

c1

Student: _____

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

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

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

4. Among the major challenges facing Canadian business today are all the following except
 - A. economic challenges
 - B. demographic challenges
 - C. cultural challenges
 - D. legal challenges
 - E. transportation challenges

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

- A. technological
- B. physical infrastructure
- C. demographic
- D. cultural
- E. social

6. Canadian businesses currently face three critical economic challenges

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

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

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

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

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

9. In 2005, a global competitive ranking placed Canada as the 5th most competitive nation in the world, however, today we are ranked _____

- A. first
- B. third
- C. eighth
- D. tenth
- E. twentieth

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

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

11. One of the great competitive advantages of the world's low-cost trading nations is

- A. plentiful natural resources
- B. liberal democratic governments
- C. a vast amount of highly skilled and/or cheap labour
- D. non-unionized infrastructures
- E. management-friendly unions

12. Productivity refers to

- A. ratio of an organization's inputs to its outputs
- B. ratio of an organization's outputs to its inputs
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13. One major challenge facing Canadian managers is

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

14. Productivity improvements (e.g. the use of technology and computerization) has, over the last two decades, cost about _____ manufacturing jobs in Canada

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15. Outsourcing implications for human resource managers may include

- A. initiating or increasing outplacement activities
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16. Contracting out organizational tasks to outside agencies to reduce costs is referred to as

- A. outplacing
- B. task enrichment
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17. One of the major technological changes that have revolutionized Canadian business is

- A. automation
- B. diversity
- C. the North American Free Trade Act
- D. email
- E. the skilled workforce

18. Employees who can work from their home are referred to as

- A. electronically enabled workers
- B. distance workers
- C. telecommuters
- D. home workers
- E. out-office workers

19. Computerized technology has facilitated the following key developments in organizations except

- A. flexibility in work design
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- C. reduction in need for concrete policies and procedures
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20. Computerization enables organizations to
- A. improve their operational efficiency, regardless of other factors
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21. A major obstacle to telecommuting is
- A. the lack of computers
 - B. that conservative managers fear loss of control
 - C. many home offices are located too far from corporate headquarters
 - D. limited office space
 - E. that many people do not have access to transportation

22. The effects of computerization on companies varies but in general it results in
- A. non-traditional marketing strategies
 - B. reduced inventory controls
 - C. fewer communication tools
 - D. less streamlining of data
 - E. fewer human resource practices and procedures

23. The reason(s) that organizations automate is (are)
- A. speed
 - B. better customer service
 - C. operational flexibility
 - D. higher quality standards
 - E. all are reasons for automation

24. Demographic challenges facing organizations in the twenty-first century currently include all the following except
- A. increasing number of women in the workforce
 - B. a shift towards service, technical and knowledge workers
 - C. increasing employment of older workers
 - D. increase in part-time/contract workers
 - E. computerization

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

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

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

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

27. Knowledge workers

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

28. The difference between data occupations and knowledge occupations is that data workers

- A. produce knowledge
- B. use, transmit, or manipulate knowledge
- C. use computers far more than knowledge workers
- D. are non-information workers
- E. work as scientists or engineers

29. Over the last few decades the educational attainment of Canadians has

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

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

- A. over 45% have a college or university degree
- B. over 50% (age 16 or over) are functionally illiterate
- C. about 45% are either functionally illiterate or can only deal with simple, uncomplicated material
- D. a little less than 10% drop out of school before they graduate
- E. over 65% of all Canadians go to private schools

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

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

32. What industry has a relatively large share of older workers?

- A. the construction industry
- B. the service industry
- C. the hospitality industry
- D. the media industry
- E. the high technology industry

33. An increasing employment trend in Canada is

- A. to require workers over the age of 65 to retire
- B. that data workers are growing at a faster pace than knowledge workers
- C. to hire more part-time and contract workers
- D. that fewer females are entering the work force
- E. that requirements for educational attainment have stabilized

34. Cultural challenges facing Canadian human resource managers include

- A. attitudes towards work
- B. a decreasingly diverse workforce
- C. an increase in reliance on government regulations
- D. global competition
- E. unionization

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

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

36. The key objectives of a human resource management department can be categorized as

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

37. Strategic human resource management refers specifically to

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

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

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

39. The first step in strategic human resource planning is

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

40. The second step in strategic human resource planning is

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

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

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

42. Proactive human resource strategies refers to

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

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

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

44. When a human resource decision maker responds to a personnel problem, this is an example

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

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

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

46. Normally, under most decision making situations, human resource departments have _____ within the organization

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

47. One difference between the job responsibilities of a line manager and a human resource manager is that a line manager would likely not

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

48. Organizational character refers to

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

49. Two of the more noteworthy factors that are related to an organization's character are

- A. technology and managerial philosophy
- B. managerial philosophy and the physical infrastructure
- C. the physical infrastructure and technology
- D. an organization's strategic positioning and its physical infrastructure
- E. social demographics and the legal environment

50. In the last thirty years the number of human resource managers in Canada has (roughly)

- A. increased five-fold
- B. increased ten-fold
- C. tripled
- D. doubled
- E. decreased

51. To deal effectively with ever-increasing challenges, successful human resources managers must display the following competencies except

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

52. Human Resource departments are focused exclusively on helping organizations achieve their goals.

True False

53. People are the common element in all social organizations.

True False

54. Some of the challenges that Canadian businesses currently face are legal, economic and demographic in nature.

True False

55. Canada is becoming an important global player in high tech and non-traditional exports.

True False

56. Capitalist economies go through growth and boom cycles.

True False

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

True False

58. Today Canadian business faces three critical economic challenges: global trade, productivity improvement and survival during a recessionary cycle.

True False

59. In the first decade of the twenty-first century the three critical economic challenges facing Canadian business are global trade, automation and technological advancements.

True False

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

True False

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

True False

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

True False

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

True False

64. In a recent global competitiveness ranking, Canada placed fourteenth, as the most competitive nation worldwide.

True False

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

True False

66. Technological challenges to Canadian business include both computerization and the shift towards knowledge workers.

True False

67. Computerization and automation are two major technological challenges facing Canadian business.

True False

68. Computerization has reduced the need for concrete policies and procedures relating to performance expectations.

True False

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

True False

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

True False

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

True False

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

True False

73. Today's workforce can be divided into two main categories: information and non-information workers.

True False

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

True False

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

True False

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

True False

77. Cultural challenges facing Canadian business today include ethnic diversity, demographics, and computerization.

True False

78. Generation Yers fear boredom while Xers mistrust business practices.

True False

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

True False

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

True False

81. Human resource management aims to improve employee productivity while also attempting to achieve other social and individual employee objectives.

True False

82. The aim of any human resource department is to contribute to overall organizational effectiveness.

True False

83. An employee's desire to achieve personal goals is outside of the scope of effective human resource strategies.

True False

84. Strategies are typically formulated at three levels: business, corporate, and functional.

True False

85. Human resource strategies must always be careful that they remain independent of the organizational strategy and mission.

True False

86. An organizational analysis and an environmental analysis are two process steps in formulating a human resource strategy.

True False

87. Human resource strategies should only be formed after a careful look at organizational strengths and weaknesses.

True False

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

True False

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

True False

90. When decision-makers respond to human resource problems, this is referred to as proactive management.

True False

91. Managing proactively means anticipating and correcting problems before a problem arises.

True False

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

True False

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

True False

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

True False

95. To be effective, human resource managers must recognize the constraints placed on them by the culture and character of the organizational.

True False

96. Certification makes human resource management a profession.

True False

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

True False

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

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

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

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

102. Capitalist economies go through boom and _____ cycles.

103. The technological challenges facing Canadian business include _____ and automation.

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

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

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

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

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

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

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

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

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

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

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

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

116. The two major technological challenges facing Canadian business are _____ and _____.

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

118. When discussing automation it can be argued that automation is not always the best answer for a company's _____ problems.

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

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

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

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

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

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

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

126. Historically, Canadians have always been more positive about government _____ in economic activities than Americans.

127. One major objective of any human resource department is to contribute to organizational _____.

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

129. Step 1 in strategic human resource management is an _____ analysis.

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

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

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

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

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

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

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

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

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

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

140. In many organizations, employees may decide to join a union. When this occurs, human resource management is confronted with a new situation: _____ relations.

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

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

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

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

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

146. The best people managers never forget that they are always dealing with _____, and not things.

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

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

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

150. Describe the challenges facing Canadian organizations.

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

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

153. What are the advantages of computerization? Describe its impact on organizations.

154. Automation had a major impact on organizations. What are its effects? The text says, that automation is not the answer to all of Canada's problems. Why not?

155. Canadian companies face a number of demographic challenges. Describe at least 3.

156. Canadian companies face a number of cultural challenges. Discuss.

157. Discuss what it means to manage HR strategically.

158. Describe the steps in strategic HRM.

159. Define and describe the four archetypical HR strategies discussed in the text.

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

161. List the components of the model of strategic HRM.

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

163. The HR department should act proactively. Discuss.

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

165. Describe the four professional competencies required of HR managers.

c1 Key

1. (p. 3) The people in organizations are considered human resources who:

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

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #1

2. (p. 3) Increasingly top managers are recognizing that long-term organizational success depends upon an organization's

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- B.** human resources
- C. investment strategy
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Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #2

3. (p. 3) Some of the most successful Canadian organizations are those that motivate their employees by

- A. paying above averages wages
- B. allowing them to use the executive washroom
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- D. having an first-name policy only at all levels
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Objective: #2

Schwind - Chapter 01 #3

4. (p. 3-4) Among the major challenges facing Canadian business today are all the following except

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

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Objective: #1

Schwind - Chapter 01 #4

5. (p. 3) A company that shows concern for the environment is responding to which type or organizational challenge

- A. technological
- B. physical infrastructure
- C. demographic
- D. cultural
- E.** social

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #5

6. (p. 4) Canadian businesses currently face three critical economic challenges

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

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #6

7. (p. 4) During a recessionary period, the following challenges face HR managers except

- A. planning and implementing of employee layoffs
- B. seeking wage concessions
- C. facilitating employee counseling
- D. formulating crisis management policies
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Schwind - Chapter 01 #7

8. (p. 5) International trade has always been critical to Canada's prosperity and in fact Canada exports, on a per capita basis
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 - C. more than both Japan and the United States**
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 - E. more than the United States and Japan combined

Difficulty: Hard
Objective: #1
Schwind - Chapter 01 #8

9. (p. 5) In 2005, a global competitive ranking placed Canada as the 5th most competitive nation in the world, however, today we are ranked _____
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Difficulty: Hard
Objective: #1
Schwind - Chapter 01 #9

10. (p. 5) In order to capture the growing market opportunities abroad, Canadian firms must
- A. continuously increase wages at home
 - B. increase the costs of production
 - C. lobby government to remove minimum wage and social security benefits
 - D. expand plants into countries closer to customers**
 - E. export all manufacturing overseas

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #10

11. (p. 6) One of the great competitive advantages of the world's low-cost trading nations is
- A. plentiful natural resources
 - B. liberal democratic governments
 - C. a vast amount of highly skilled and/or cheap labour**
 - D. non-unionized infrastructures
 - E. management-friendly unions

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #11

12. (p. 6) Productivity refers to

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

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Schwind - Chapter 01 #12

13. (p. 7) One major challenge facing Canadian managers is

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

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Objective: #1

Schwind - Chapter 01 #13

14. (p. 8) Productivity improvements (e.g. the use of technology and computerization) has, over the last two decades, cost about _____ manufacturing jobs in Canada

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- B. 250 000
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Schwind - Chapter 01 #14

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Schwind - Chapter 01 #15

16. (p. 8) Contracting out organizational tasks to outside agencies to reduce costs is referred to as

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

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #16

17. (p. 8) One of the major technological changes that have revolutionized Canadian business is

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- B. diversity
- C. the North American Free Trade Act
- D. email
- E. the skilled workforce

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #17

18. (p. 9) Employees who can work from their home are referred to as

- A. electronically enabled workers
- B. distance workers
- C.** telecommuters
- D. home workers
- E. out-office workers

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #18

19. (p. 9-10) Computerized technology has facilitated the following key developments in organizations except

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

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Schwind - Chapter 01 #19

20. (p. 8) Computerization enables organizations to
- A. improve their operational efficiency, regardless of other factors
 - B. make information available with great speed**
 - C. get constantly accurate information
 - D. receive less information
 - E. no longer need to rely on people

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Objective: #1

Schwind - Chapter 01 #20

21. (p. 9) A major obstacle to telecommuting is
- A. the lack of computers
 - B. that conservative managers fear loss of control**
 - C. many home offices are located too far from corporate headquarters
 - D. limited office space
 - E. that many people do not have access to transportation

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Objective: #1

Schwind - Chapter 01 #21

22. (p. 10) The effects of computerization on companies varies but in general it results in
- A. non-traditional marketing strategies**
 - B. reduced inventory controls
 - C. fewer communication tools
 - D. less streamlining of data
 - E. fewer human resource practices and procedures

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #22

23. (p. 10-11) The reason(s) that organizations automate is (are)
- A. speed
 - B. better customer service
 - C. operational flexibility
 - D. higher quality standards
 - E. all are reasons for automation**

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #23

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

- A. increasing number of women in the workforce
- B. a shift towards service, technical and knowledge workers
- C. increasing employment of older workers
- D. increase in part-time/contract workers
- E.** computerization

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #24

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

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

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #25

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

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

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #26

27. (p. 12) Knowledge workers

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

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #27

28. (p. 12) The difference between data occupations and knowledge occupations is that data workers

- A. produce knowledge
- B. use, transmit, or manipulate knowledge**
- C. use computers far more than knowledge workers
- D. are non-information workers
- E. work as scientists or engineers

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #28

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

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

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #29

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

- A. over 45% have a college or university degree
- B. over 50% (age 16 or over) are functionally illiterate
- C. about 45% are either functionally illiterate or can only deal with simple, uncomplicated material**
- D. a little less than 10% drop out of school before they graduate
- E. over 65% of all Canadians go to private schools

Difficulty: Hard

Objective: #1

Schwind - Chapter 01 #30

31. (p. 15) The pressures of retaining older workers present the following challenges to HR managers except

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

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #31

32. (p. 15) What industry has a relatively large share of older workers?

- A. the construction industry
- B. the service industry
- C. the hospitality industry
- D. the media industry
- E. the high technology industry

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #32

33. (p. 16) An increasing employment trend in Canada is

- A. to require workers over the age of 65 to retire
- B. that data workers are growing at a faster pace than knowledge workers
- C. to hire more part-time and contract workers
- D. that fewer females are entering the work force
- E. that requirements for educational attainment have stabilized

Difficulty: Hard

Objective: #1

Schwind - Chapter 01 #33

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

- A. attitudes towards work
- B. a decreasingly diverse workforce
- C. an increase in reliance on government regulations
- D. global competition
- E. unionization

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #34

35. (p. 20) All the below are common to most human resource departments except

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

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #35

36. (p. 20) The key objectives of a human resource management department can be categorized as

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

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #36

37. (p. 22) Strategic human resource management refers specifically to

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

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #37

38. (p. 23-28) All of the following are steps in strategic human resource management planning except

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

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #38

39. (p. 23) The first step in strategic human resource planning is

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

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #39

40. (p. 23) The second step in strategic human resource planning is

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

Difficulty: Easy

Objective: #3

Schwind - Chapter 01 #40

41. (p. 26-27) In formulating strategy, the human resource department must focus on all the following except

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

Difficulty: Easy

Objective: #3

Schwind - Chapter 01 #41

42. (p. 30) Proactive human resource strategies refers to

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

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #42

43. (p. 30) The daily responsibility for most human resource management activities lies with

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

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #43

44. (p. 30) When a human resource decision maker responds to a personnel problem, this is an example

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

Difficulty: Hard

Objective: #4

Schwind - Chapter 01 #44

45. (p. 31) Generally, the size of a human resource department depends largely on

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

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #45

46. (p. 32) Normally, under most decision making situations, human resource departments have _____ within the organization

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

Difficulty: Hard

Objective: #4

Schwind - Chapter 01 #46

47. (p. 33 (fig 1-14)) One difference between the job responsibilities of a line manager and a human resource manager is that a line manager would likely not

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

Difficulty: Hard

Objective: #4

Schwind - Chapter 01 #47

48. (p. 34) Organizational character refers to

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

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #48

49. (p. 34) Two of the more noteworthy factors that are related to an organization's character are

- A. technology and managerial philosophy**
- B. managerial philosophy and the physical infrastructure
- C. the physical infrastructure and technology
- D. an organization's strategic positioning and its physical infrastructure
- E. social demographics and the legal environment

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #49

50. (p. 35) In the last thirty years the number of human resource managers in Canada has (roughly)

- A. increased five-fold
- B. increased ten-fold**
- C. tripled
- D. doubled
- E. decreased

Difficulty: Medium

Objective: #5

Schwind - Chapter 01 #50

51. (p. 35) To deal effectively with ever-increasing challenges, successful human resources managers must display the following competencies except

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

Difficulty: Easy

Objective: #5

Schwind - Chapter 01 #51

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

FALSE

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #52

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

TRUE

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #53

54. (p. 3) Some of the challenges that Canadian businesses currently face are legal, economic and demographic in nature.

TRUE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #54

55. (p. 5) Canada is becoming an important global player in high tech and non-traditional exports.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #55

56. (p. 4) Capitalist economies go through growth and boom cycles.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #56

57. (p. 6) To attract and involve highly skilled, innovative employees, reactionary HR practices have to be adopted.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #57

58. (p. 4) Today Canadian business faces three critical economic challenges: global trade, productivity improvement and survival during a recessionary cycle.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #58

59. (p. 4) In the first decade of the twenty-first century the three critical economic challenges facing Canadian business are global trade, automation and technological advancements.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #59

60. (p. 6) Productivity refers to the ratio of an organization's outputs to its inputs.

TRUE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #60

61. (p. 6) The ratio of an organization's inputs to its outputs is referred to as its productivity.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #61

62. (p. 6) Human resource managers must be prepared to compromise the employees quality of working life in order to improve productivity.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #62

63. (p. 7) One means of improving productivity is to produce more with fewer workers.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #63

64. (p. 5) In a recent global competitiveness ranking, Canada placed fourteenth, as the most competitive nation worldwide.

FALSE

Difficulty: Hard

Objective: #1

Schwind - Chapter 01 #64

65. (p. 7) In the last decade, Canadian productivity is consistently outpacing that of the US.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #65

66. (p. 8) Technological challenges to Canadian business include both computerization and the shift towards knowledge workers.

FALSE

Difficulty: Hard

Objective: #1

Schwind - Chapter 01 #66

67. (p. 8) Computerization and automation are two major technological challenges facing Canadian business.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #67

68. (p. 8-9) Computerization has reduced the need for concrete policies and procedures relating to performance expectations.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #68

69. (p. 10-11) Reasons for organizations automating activities include speed, better customer service, and increased quality.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #69

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

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #70

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

TRUE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #71

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

FALSE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #72

73. (p. 12) Today's workforce can be divided into two main categories: information and non-information workers.

TRUE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #73

74. (p. 12-13) The demand for knowledge workers is likely to stabilize over the next decade.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #74

75. (p. 14) Roughly one million Canadians fall into the lowest literacy level.

FALSE

Difficulty: Hard

Objective: #1

Schwind - Chapter 01 #75

76. (p. 15) The abolition of mandatory retirement has eliminated the challenges of an aging workforce.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #76

77. (p. 16) Cultural challenges facing Canadian business today include ethnic diversity, demographics, and computerization.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #77

78. (p. 17) Generation Yers fear boredom while Xers mistrust business practices.

TRUE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #78

79. (p. 19) Canada's ethnic and cultural diversity has often been referred to as a melting pot.

FALSE

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #79

80. (p. 19) Historically, Americans have always been far more positive than Canadians to government participation in economic and social activities.

FALSE

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #80

81. (p. 20) Human resource management aims to improve employee productivity while also attempting to achieve other social and individual employee objectives.

TRUE

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #81

82. (p. 21) The aim of any human resource department is to contribute to overall organizational effectiveness.

TRUE

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #82

83. (p. 21) An employee's desire to achieve personal goals is outside of the scope of effective human resource strategies.

FALSE

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #83

84. (p. 22) Strategies are typically formulated at three levels: business, corporate, and functional.

TRUE

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #84

85. (p. 22) Human resource strategies must always be careful that they remain independent of the organizational strategy and mission.

FALSE

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #85

86. (p. 23) An organizational analysis and an environmental analysis are two process steps in formulating a human resource strategy.

TRUE

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #86

87. (p. 22) Human resource strategies should only be formed after a careful look at organizational strengths and weaknesses.

TRUE

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #87

88. (p. 24) Generic organizational strategies can include differentiation, expansion, or cost leadership strategies.

FALSE

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #88

89. (p. 26-27) Among activities that a human resource department must focus on are placement, motivation, and productivity.

TRUE

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #89

90. (p. 30) When decision-makers respond to human resource problems, this is referred to as proactive management.

FALSE

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #90

91. (p. 30) Managing proactively means anticipating and correcting problems before a problem arises.

TRUE

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #91

92. (p. 30) A human resource department is usually created when the HR activities become a burden to the other departments.

TRUE

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #92

93. (p. 32) Most human resource departments are service departments with line authority.

FALSE

Difficulty: Hard

Objective: #4

Schwind - Chapter 01 #93

94. (p. 33 Fig 1-14) Initiating disciplinary matters, implementing motivational strategies and providing on-the-job training are all responsibilities of a human resource manager.

FALSE

Difficulty: Hard

Objective: #4

Schwind - Chapter 01 #94

95. (p. 34) To be effective, human resource managers must recognize the constraints placed on them by the culture and character of the organizational.

TRUE

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #95

96. (p. 35-36) Certification makes human resource management a profession.

FALSE

Difficulty: Medium

Objective: #5

Schwind - Chapter 01 #96

97. (p. 36) There are a series of steps that must be completed in order for HR personnel to achieve the CCHRA designation.

FALSE

Difficulty: Medium

Objective: #5

Schwind - Chapter 01 #97

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

human resources

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #98

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

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #99

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

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #100

101. (p. 4) The economic challenges facing Canadian business today include global trade, productivity improvements and _____.
survival during recessionary cycles

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #101

102. (p. 4) Capitalist economies go through boom and _____ cycles.
bust

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #102

103. (p. 8) The technological challenges facing Canadian business include _____ and automation.
computerization

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #103

104. (p. 5) Canada exports much _____ than either the the United States or Japan.
more

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #104

105. (p. 6) _____ refers to the ratio of an organization's outputs to its inputs.
productivity

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #105

106. (p. 6) A major challenge for Canadian managers is maintaining a high quality of work life while improving _____.
productivity

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #106

107. (p. 6) Using fewer resources to produce the same amount and quality of goods or services _____ productivity.
increases

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #107

108. (p. 6) When discussing the productivity ratio, people, capital and materials are referred to as _____.
inputs

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #108

109. (p. 7) One means to measure employee productivity is to use _____ per worker or per work hour.
output

Difficulty: Easy
Objective: #1
Schwind - Chapter 01 #109

110. (p. 7) Two popular means to achieve higher productivity levels are _____ and redesign of jobs.

workplace innovation

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #110

111. (p. 7) One potential downside to continuous productivity improvement is that more outputs can be produced with fewer _____.

workers or people or employees

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #111

112. (p. 8) To maintain our high standard of living, Canadian companies must be able to maintain and improve world _____.

competitiveness

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #112

113. (p. 7) Updating _____ to increase productivity is a high priority task for Canadian managers.

technology

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #113

114. (p. 9) Computers have allowed some employees, known as _____ to work without leaving their homes.

telecommuters

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #114

115. (p. 9) _____ is the process of capturing organizational knowledge and making it available for sharing and building new knowledge.

Knowledge Management

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #115

116. (p. 8) The two major technological challenges facing Canadian business are _____ and _____.
computerization/automation

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #116

117. (p. 10) One advantage of automation, it is said, is that machines never ask for raises, nor ever go out on _____.
strike

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #117

118. (p. 11) When discussing automation it can be argued that automation is not always the best answer for a company's _____ problems.
productivity

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #118

119. (p. 11-16) Increasing numbers of women in the workforce, better educated workers, and older employees all represent _____ challenges to Canadian business.
demographic

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #119

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

knowledge workers

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #120

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

old age crisis

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #121

122. (p. 16) _____ are freelancers, who are not part of an organization's regular work force and are remunerated on a project or service basis.

contract (or contingent) workers

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #122

123. (p. 16) The growth rate of _____-time employment has been higher than that of _____-time jobs in Canada over the last ten years.

part/full

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #123

124. (p. 17) Generation _____ are unfazed by power and authority while _____ are impressed and attracted by it.

Xers/boomers

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #124

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

cultural

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #125

126. (p. 19) Historically, Canadians have always been more positive about government _____ in economic activities than Americans.

participation/involvement

Difficulty: Easy

Objective: #1

Schwind - Chapter 01 #126

127. (p. 20) One major objective of any human resource department is to contribute to organizational _____.

effectiveness

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #127

128. (p. 22) Largescale, futureoriented, integrated planning to achieve organizational objectives and respond to the organization's competitive environments is called _____.

strategy or strategic planning

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #128

129. (p. 23) Step 1 in strategic human resource management is an _____ analysis.

environmental

Difficulty: Easy

Objective: #2

Schwind - Chapter 01 #129

130. (p. 23) Step 2 in strategic human resource planning is an analysis of organizational _____ and _____.
mission (&) goals

Difficulty: Easy
Objective: #2
Schwind - Chapter 01 #130

131. (p. 24) The third step in planning a human resource strategy is to examine the organization's _____ and _____.
strengths (&) culture

Difficulty: Easy
Objective: #2
Schwind - Chapter 01 #131

132. (p. 24) Reviewing an organization's _____ is the fourth step in strategic human resource planning.
strategies

Difficulty: Easy
Objective: #2
Schwind - Chapter 01 #132

133. (p. 25) Choice and implementation of human resource strategies is step # _____ in strategic HR planning.
5/five

Difficulty: Easy
Objective: #2
Schwind - Chapter 01 #133

134. (p. 25) Firms can pursue at least three generic strategy formats: A cost leadership strategy, a differentiation strategy, and a _____ strategy.
focus

Difficulty: Easy
Objective: #2
Schwind - Chapter 01 #134

135. (p. 27) In order to maintain and increase employee productivity, employee _____ is a concern in human resource strategy planning.

motivation

Difficulty: Easy

Objective: #3

Schwind - Chapter 01 #135

136. (p. 26) _____ is done in organizations to forecast the future demand for and supply of employees.

human resource planning

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #136

137. (p. 26) _____ is the process of finding and attracting capable job applicants.

Recruitment

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #137

138. (p. 26) The _____ process is a series of specific steps used to decide which recruits should be hired and aims to match job requirements and applicants' capabilities.

selection

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #138

139. (p. 26) The HR activity that evaluates the performance of the employees is called _____.

performance appraisal

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #139

140. (p. 27) In many organizations, employees may decide to join a union. When this occurs, human resource management is confronted with a new situation: _____ relations.

union (labour)management

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #140

141. (p. 28) Review and evaluation of human resource strategies is necessary to provide _____ on whether the strategy is effective or needs correcting.

feedback

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #141

142. (p. 30) _____ human resource management occurs when decision-makers anticipate and correct potential problems.

proactive

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #142

143. (p. 30) When decision-makers respond to human resource problems, rather than anticipate them, this is an example of _____ human resource management.

reactive

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #143

144. (p. 32) Within an organization, HR departments are _____ departments that exist to assist employees, managers, and the organization.

service

Difficulty: Easy

Objective: #4

Schwind - Chapter 01 #144

145. (p. 32) Generally, human resource departments only hold _____ authority within an organization.
staff

Difficulty: Easy
Objective: #4
Schwind - Chapter 01 #145

146. (p. 32) The best people managers never forget that they are always dealing with _____, and not things.
people or human beings

Difficulty: Easy
Objective: #4
Schwind - Chapter 01 #146

147. (p. 34) _____ is the product of all the organization's features: its employees, its objectives, its technology, its size, its age, its unions, its policies, its successes, and its failures.
Organizational character

Difficulty: Easy
Objective: #4
Schwind - Chapter 01 #147

148. (p. 36) The _____ of _____ is the collaborative effort of the HR Associations across Canada.
canadian council human resource associations

Difficulty: Easy
Objective: #5
Schwind - Chapter 01 #148

149. (p. 36) The professional designation for human resource personnel is _____.
certified human resources professionals

Difficulty: Easy
Objective: #5
Schwind - Chapter 01 #149

150. (p. 3-20) Describe the challenges facing Canadian organizations.

Answers will vary

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #150

151. (p. 6-8) What is the definition of productivity? How can we improve it? How do we measure it?

Answers will vary

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #151

152. (p. 8) Discuss the implications of outsourcing. What is outplacement? How is it related to outsourcing?

Answers will vary

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #152

153. (p. 8-10) What are the advantages of computerization? Describe its impact on organizations.

Answers will vary

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #153

154. (p. 10-11) Automation had a major impact on organizations. What are its effects? The text says, that automation is not the answer to all of Canada's problems. Why not?

Answers will vary

Difficulty: Medium
Objective: #1
Schwind - Chapter 01 #154

155. (p. 11-16) Canadian companies face a number of demographic challenges. Describe at least 3.

Answers will vary

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #155

156. (p. 16-20) Canadian companies face a number of cultural challenges. Discuss.

Answers will vary

Difficulty: Medium

Objective: #1

Schwind - Chapter 01 #156

157. (p. 22) Discuss what it means to manage HR strategically.

Answers will vary

Difficulty: Medium

Objective: #2

Schwind - Chapter 01 #157

158. (p. 22-29) Describe the steps in strategic HRM.

Answers will vary

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #158

159. (p. 27-28) Define and describe the four archetypical HR strategies discussed in the text.

Answers will vary

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #159

160. (p. 26-27) Discuss the five major groups of activities in the implementation of a HRM strategy.

Answers will vary

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #160

161. (p. 23-28 see Figure 1-9) List the components of the model of strategic HRM.

Answers will vary

Difficulty: Medium

Objective: #3

Schwind - Chapter 01 #161

162. (p. 31 see Figures 1-12, 1-13) Draw a diagram of the HR department of (1) a small organization and, (2) of a large organization and label the possible positions in both.

Answers will vary

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #162

163. (p. 30) The HR department should act proactively. Discuss.

Answers will vary

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #163

164. (p. 32) What is the difference between staff, line, and functional authority? Discuss.

Answers will vary

Difficulty: Medium

Objective: #4

Schwind - Chapter 01 #164

165. (p. 35) Describe the four professional competencies required of HR managers.

Answers will vary

Difficulty: Medium

Objective: #5

Schwind - Chapter 01 #165

c1 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	78
Difficulty: Hard	14
Difficulty: Medium	73
Objective: #1	91
Objective: #2	27
Objective: #3	10
Objective: #4	30
Objective: #5	7
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