus on Strategy?

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #9

Topic: 01-15 Productivity Improvement

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Hard

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

Steen - Chapter 01 #10

Topic: 01-17 Outsourcing

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #11

Topic: 01-18 Mergers And Acquisitions

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #12

Topic: 01-19 What Competencies Do HR Professionals Need?

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #13

Topic: 01-20 Ethics in Human Resource Management

14. The role of supervisors and managers in HRM usually begins after employees have been hired.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #14

Topic: 01-21 What Are the HR Responsibilities of Supervisors and Managers?

15. The CHRP designation has an experience requirement—"ten or more years of professional experience in human resources within the last twenty years."

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #15

Topic: 01-23 Chrp Designation

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #16

Topic: 01-25 An Aging Workforce

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

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #17

Topic: 01-26 A Diverse Workforce

18. 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

Accessibility: Keyboard Navigation

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

Topic: 01-30 Employee Engagement

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

FALSE

Accessibility: Keyboard Navigation

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

Topic: 01-30 Employee Engagement

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

TRUE

Accessibility: Keyboard Navigation

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 #20

Topic: 01-33 How Is Technological Change Impacting HRM?

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

TRUE

Accessibility: Keyboard Navigation

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 #21

Topic: 01-34 Electronic Human Resource Management (E-HRM)

22. 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

Accessibility: Keyboard Navigation

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 #22

Topic: 01-36 A New Psychological Contract

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

FALSE

Accessibility: Keyboard Navigation

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 #23

Topic: 01-37 Flexibility

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

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #24

Topic: 01-02 Introduction

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

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #25

Topic: 01-03 Why Are People so Valuable?

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Hard

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

Steen - Chapter 01 #26

Topic: 01-03 Why Are People so Valuable?

27. 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.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #27

Topic: 01-03 Why Are People so Valuable?

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

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #28

Topic: 01-03 Why Are People so Valuable?

29. 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.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Hard

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

Steen - Chapter 01 #29

Topic: 01-03 Why Are People so Valuable?

30. Which of the following is NOT one of the "product lines" of the business of HR within the organization?

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #30

Topic: 01-04 What Are the Responsibilities of HR Departments?

31. Which one of the following refers to the process of getting detailed information about jobs?

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #31

Topic: 01-05 Analyzing And Designing Jobs

32. Which one of the following refers to the process through which an organization seeks applicants for potential employment?

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #32

Topic: 01-06 Recruiting And Hiring Employees

33. Development programs often focus on:

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #33

Topic: 01-07 Training, Learning, And Development

34. Which one of the following refers to a planned effort to enable employees to learn job-related knowledge, skills, and behaviour?

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #34

Topic: 01-07 Training, Learning, And Development

35. The process of ensuring that employees' activities and outputs match the organization's goals is called:

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #35

Topic: 01-08 Performance Management

36. Identifying the numbers and types of employees the organization will require in order to meet its objectives is:

- A.
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #36

Topic: 01-14 Why Focus on Strategy?

37. _____ refers to demonstrating that human resource practices have a positive influence on the company's profits or key stakeholders.

- A.
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #37

Topic: 01-14 Why Focus on Strategy?

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

- A.
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #38

Topic: 01-16 Expanding Into Global Markets

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

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #39

Topic: 01-17 Outsourcing

40. 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.**
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Hard

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

Steen - Chapter 01 #40

Topic: 01-19 What Competencies Do HR Professionals Need?

41. Ethics refer to:

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #41

Topic: 01-20 Ethics in Human Resource Management

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

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #42

Topic: 01-20 Ethics in Human Resource Management

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

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #43

Topic: 01-21 What Are the HR Responsibilities of Supervisors and Managers?

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #44

Topic: 01-22 Careers in Human Resource Management

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #45

Topic: 01-23 Chrp Designation

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

- A.**
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #46

Topic: 01-24 How Is the Labour Force Changing?

47. The only age group growing in numbers between 2014 and 2033 is the _____ age group.

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

Difficulty: Easy

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

Steen - Chapter 01 #47

Topic: 01-25 An Aging Workforce

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

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

Difficulty: Hard

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

Steen - Chapter 01 #48

Topic: 01-25 An Aging Workforce

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #49

Topic: 01-27 Skill Deficiencies Of The Workforce

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

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

Difficulty: Medium

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

Steen - Chapter 01 #50

Topic: 01-27 Skill Deficiencies Of The Workforce

51. 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.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

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 #51

Topic: 01-28 What Is a High-Performance Work System?

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

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

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

Topic: 01-29 Knowledge Workers

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

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

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 #53

Topic: 01-29 Knowledge Workers

54. The extent that an employee experiences full involvement in one's work and commitment to one's job and organization refers to:

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

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 #54

Topic: 01-30 Employee Engagement

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

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

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 #55

Topic: 01-30 Employee Engagement

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

- A.
- B.
- C.
- D.**
- E.

Accessibility: Keyboard Navigation

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 #56

Topic: 01-33 How Is Technological Change Impacting HRM?

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

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 #57

Topic: 01-34 Electronic Human Resource Management (E-HRM)

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

- A.**
- B.
- C.
- D.
- E.

Accessibility: Keyboard Navigation

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

Topic: 01-34 Electronic Human Resource Management (E-HRM)

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

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 #59

Topic: 01-34 Electronic Human Resource Management (E-HRM)

60. 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.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

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 #60

Topic: 01-34 Electronic Human Resource Management (E-HRM)

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

- A.
- B.**
- C.
- D.
- E.

Accessibility: Keyboard Navigation

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 #61

Topic: 01-36 A New Psychological Contract

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

- A.
- B.
- C.**
- D.
- E.

Accessibility: Keyboard Navigation

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 #62

Topic: 01-37 Flexibility

63. Many organizations are taking steps to provide more flexible work schedules, to:

- A.
- B.
- C.
- D.
- E.**

Accessibility: Keyboard Navigation

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

Topic: 01-37 Flexibility

64. 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 HRM contributes to an organizations performance.

Steen - Chapter 01 #64

Topic: 01-03 Why Are People so Valuable?

65.

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 HRM contributes to an organizations performance.

Steen - Chapter 01 #65

Topic: 01-04 What Are the Responsibilities of HR Departments?

66.

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 #66

Topic: 01-14 Why Focus on Strategy?

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.

68.

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
- Set goals, provide feedback, and 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 #68

Topic: 01-22 Careers in Human Resource Management

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.

70.

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

Alternative work arrangements 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 #70

Topic: 01-37 Flexibility

Chapter 1 Summary