

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Human resources management refers to: 1) _____
 - A) techniques for controlling people at work.
 - B) the management of people in organizations.
 - C) all managerial activities.
 - D) concepts and techniques used in helping people at work.
 - E) concepts and techniques for organizing work activities.

- 2) The primary role of Human resource management is: 2) _____
 - A) to ensure that all company departments interact well together and develop strategic goals.
 - B) to ensure that the company's only goal is to be profitable.
 - C) to ensure that the organizations' human resources are utilized effectively and managed in compliance with company policies, employment legislation and workplace contracts.
 - D) to ensure due diligence with various types of employment legislation.

- 3) Managers at all levels must concern themselves with HRM because: 3) _____
 - A) the other employees in the organization expect them to be concerned.
 - B) HRM is a trend that managers cannot afford to ignore.
 - C) their counterparts in other companies are concerned with HRM which will give them a competitive advantage.
 - D) they are required to as per company policies and procedures.
 - E) they play a key role in building and maintaining employee commitment.

- 4) A separate HR department is generally established when: 4) _____
 - A) the costs of establishing such an entity outweigh the benefits and provide a better ROI.
 - B) department managers lack HR expertise.
 - C) an organization increases in size and complexity.
 - D) the firm is concerned about occupational health and safety.
 - E) the organization is charged with a human rights code violation.

- 5) HR departments are becoming more important because they: 5) _____
 - A) Keep up with their competitors in the marketplace.
 - B) Keep organizations from being fined by the government.
 - C) Allow the line managers to not become involved in administrative HR matters.
 - D) Are making a fundamental shift from being seen as a cost item to being viewed as an asset through creating a return on investment (ROI).

- 6) Being completely familiar with employment legislation, HR policies and procedures, collective agreements, and the outcome of recent arbitration hearings and court decisions is most closely related with which of the following HR activities? 6) _____
 - A) providing transactional services
 - B) formulating policies and procedures
 - C) serving as a change agent
 - D) offering advice or serving as a subject matter expert

- 7) HR department staff members are involved in many distinct types of activities. These include: 7) _____
A) Creating limited opportunities for employees.
B) Delegating to functional departments.
C) Offering advice, formulating HR policies and monitoring advice.
D) Directing line managers.
- 8) The practice of contracting with outside vendors to handle specified functions on a permanent basis is known as: 8) _____
A) labour-management relations. B) outsourcing.
C) contract administration. D) hiring temporary employees.
- 9) A written guide to provide direction in decision making or outline of a rule or standard, is known as: 9) _____
A) a guideline. B) an employee handbook.
C) a policy. D) an orientation manual.
- 10) The knowledge, education, training, skills, and expertise of a firm's workers is known as: 10) _____
A) cultural diversity.
B) human capital.
C) management's philosophy.
D) production capital.
E) physical capital.
- 11) The core values, beliefs, and assumptions that are widely shared by members of an organization are known as: 11) _____
A) the mission statement. B) organizational culture.
C) the strategic plan. D) the pervading atmosphere.
- 12) As the HR consultant of a newly formed company, Arun has planned a presentation for the line managers on organizational culture and the purpose it serves. Which of the following points would Arun have included in his presentation? 12) _____
A) fostering employee loyalty and commitment
B) creating a more worldly atmosphere
C) successionship planning
D) fostering employee loyalty and commitment and providing employees with a sense of direction
E) increasing training levels
- 13) The ratio of an organization's outputs to its inputs is known as: 13) _____
A) the supply and demand equation.
B) productivity ratio.
C) equity.
D) the labour market.
E) competitive ability.
- 14) To improve productivity managers must: 14) _____
A) increased profits.
B) decrease employee turnover.
C) fire 10% of their employees.
D) conservation of scarce resources.
E) find ways to produce more outputs with current or less resources.

- 15) A labour markets is defined as: 15) _____
A) the cost of labour.
B) blue collar workers only.
C) the geographic area from which an organization recruits employees and where individuals seek employment.
D) the same as the Labour Force.
- 16) The labour market: 16) _____
A) controlled by only one major factor.
B) often fluctuates.
C) relatively stable over time.
D) are very easy to measure.
E) B and C.
- 17) An employee who transforms information into a product or service, whose responsibilities include planning, problem solving, and decision making, is known as a: 17) _____
A) front-line employee.
B) manager.
C) knowledge worker.
D) customer-service representative.
E) first-line supervisor.
- 18) For managers, the challenge of fostering intellectual or human capital lies in the fact that workers must be: 18) _____
A) managed differently then workers of previous generations.
B) intuitively creative.
C) never disciplined.
D) transferred frequently.
- 19) The characteristics of the workforce (such as age, gender, and education level) are known as: 19) _____
A) diversity. B) population trends.
C) organizational climate. D) demographics.
- 20) Currently, the fastest growing groups in the Canadian workforce are: 20) _____
A) women, visible minorities, Aboriginal people, and persons with disabilities.
B) individuals between 15 and 24 years of age.
C) immigrants from America and Mexico.
D) white males and females.
- 21) Baby boomers: 21) _____
A) were born between 1935 and 1965.
B) have had very high fertility rates.
C) retirements will not place a strain not on pension plans.
D) are causing an increase in the average age of the population.
- 22) Generation X employees prefer: 22) _____
A) technology over work relationships. B) flexible work arrangements.
C) autocratic management styles. D) a desire for a very hectic work life.

- 23) The Sandwich Generation refers to: 23) _____
A) employees with older and younger coworkers.
B) ensuring that positive information is given at the beginning and end of a disciplinary session.
C) individuals with responsibilities for young dependents and elderly relatives.
D) individuals who are caught in the generation gap.
- 24) Technology is beneficial but it can also create: 24) _____
A) More blue collar jobs.
B) Tension and stress in the workplace.
C) Diversity in the workplace.
D) Improved levels of education of the Canadian labour force.
- 25) A significant percentage of Canadians who are functionally illiterate are: 25) _____
A) currently employed will continue to affect the labour force.
B) older Canadians who did not have the opportunity to attend school.
C) involved in academic upgrading through their place of employment.
D) no longer in the workforce.
E) able to perform routine technical tasks without assistance.
- 26) The following statement(s) about women in the Canadian workforce are true: 26) _____
A) The female participation rate in Canadian workplaces has decreased dramatically.
B) The divorce rate has no bearing on the female workplace participation rate.
C) There is strong evidence that women are no longer underutilized in the Canadian workforce.
D) A and B
- 27) The tendency of firms to extend their sales or manufacturing to new markets abroad is known as: 27) _____
A) globalization.
B) domestication.
C) product diversification.
D) international marketing.
E) cultural diversity.
- 28) Revlex Inc. has decided to allow its front-line workers to make decisions regarding the ordering of certain supplies that were formerly made by managers. This initiative is an example of: 28) _____
A) a change in organizational climate.
B) workplace incentives.
C) employee empowerment.
D) management development.
E) job restructuring.
- 29) Joe Brown was hired by a manufacturing firm as a supervisor. During his first few weeks as supervisor, he realized that employees who report to him expect a lot of direction and all of the decision making to be done by him. Joe decided to train his employees to take on additional responsibilities and make decisions within a specific scope. Joe is: 29) _____
A) embracing his staff.
B) reducing his staff.
C) outsourcing his staff.
D) empowering his staff.
E) None of the above.

- 30) The globalization of markets and manufacturing has vastly increased: 30) _____
A) employee turnover. B) standardization HR practices.
C) international competition. D) the prices of products and services.
- 31) Mortgage Financial needs to recruit 10 employees for a period of three months to assist its team of 31) _____
underwriters during the busy season. The company does not want to provide these 10 employees
regular full-time or part-time status. As the HR manager, what would you suggest the company
do?
A) Increase the workload of staff.
B) Do nothing about the situation.
C) Develop a retention plan.
D) Outsource the underwriting function.
E) Use contingent employees.
- 32) If you were the HR advisor of a company where the majority of the workforce consisted of 32) _____
employees born after 1980, what initiatives would you recommend to keep the group challenged?
A) continuous skill development
B) eldercare benefits
C) empowerment and challenging work
D) Consistency in their job assignment
E) Both A and C.
- 33) If you were the HR advisor of a company where the majority of the workforce consisted of 33) _____
employees born before 1965, what initiatives would you recommend to keep the group
challenged?
A) flexible work arrangements
B) independent work
C) job security
D) eldercare and pension benefits
E) on-site gym facilities
- 34) Which of the following statements about HRM is TRUE? 34) _____
A) The demands on HR department staff members and expectations regarding the types of
assistance they should provide have been fairly stable since the Industrial Revolution.
B) Due to government legislation, there is less discretion involved in the management of people
at work; thus, the role of HRM has been decreasing in importance.
C) The general managerial pattern of beliefs has evolved through three distinct stages: the
management model, the personnel model, and the strategic model.
D) HRM practices have been shaped by society's prevailing beliefs and attitudes about workers
and their rights.
E) Organizations have typically been proactive in initiating new directions in HRM.
- 35) The management philosophy based on the belief that attitudes and feelings of workers are 35) _____
important and deserve more attention is known as:
A) socialism.
B) the human relations movement.
C) scientific management.
D) psychology.
E) the human resources movement.

- 36) The Hawthorne Studies are closely linked with: 36) _____
A) Frederick Taylor.
B) the human resources movement.
C) the human relations movement.
D) scientific management.
E) Mary Parker Follet.
- 37) Each of the following statement(s) about the scientific management model is true: 37) _____
A) A manager's basic task is to closely supervise and control employees.
B) People can tolerate work if the pay is decent and the boss is unfair.
C) Detailed work routines are very important.
D) A manager must encourage full participation on important matters.
E) Both B and C.
- 38) The belief that a manager's basic task is to make use of "untapped" human resources is most closely associated with: 38) _____
A) the personnel model.
B) the scientific management model.
C) the strategic model.
D) the human resources model.
E) the human relations model.
- 39) The assumption that needs are more important than money in motivating people at work is most closely associated with: 39) _____
A) the strategic model.
B) the personnel model.
C) the scientific management model.
D) the human relations model.
E) the human resources model.
- 40) The management policy of creating an environment in which all members may contribute to the maximum of their ability is most closely associated with: 40) _____
A) the personnel model.
B) the human resources model.
C) the human relations model.
D) the scientific management model.
E) the strategic model.
- 41) The management policy of breaking tasks down into simple, repetitive, easily learned operations is most closely associated with: 41) _____
A) the scientific management model.
B) the strategic model.
C) the personnel model.
D) the human resources model.
E) the human relations model.

- 42) The management policy of allowing employees to exercise some self-control on routine matters is most closely associated with: 42) _____
- A) the personnel model.
 - B) the scientific management model.
 - C) the human relations model.
 - D) the human resources model.
 - E) the strategic model.
- 43) The expectation that work satisfaction may improve as a "byproduct" of employees making full use of their resources is most closely associated with: 43) _____
- A) the scientific management model.
 - B) the strategic model.
 - C) the personnel model.
 - D) the human relations model.
 - E) the human resources model.
- 44) The following statement(s) about the human relations model is true: 44) _____
- A) A manager must encourage full participation on important matters, continually broadening employees' self-direction and control.
 - B) A manager should keep employees informed and listen to their objections to his/her plans.
 - C) Satisfying employees' needs all the time will decrease morale and lead to willing cooperation.
 - D) An underlying assumption is that people desire not to have positive relationships at work.
 - E) Both A and B.
- 45) In the early 1900s, personnel administration, as it was then called: 45) _____
- A) served a key advisory role in organizations.
 - B) focused on trying to improve the human element in organizations.
 - C) was highly influenced by laws and regulations.
 - D) was closely tied to union-management relations.
 - E) played a very subservient role in organizations.
- 46) During the 1940s and 1950s personnel departments were not involved in: 46) _____
- A) dealing with the impact of the human relations movement.
 - B) developing policies and practices that would enable firms to retain non-union status.
 - C) focusing on corporate contribution and proactive management.
 - D) handling orientation, performance appraisal, and employee relations responsibilities.
 - E) ensuring legal compliance.
- 47) The third major phase in personnel management was a direct result of: 47) _____
- A) a decrease in unionizing activities.
 - B) a desire for professionalism.
 - C) the impact of the scientific management movement.
 - D) government intervention and changes to employment related laws.
- 48) The third phase of personnel management was not concerned with: 48) _____
- A) recruitment.
 - B) screening.
 - C) training.
 - D) legal compliance issues.
 - E) production controls.

- 49) The fourth phase of HRM is ongoing. Current management thinking holds that: 49) _____
 A) social influences are no longer important to most employees.
 B) highly trained and committed employees are often the firm's best competitive advantage.
 C) the goals and aims of management must be achieved at all costs.
 D) employees are quite similar in terms of the rewards they seek.
 E) employees are motivated primarily by compensation and benefits.
- 50) The following statement below about certification is not true. 50) _____
 A) The certification criteria are standardized across Canadian and USA jurisdictions.
 B) Achieving certification generally requires completing a number of years of work experience in the field at a professional/supervisory level.
 C) Membership in good standing and agreement to abide by the association's code of ethics are typical certification requirements.
 D) Certification generally requires completion of an approved program of study.
 E) Certification can be defined as recognition for having met certain professional standards.
- 51) A significant Human resource management challenges in the twenty -first century include: 51) _____
 A) increasing responsiveness to change.
 B) promoting the development of the HR profession.
 C) balancing interests between the organization and external stakeholders.
 D) increasing employee productivity.
 E) reducing absenteeism.
- 52) The HR manager of Smith & Yu Company was heavily involved in downsizing the company's sales force due to an economic downturn. He was also involved in arranging for outplacement services and employee retention programs as well as restructuring of the business following the downsizing. This is an example of HR's role in: 52) _____
 A) operational activities.
 B) environmental scanning and executing strategy.
 C) executing strategy.
 D) environmental scanning.
 E) formulating strategy.
- 53) Intense global competition and the need for more responsiveness put a premium on: 53) _____
 A) formulating and establishing a production strategy.
 B) establishing dignity in the workplace.
 C) identifying external opportunity threats.
 D) interaction between the organization and external shareholders.
 E) employee engagement.

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 54) The goal of HRM is to maximize employees' contributions in order to achieve optimal productivity and effectiveness. 54) _____
- 55) HR professionals are increasingly expected by their employers to be change agents. 55) _____
- 56) Organizational goals should be seen as separate and distinct from those of employees. 56) _____
- 57) Every supervisor and manager has responsibilities related to a wide range of HRM activities. 57) _____

- 58) The head of the HR department is generally responsible for formulating HR policies and procedures. 58) _____
- 59) Ensuring compliance with company policies and procedures and government legislation is a key role for HR department staff members. 59) _____
- 60) The practice of contracting with outside vendors to handle specified functions on a permanent basis is known as freelancing. 60) _____
- 61) The prevailing atmosphere that exists in an organization and its impact on employees is known as organizational culture. 61) _____
- 62) Labour unions have an impact on both unionized and non -unionized firms. 62) _____
- 63) The growing emphasis on education and human capital reflects several social and economic factors, such creating the knowledge worker. 63) _____
- 64) Having workers of diverse ages may result in the need to help employees bridge the generation gap. 64) _____
- 65) Changing regulatory requirements is a major factor altering Canadian workplaces. 65) _____
- 66) The high rates of unemployment and underemployment experienced by persons with disabilities are related to performance differences in terms of productivity. 66) _____
- 67) Technological advances will continue to shift employment from some occupations to others, while contributing to a decline in productivity. 67) _____
- 68) A Human Resources Information System is accessible to staff at all levels. 68) _____
- 69) The HR strategy that a manager must create an environment in which all members may contribute to the limits of their ability is associated with the human relations model. 69) _____
- 70) Frederick Taylor believed that financial incentives would lead to higher wages for workers, increased profits for the organization, and harmony in the workplace. 70) _____
- 71) The Hawthorne Studies researchers concluded that economic incentives were of secondary importance to workers. 71) _____
- 72) Human resources management has been evolving but is not yet a profession. 72) _____
- 73) Some provincial HR associations require proof of ongoing education to qualify for recertification. 73) _____
- 74) The purpose of a code of ethics is to provide specific, written instructions regarding the way in which ethical dilemmas should be handled. 74) _____
- 75) HR department staff members play a pivotal role in lowering labour costs, the single largest operating expense in many organizations, particularly in the service sector. 75) _____

- 76) Making the organization more responsive to product/service innovations involves flattening the pyramid, empowering employees, and organizing around teams. 76) _____
- 77) Employee engagement refers to the knowledge, education, and training of an organization's employees. 77) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 78) Describe the five distinct types of activities in which HR department staff members are involved.
- 79) You are the first human resources professional that Avica Inc., a software development company, has hired on staff. The CEO wants to understand what is meant by organizational culture and climate. Define organizational culture and climate and explain the importance of each to the company.
- 80) Describe scientific management.
- 81) Is human resources a profession? Why or why not explain your answer in detail?
- 82) Describe the new modes of organizing and managing that have emerged in organizations that have successfully responded to the dramatic changes occurring in their internal and external environments.

Answer Key

Testname: UNTITLED1

- 1) B
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 2) C
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 3) E
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 4) C
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 5) D
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 6) D
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 7) C
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Applied
- 8) A
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 9) C
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 10) B
Topic: THE STRATEGIC HR: THE IMPACT OF EFFECTIVE HRM PRACTICES ON THE BOTTOM LINE
Skill: Recall
- 11) B
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 12) D
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 13) B
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 14) E
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 15) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 16) E
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall

Answer Key

Testname: UNTITLED1

- 17) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 18) A
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 19) D
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 20) A
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 21) D
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 22) B
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 23) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 24) B
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 25) A
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 26) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 27) A
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 28) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 29) D
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 30) C
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 31) E
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 32) E
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied

Answer Key

Testname: UNTITLED1

- 33) D
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Applied
- 34) D
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 35) B
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 36) C
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 37) D
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 38) D
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 39) D
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 40) B
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 41) A
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 42) C
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 43) E
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 44) E
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 45) E
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 46) C
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 47) D
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 48) E
Topic: A BRIEF HISTORY OF HRM
Skill: Recall

Answer Key

Testname: UNTITLED1

- 49) B
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 50) A
Topic: GROWING PROFESSIONALISM IN HRM
Skill: Recall
- 51) A
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Recall
- 52) C
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Applied
- 53) E
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Recall
- 54) TRUE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 55) TRUE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 56) FALSE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 57) TRUE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 58) FALSE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 59) TRUE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 60) FALSE
Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT
Skill: Recall
- 61) FALSE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 62) TRUE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 63) TRUE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 64) TRUE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall

Answer Key

Testname: UNTITLED1

- 65) TRUE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 66) FALSE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 67) FALSE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 68) FALSE
Topic: ENVIRONMENTAL INFLUENCES ON HRM
Skill: Recall
- 69) FALSE
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 70) TRUE
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 71) TRUE
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 72) FALSE
Topic: A BRIEF HISTORY OF HRM
Skill: Recall
- 73) TRUE
Topic: GROWING PROFESSIONALISM IN HRM
Skill: Recall
- 74) FALSE
Topic: GROWING PROFESSIONALISM IN HRM
Skill: Recall
- 75) TRUE
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Recall
- 76) TRUE
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Recall
- 77) FALSE
Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY -FIRST CENTURY
Skill: Recall

Answer Key

Testname: UNTITLED1

78) **Formulating policies and procedures** The head of the HR department usually plays a leadership role in initiating and formulating HR policies and procedures that are consistent with overall organizational objectives. These must also be compatible with current economic conditions, collective bargaining trends, and applicable employment legislation. Often, though, the actual formulation of HR policies and procedures for approval by senior management is a cooperative endeavour among managers, non-managerial employees, and HR department staff.

Offering advice In order to cope with increasingly complex HR issues and the ever-changing work environment, managers at all levels frequently turn to the HR department staff for expert advice and counsel.

Providing services The HR department generally provides services in the following areas on an ongoing basis: maintenance of HR records; recruitment, selection, orientation, training and development; compensation and benefits administration; employee counselling; and labour relations.

Monitoring to ensure compliance The HR department staff members are generally responsible for monitoring to ensure compliance with established HR policies and procedures, as well as employment legislation.

Serving as consultant and change agent in most firms, HR department staff members serve as in-house consultants to managers of other departments. Sometimes, they will recommend using outside consultants for assistance in solving HR issues or handling specialized assignments, or outsourcing. HR specialists are also expected to be "change agents" who provide senior managers with up-to-date information on current trends and new methods of solving problems to help the organization increase its efficiency and effectiveness.

Topic: INTRODUCTION TO HUMAN RESOURCES MANAGEMENT

Skill: Recall

79) **Organization culture** consists of the core values, beliefs, and assumptions that are widely shared by members of an organization. It serves a variety of purposes:

- communicating what the organization "believes in" and "stands for"
- providing employees with a sense of direction and expected behaviour (norms)
- shaping employees' attitudes about themselves, the organization, and their roles
- creating a sense of identity, orderliness, and consistency
- fostering employee loyalty and commitment

Organizational climate refers to the prevailing atmosphere that exists in an organization and its impact on employees. The major factors influencing the climate are management's leadership style, HR policies and practices, and amount and style of communication. The type of climate that exists is generally reflected in the level of employee motivation, job satisfaction, performance, and productivity, and thus has a direct impact on organizational profits and/or ongoing viability. When organizations fail to make adjustments in their climate to keep up with environmental changes, difficulties are often experienced.

Topic: ENVIRONMENTAL INFLUENCES ON HRM

Skill: Recall

80) Frederick Taylor was the driving force behind scientific management, the process of scientifically analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance. Closely linked with scientific management are systematic job design, task simplification, performance-based pay, selection of workers with the skills required to become superior performers, and fit between person and job. Taylor also stressed the need for cooperation, which was achieved through the use of scientific methods, rules, and procedures that were binding on both workers and managers.

Proponents of scientific management believed that the average worker was basically lazy and motivated primarily by economic gain. They therefore believed that managers should be responsible for planning, organizing, controlling and determining the best method for performing each job; and that workers should focus on what they did best which was labouring.

Topic: A BRIEF HISTORY OF HRM

Skill: Recall

Answer Key

Testname: UNTITLED1

- 81) Human resources management is a profession. Every profession has four major characteristics, all of which are exhibited by HRM:
- the existence of a common body of knowledge, developed through research and experimentation, that is widely communicated through professional literature and exchanged through conferences, seminars, and workshops sponsored by the professional associations
 - requirements and procedures for certification of members
 - performance standards established by members of the profession rather than by outsiders (self-regulation)
 - a code of ethics by which members must abide

In 1990, the Personnel Association of Ontario, now the Human Resources Professionals Association of Ontario (HRPAO), was granted the right to award the Certified Human Resources Professional (CHRP) designation through an act of the provincial legislature the first professional designation for HR practitioners in North America.

The Canadian Council of Human Resources Associations (CCHRA) is the national body through which 10 provincial and specialist HR associations are affiliated. The organization, which currently represents the interests of more than 18 000 professionals across Canada, originated in 1992 and was formally established in 1996. One of its first accomplishments was member associations' adoption of a resolution to recognize the equivalency of provincial HR designations, such that those receiving the CHRP designation in one jurisdiction would be eligible for recognition of their professional status in all member provinces.

Topic: GROWING PROFESSIONALISM IN HRM

Skill: Recall

- 82) **The traditional, bureaucratic structure is being replaced by new organizational forms**, generally emphasizing cross-functional teams and improved communication, with corresponding de-emphasis on sticking to the chain of command to get decisions made.

Flatter organizations are becoming the norm. Instead of firms with seven to ten or more layers of management, flat organizations with just three or four levels are starting to prevail. Since managers have more people reporting to them in flat structures, they cannot supervise their employees as closely. **Employee empowerment is thus becoming more common.**

Experts argue in favour of **turning the typical organization upside down**, which means putting customers/clients on top and emphasizing that every move the company makes should be toward satisfying customer/client needs. To accomplish this, front-line employees must be given the authority to respond quickly as needs arise.

Boundaryless organization structures are emerging. In this type of structure, relationships (typically joint ventures) are formed with customers, suppliers, and/or competitors to pool resources for mutual benefit or encourage cooperation in an uncertain environment.

The bases of power are changing. Increasingly, managers think of themselves as a facilitator or team leader, rather than a boss.

Managers today must build commitment. Building adaptive, client-focused, or customer-responsive organizations means that eliciting employees' commitment and self-control is more important than ever.

Topic: HUMAN RESOURCES MANAGEMENT CHALLENGES IN THE TWENTY-FIRST CENTURY

Skill: Recall