

Chapter 2: How Human Resources Fits Into an Organization

True or False

1. The most common and popular operating model for a human resources departments is known as “the clerical model.”

Ans: False

2. It is always recommended to Employee have employee-assistance program (EAP) referral should be handled by someone external to the organization for the sake of employee confidentiality.

Ans: False

3. Every human resource department must be staffed by a number of specialists, one or more for each area of activity (employment, compensation and benefits, employee relations, etc.).

Ans: False

4. Reengineering has brought about a two-fold increase in the size of the average health care human resource department.

Ans: False

5. In a significant number of organizations human resources is regarded as bureaucratic and inflexible.

Ans: True

6. Technological changes are always good for the organization because they almost always lead to reductions in the cost of delivering health care.→

Ans: False

7. The present method of performing any particular task is the most important factor to consider in reengineering that task.

Ans: False

8. A professional employer organization (PEO) provides the means for some smaller organizations to obtain most of their human resource services externally.

Ans: True

9. On issues of employee conduct it is the responsibility of human resources to initiate action and tell department managers what they must do.

Ans: False

10. Competition is increasing in health care in part because elements of a shrinking hospital system are struggling to acquire or retain a specific market share.

Ans: True

Multiple Choice

1. What is the principal difference between “line” and “staff activities”?

- A. A line activity supports all other activities in getting the actual work done.
- B. Line activities do the work; staff activities support the line activities.
- C. There is essentially no difference between line and staff.
- D. Employees in staff activities do the actual work of the organization.

Ans: B

2. The most effective reporting relationship for the human resources director is:

- A. Reporting to the chief operating officer ~~(COO).~~
- B. Reporting to the organization’s financial executive.
- C. Reporting to the chief executive officer ~~(CEO).~~
- D. Reporting to the board ~~Any of the above.~~

Ans: C

3. The principal role of human resources ~~What is the best description of the principal role of human resources?~~ ~~s may best be described as:~~

- A. Exerting control and direction over other organizational elements.
- B. Serving as the organization’s primary resource on employment-related legal issues.
- C. Providing service and advice to other organizational elements.
- D. Keeping all employees in line with policies and work rules.

Ans: C

4. The human resource model ~~Which~~ operates most commonly in hospitals and other labor-intensive service organizations? ~~is the:~~

- A. Counseling model-
- B. Clerical model-
- C. Consulting model-
- D. Financial model-

Ans: A

5. ~~The majority of~~What do most chief executive officers (CEOs) ~~ordinarily~~ expect their human resource departments to do under ordinary circumstances?

- A. Supervise recruitment, administer compensation and benefits, and maintain personnel records.
- B. Provide ~~advice and counsel on employee matters.~~legal counsel
- C. Predict needed hiring patterns in the coming decade ~~Keep the organization out of employment-related legal trouble.~~
- D. ~~All of the above.~~Monitor board opinion

Ans: AD

Short-Answer

1. Why are outplacement services almost always subject to outsourcing?

Ans: They are infrequently needed, making it more efficient and cost-effective to use outsourcing.

2. Which model of human resources service delivery is commonly considered to represent the “personnel department” prior to 1964?

Ans: The clerical model, which is often subject to negative stereotypes.

3. What are the three kinds of changes facing today’s health care organizations?

Ans: Technological change, financial change, and social change

4. Define the essence of reengineering in as few words as possible.

Ans: The systematic redesign of a business’s core processes starting with desired outcomes and developing the most efficient possible processes to achieve those outcomes.

5. What are the usual components of the “clearance” that must occur before a newly hired employee can begin work?

Ans:

~~Answers:~~ Reference checks, pre-employment physical exam, and ~~sometimes~~ background checks_ are often part of the clearance process.