

Chapter 1 - Exploring Why HRM Matters to All Employees

1. What is HRM?
 - a. techniques and processes for organizing people and work activities
 - b. management techniques for controlling people at work
 - c. an integrated set of systems, practices, and policies focusing on effective employee deployment and development
 - d. all management activities

ANSWER: c

2. Who are the beneficiaries of Human Resources Management?
 - a. human resource specialists
 - b. employees
 - c. business owners
 - d. contractors and freelancers

ANSWER: b

3. What is the significance of phrases such as “human capital,” “intellectual assets,” and “talent management” that have crept into business jargon?
 - a. They illustrate how organizations recognize the individual differences of each employee.
 - b. They highlight how people are brought together to achieve a common purpose.
 - c. They emphasize the value that people have to organizations.
 - d. They imply that people need to be managed as resources.

ANSWER: c

4. What are the responsibilities of HRM to ensure an organization is successful?
 - a. having the right people, in the right places, at the right time, doing the right thing
 - b. ensuring that the organization is responsible in following the laws as they relate to human resources
 - c. having an abundant candidate pool to draw upon quickly to back-fill positions
 - d. to ensure succession planning is part of the management strategy

ANSWER: a

5. Which of the following functions is within the framework of human resources management?
 - a. ISO 9000
 - b. customer expectations
 - c. managing performance
 - d. globalization

ANSWER: c

6. Which term best describes the structure of HRM systems, practices, and policies and their relationship to the organization and the employees?
 - a. linear
 - b. integrated
 - c. functional
 - d. dynamic

ANSWER: b

Chapter 1 - Exploring Why HRM Matters to All Employees

7. How does HRM support the promotion of employee health and safety through organizational culture?
- a. by creating a work environment that promotes a sense of well-being
 - b. by ensuring that designated smoking areas are located well away from ventilation units
 - c. by ensuring employees are aware of the health and safety regulations
 - d. by creating opportunities for employees to participate in physical activities throughout the day to keep them energized

ANSWER: a

8. Ensuring that employees know what they are expected to accomplish and then providing appropriate mechanisms for regular feedback is part of which HRM focus?
- a. occupational health and safety
 - b. defining, analyzing, and designing work
 - c. managing employee performance
 - d. promotions and transfers

ANSWER: c

9. Which HR activity determines what, where, when, and how work tasks are done?
- a. defining, analyzing, and designing work
 - b. managing employee performance
 - c. planning for, recruiting, and selecting employees
 - d. knowing rights and responsibilities

ANSWER: a

10. Which HR activity provides the resources to assist employees in developing the necessary knowledge and skills to do their jobs today and in the future?
- a. defining, analyzing, and designing work
 - b. managing employee performance
 - c. orienting, training, and developing
 - d. knowing rights and responsibilities

ANSWER: c

11. What HR process ensures that people in the organization are the right people with the right skills at the right time in the right place?
- a. understanding labour relations and collective bargaining
 - b. defining, analyzing, and designing work
 - c. planning for, recruiting, and selecting employees
 - d. knowing rights and responsibilities

ANSWER: c

Chapter 1 - Exploring Why HRM Matters to All Employees

12. Learning about international human resources management requires customizing HRM systems, practices, and policies to address which factors?
- a. economic and geographic
 - b. political and cultural
 - c. geographic and legal
 - d. racial and political

ANSWER: b

13. Aligning work expectations for the employee with the organization's goals is part of which HRM activity?
- a. managing employee performance
 - b. rewarding and recognizing employees
 - c. orienting, training, and developing employees
 - d. promoting employee health and safety through organizational culture

ANSWER: a

14. When developing and implementing systems, practices, and policies that address HRM topics, what is the one requirement that must be adhered to above all else?
- a. the organization's values
 - b. the organization's mission statement
 - c. human resource planning best practices
 - d. legal requirements

ANSWER: d

15. What can impact the effectiveness of a manager?
- a. how the manager sees himself within the organization
 - b. progressive policies and procedures of competing organizations
 - c. issues that impact the manager's ability to achieve organizational success
 - d. how the manager will be rewarded for their employee's performance

ANSWER: c

16. What information do employees rely on HRM to help them understand?
- a. social and legal issues of organizational non-compliance
 - b. how to apply HRM principles in the execution of their technical skills
 - c. that managers are the key link between the employee and the customer
 - d. how their performance will be measured

ANSWER: d

Chapter 1 - Exploring Why HRM Matters to All Employees

17. What is the benefit of employees knowing that their work is valuable and needed?

- a. There will be a lower turnover rate in the company.
- b. They will refer others to work for the company.
- c. They behave in a way that supports organizational success.
- d. They will try to work harder and be more efficient.

ANSWER: c

18. How are companies responding to the demands of a multi-generational workforce?

- a. by focusing on corporate culture and ensuring employees fit with the culture
- b. by redefining benefits plans to ensure all generations have access to the services they need
- c. by permitting employees to telecommute to reduce the friction between the generations working in a common space
- d. by training new hires in leadership roles where their subordinates may be older than them

ANSWER: a

19. What component of human resources management is receiving increasing attention?

- a. use of technology to expedite work
- b. application of HRM principles
- c. individual needs of employees
- d. increasing diversity within the workplace

ANSWER: c

20. Which term best describes the role of an HR professional whose focus is on ensuring their organization is staffed with the most effective human resources to achieve its strategic goals?

- a. operational
- b. strategic
- c. staffing
- d. administrative

ANSWER: b

21. Which is the key role of a manager?

- a. reducing costs and employee development
- b. increasing productivity and reducing costs
- c. employee development and ensuring the organization is a great place to work
- d. employee development and increasing productivity

ANSWER: c

Chapter 1 - Exploring Why HRM Matters to All Employees

22. Beyond the typical HR activities, what other strategic activities might HR participate in?

- a. terminating employees who don't comply with company policy
- b. planning social activities to make the workplace enjoyable
- c. teaching health and safety courses
- d. policy formulation and implementation

ANSWER: d

23. Who is the key link between the employee and the organization?

- a. manager
- b. human resource manager
- c. work group
- d. department teams

ANSWER: a

24. HR departments can influence change within organizations through which of the following?

- a. acting independently in the development of HRM systems
- b. vetting employee concerns or problems
- c. actively participating in policy formation
- d. providing service activities such as coaching and mentoring

ANSWER: c

25. How can HR ensure it is seen as part of the business, instead of mainly an administrative department?

- a. Develop a solid understanding of the business and develop processes and practices that align with the business.
- b. Find ways to reduce costs in high-cost areas such as benefits.
- c. Meet one-on-one with employees to learn more about them and what they want from their job.
- d. Work with all departments to ensure they are following the law in their treatment of employees.

ANSWER: a

26. Which of the following is necessary in order for HR to be considered as part of the business??

- a. It must be overseen by a Canadian Human Resources Professional
- b. It must have access to a robust HRM tool.
- c. It must develop processes and practices that align with those of the business.
- d. It must have a solid understanding of all departments in the business.

ANSWER: c

Chapter 1 - Exploring Why HRM Matters to All Employees

27. In order to develop and design HRM systems, practices, and policies, which two groups of people must work together?
- a. HRM system consultants and business owners
 - b. business owners and HR professionals
 - c. managers and business owners
 - d. managers and HR professionals

ANSWER: d

28. When organizations place an increased emphasis on the growth and development of its people, the managers are front-and-centre in identifying the gaps in skill sets, and the HR professional offers ways of bridging the gaps. What is this an example of?
- a. functional authority
 - b. manager and HRM partnership
 - c. strategic planning
 - d. human resource planning

ANSWER: b

29. Studies reveal that in order to remain competitive, what should organizations be monitoring continuously, due to its impact on HRM systems, practices, and policies?
- a. changes in labour legislation at federal and provincial levels
 - b. human capital development and talent management
 - c. HRIS policies
 - d. takeovers, mergers, and acquisitions

ANSWER: b

30. What are three current business concerns facing organizations?
- a. global economy, demographics, and technology
 - b. language, organizational culture, and employee assistance
 - c. human resource planning, staffing, and training
 - d. labour relations, language, and culture

ANSWER: a

31. What impact has globalization had on HRM responsibilities?
- a. They are balancing complicated issues related to language and communication.
 - b. They must address the different legal and political requirements of the new location.
 - c. Most organizations hire a third-party supplier to handle their HR work in the international location.
 - d. There is very little impact as all HR management activities are managed at the international location.

ANSWER: b

Chapter 1 - Exploring Why HRM Matters to All Employees

32. Which activity is an example of HRM responding to the challenge of globalization?

- a. identifying capable expatriate managers
- b. containing staffing costs
- c. strictly defining jobs and the ways in which people must work
- d. matching compensation packages to those of the home office

ANSWER: a

33. What percentage of the Canadian economy is affected by international competition?

- a. 30 to 40 percent b. 50 to 60 percent
- c. 70 to 80 percent d. 80 to 90 percent

ANSWER: c

34. When managers talk about globalization, they must balance a complicated set of issues including which of the following?

- a. cultural differences b. gender differences
- c. educational differences d. technology differences

ANSWER: a

35. Canadian oil and gas companies, and Canadian mining companies, have been experiencing growth while the Canadian car manufacturing industry has declined significantly. Canada's ability to export large quantities of oil and gas faces environmental concerns about extracting and shipping. What current business challenge is this an example of?

- a. demographics and employee concerns b. technology and quality
- c. culture and environment d. changes in firms and business sectors

ANSWER: d

36. Which of the following is used by companies to minimize the negative impact on employees after a downsizing?

- a. offering flextime to remaining employees
- b. providing training and development to remaining employees
- c. laying off employees based on performance
- d. outsourcing positions that were eliminated during the downsizing

ANSWER: b

Chapter 1 - Exploring Why HRM Matters to All Employees

37. How can organizations lessen the experience of survivor syndrome during a downsizing?

- a. ensure a good severance package is provided to those who were laid off
- b. ensure downsizing activities do not take place near holidays
- c. ensure popular employees are kept on, to help motivate others
- d. ensure the remaining employees feel like they matter

ANSWER: d

38. Which statement best illustrates a disadvantage of using independent contractors over employees?

- a. Contractors have flexibility in work hours and location so they might not be the same as employees.
- b. Employers are required to hold back mandatory employment deductions from the contractor.
- c. Contractors may not be as attached to the project as an employee and the project may reflect this.
- d. Their contract duration is typically undefined, so they can be extended as long as required.

ANSWER: c

39. What is a benefit that employees receive from telecommuting?

- a. the flexibility to work when they feel most motivated
- b. cost savings, as less physical workspace is required for employees
- c. a better work–life balance
- d. less pollution due to fewer cars on the road

ANSWER: c

40. What is the influence of technology on HRM?

- a. operational (e.g., automation), improved services and access to information
- b. increased contracting out, outsourcing, and employee leasing
- c. concerns about privacy, ethics, and culture
- d. a complicated set of issues related to language and communication

ANSWER: a

41. A study by the Conference Board of Canada detailed the skills that are important for contributing to an entrepreneurial workplace. Which of the following outlines two of those skills?

- a. assessing and managing risk, and keeping goals insight
- b. engaging others and setting realistic goals
- c. being accountable and learning from experiences
- d. assessing and managing risk and setting realistic goals

ANSWER: a

Chapter 1 - Exploring Why HRM Matters to All Employees

42. A study by the Conference Board of Canada detailed the skills that are important for contributing in a workplace that values creativity and problem-solving abilities. Which of the following outlines two of those skills?
- a. asking questions and being willing to experiment
 - b. being willing to experiment and being accountable
 - c. asking questions and being adaptable
 - d. being accountable and adaptable

ANSWER: c

43. Where do employees who are connected as a result of computer-mediated relationships work?
- a. in start-up centres so they can easily interact with others
 - b. part time in the office and part-time remotely
 - c. any remote location
 - d. at a location off-site from the main corporate office

ANSWER: c

44. What customer service standards often separate the winners from the losers in today's competitive business environment?
- a. responsiveness and data security
 - b. innovation and technology
 - c. responsiveness and innovation
 - d. innovation and data security

ANSWER: c

45. Lean, organizational system of improvements that maximize customer value and minimize waste was pioneered by which manufacturing organization?
- a. Xerox
 - b. Hitachi
 - c. Home Depot
 - d. Toyota

ANSWER: d

46. What is the goal of Six Sigma and TQM management approaches?
- a. improve quality and achieve higher customer satisfaction
 - b. improve resource allocation
 - c. embrace new technology and manage change
 - d. enhance human resource development

ANSWER: a

Chapter 1 - Exploring Why HRM Matters to All Employees

47. Why is good HRM necessary to programs such as Six Sigma?
- a. It identifies areas of improvement within the organization.
 - b. It balances the needs of the customer and the requirements of the company.
 - c. It ensures all strategies, practices, and process are legal and compliant.
 - d. It balances the needs of the employees and the requirements of the company.

ANSWER: d

48. Initiatives that promote quality and efficiency are very dependent on which two factors?
- a. company culture and the company's branding
 - b. the environment and hiring specialists to drive the change
 - c. company culture and employees' receptiveness to change
 - d. the environment and company culture

ANSWER: d

49. What concerns are causing businesses to assess threats and opportunities related to sustainability?
- a. climate change
 - b. human capital
 - c. world-population decrease
 - d. immigration

ANSWER: a

50. Which term best describes the value of knowledge, skills, and capabilities that may not show up on a company's balance sheet but have tremendous impact on an organization's performance?
- a. human capital
 - b. core competencies
 - c. knowledge capital
 - d. stakeholder value

ANSWER: a

51. According to management expert Dave Ulrich, what is one outcome of employees finding meaning at work?
- a. higher rate of referral for friends
 - b. fewer sick days
 - c. longer tenure with the company
 - d. higher salary

ANSWER: c

52. What practice should an organization consider if they wish to attract, keep, and engage employees?
- a. hold annual communication meetings with staff
 - b. allow employees to perform at their best
 - c. micromanage employees to ensure compliance to company standards
 - d. develop a top-heavy management structure

ANSWER: b

Chapter 1 - Exploring Why HRM Matters to All Employees

53. Which term refers to leveraging competencies to achieve high organizational performance?

- a. knowledge capital b. human capital
- c. core competencies d. talent management

ANSWER: d

54. Which term refers to the value that employees provide to an organization through their knowledge, skills, and abilities?

- a. human capital b. intellectual capital
- c. core competencies d. employee capital

ANSWER: a

55. Which term refers to the combination of knowledge, skills, and characteristics needed to effectively perform a role in an organization?

- a. individual competencies b. core competencies
- c. human capital d. organizational competencies

ANSWER: b

56. What is necessary for organizations to be different from their competition and provide ongoing value to their customers?

- a. human capital b. skills inventory
- c. core competencies d. leveraged talent

ANSWER: c

57. What “family-friendly” practices are a growing number of companies using to accommodate employees who strive to balance the demands of their jobs with the needs of their families or non-work lives?

- a. offering greater job flexibility
- b. offering job shadowing for children to learn about their parents’ jobs
- c. offering time-off for employees to participate in volunteer opportunities
- d. offering mentoring to younger employees

ANSWER: a

58. According to Statistics Canada, what percentage of the labour force will be foreign-born by 2031?

- a. 33 percent b. 54 percent
- c. 68 percent d. 72 percent

ANSWER: a

Chapter 1 - Exploring Why HRM Matters to All Employees

59. According to Statistics Canada, what percentage of the labour force do Indigenous people currently represent?
- a. 4.3 percent b. 5.7 percent
 - c. 10.1 percent d. 15.2 percent

ANSWER: a

60. In what way are Canadian labour force demographics expected to change?
- a. College graduates will make up a smaller share of the Canadian labour force than they did in the past.
 - b. Women will make up a smaller share of the Canadian labour force than they did in the past.
 - c. Visible minorities will make up a smaller share of the Canadian labour force than they did in the past.
 - d. Young entry-level workers will make up a smaller share of the Canadian labour force than they did in the past.

ANSWER: d

61. In the future, what demographic mix is the Canadian workforce anticipated to exhibit?
- a. about the same as today
 - b. an increase in Generation X workers
 - c. an increase in ethnic diversity
 - d. a decrease in the number of older workers

ANSWER: c

62. Which demographic change is of concern to organizations?
- a. salary expectations b. working-age population
 - c. benefit costs d. ethics codes

ANSWER: b

63. Which demographic change is impacting many organizations?
- a. compensation expectations b. older workers working longer
 - c. family-friendly policies d. information systems

ANSWER: b

64. According to Statistics Canada, what is the approximate percentage of women aged 25-54 in the workforce?
- a. 36.8 percent b. 43.9 percent
 - c. 51.0 percent d. 80.0 percent

ANSWER: d

Chapter 1 - Exploring Why HRM Matters to All Employees

65. How has the educational attainment of the Canadian labour force changed in recent years?
- a. remained at about the same level b. fallen slightly
 - c. fallen dramatically d. risen steadily

ANSWER: d

66. What percentage of the Canadian population has either college or university qualifications?
- a. 35 percent b. 45 percent
 - c. 54 percent d. 90 percent

ANSWER: c

67. Approximately what percentage of people who work part-time are women?
- a. 19 percent b. 39 percent
 - c. 49 percent d. 59 percent

ANSWER: a

68. How are companies responding to the multi-generational workforce demographic shift?
- a. focusing on young, new talent
 - b. allowing older workers to self-manage due to their age and experience
 - c. maintaining status quo within the organization
 - d. ensuring staff fit well with the culture and corporate values

ANSWER: d

69. What do changes in the workplace involving employee privacy, equal employment opportunities, and union representation if desired, reflect?
- a. changes in employee rights
 - b. cultural changes
 - c. changes in the nature of the job and workplace
 - d. changes in employee responsibility

ANSWER: a

70. What cultural trend has resulted in people pursuing multiple careers instead of just being satisfied with “having a job”?
- a. the desire to spend more time with family
 - b. the desire to work close to home in order to save on gas and to lessen the environmental impact
 - c. the desire to find a career that has a low environmental footprint
 - d. the desire to balance rewarding work with a fulfilled personal life

ANSWER: d

Chapter 1 - Exploring Why HRM Matters to All Employees

71. What societal change is driving organizations' desire to provide employees with more family-friendly options?
- a. the number of workers over the age of 65
 - b. TV coverage of celebrities taking their kids to work with them
 - c. an aging population
 - d. rise of non-traditional family arrangements

ANSWER: b

72. What impact has PIPEDA (Personal Information Protection and Electronic Documents Act) had on HR departments?
- a. HR departments must obtain an employee's consent before personal information is disclosed.
 - b. HR departments are only permitted to keep select data on an employee.
 - c. HR departments are permitted to share personal employee data, provided it is done across secure internet lines.
 - d. HR departments can share personal employee data, provided it's not located in an electronic document.

ANSWER: a

73. What impact can family-friendly work initiatives have on small businesses?
- a. increase expenses b. save money
 - c. reduce employee turnover d. increase employee turnover

ANSWER: c

74. Why do organizations consider the options of job sharing and daycare?
- a. to supplement maternity and parental leaves
 - b. to address the gender distribution in the workforce
 - c. to address the changing attitude of employees toward work
 - d. to help employees achieve a better balance between work and family

ANSWER: d

75. How is the continuing focus on work and family balance impacting the workplace?
- a. an increase in the number of unions starting up
 - b. an increase in people switching careers mid-life
 - c. an increase in employee demands for privacy
 - d. an increase in non-traditional jobs (part-time, contract, etc.)

ANSWER: d

Chapter 1 - Exploring Why HRM Matters to All Employees

76. The answers to “Should we be in business” and “What business should we be in” provide the basis for which strategy?

- a. business strategy b. corporate strategy
- c. department strategy d. HR strategy

ANSWER: b

77. The basis of which strategy is formed by the question “How should we compete?”

- a. corporate strategy b. business strategy
- c. HR strategy d. systems strategy

ANSWER: b

78. Which strategy are you using when analyzing how hamburgers are sold?

- a. corporate strategy b. business unit strategy
- c. business strategy d. HR strategy

ANSWER: b

79. What is critical to an organization for it to build its competitive advantage?

- a. its business strategy b. its employees
- c. its corporate strategy d. its productivity edge

ANSWER: b

80. What distinguishes an organization’s business strategy from its corporate strategy?

- a. focus on company-wide and overall objectives
- b. focus on long-term survival and growth
- c. focus on the line of business
- d. focus on turnaround situations and divestitures

ANSWER: c

81. What distinguishes an organization’s corporate strategy from its business strategy?

- a. a focus on company-wide and overall objectives
- b. a focus on short-term survival and growth
- c. a focus on the line of business
- d. a focus on competition

ANSWER: a

Chapter 1 - Exploring Why HRM Matters to All Employees

82. What are two main types of corporate strategies?

- a. restructuring and growth
- b. differentiation and divestitures
- c. competitive and cost containment
- d. realignment and competition

ANSWER: a

83. Human resource management (HRM) is an integrated set of processes, programs, and systems that focus on effective deployment and development of employees.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

84. The term “human resources” implies that people are as important to the success of a business as are other resources such as money.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

85. HRM is equivalent to hiring, paying, and training people.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

86. Through defining, analyzing, and designing the work, it is determined what tasks need to be done, in what order, and with what skills.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

Chapter 1 - Exploring Why HRM Matters to All Employees

87. Labour relations and collective bargaining does not fall under the responsibility of human resources management.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

88. The management of human resources requires an understanding of individual and organizational behaviour.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

89. The manager must have a thorough knowledge and understanding of contemporary HRM practices and how they influence the output of the organization.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

90. Human resources management practices and issues are primarily a concern for the human resources department.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

91. All managers are people managers and, therefore, have HR responsibilities.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

Chapter 1 - Exploring Why HRM Matters to All Employees

92. Because HR managers function in support roles, their job knowledge needs to focus primarily on HR issues rather than the operating goals of the company.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

93. In addition to recruiting and knowing how to pay people appropriately, HR professionals also require strong mathematical and presentation skills.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

94. Managing people is every manager's responsibility and obligation.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

95. HR professionals provide guidance and assistance as internal consultants to managers.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

96. HR managers have changed their focus to HR administration and no longer play a role in top management planning and decision making.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

Chapter 1 - Exploring Why HRM Matters to All Employees

97. Canadian exports represent approximately 60 percent of Canada's gross domestic product (GDP).

- a. True
- b. False
- a. True
- b. False

ANSWER: False

98. Many Canadian companies have created global operations or work collaboratively with foreign companies to sell Canadian products.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

99. Telecommuting is conducting work activities away from the office using technology.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

100. The Canadian economy is primarily built on importing.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

101. When organizations start to operate in different countries, they must balance a complicated set of issues related to different cultures, laws, and business practices.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

Chapter 1 - Exploring Why HRM Matters to All Employees

102. Culture is the pattern of behaviour we see in an organization.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

103. The working age population in Canada is becoming younger, and there are fewer individuals in the older age brackets.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

104. Outsourcing refers to employing workers in their homes rather than within the traditional office environment.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

105. In order to minimize the amount or type of downsizing, some organizations have informed all staff that they can move to a four-day work week with reduced pay.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

106. Due to security restrictions, outsourcing services such as technology support are strictly forbidden in Canada.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

Chapter 1 - Exploring Why HRM Matters to All Employees

107. In some situations, large companies have business units that provide outsourced services such as technology support.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

108. In addition to outsourcing, organizations are also making more use of migrant workers as a way to contain costs.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

109. Some people believe that the explosion in social media is making people more accountable for ethical behaviour as people are concerned about being filmed doing something wrong.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

110. A healthy work environment and minimum working conditions are just two of the areas where rights have been granted to employees over the past two decades.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

111. Over the last five years, there has been a significant reduction in “job-hopping.”

- a. True
- b. False
- a. True
- b. False

ANSWER: False

Chapter 1 - Exploring Why HRM Matters to All Employees

112. Canada has a relatively high unemployment rate; however, employers say they cannot find workers.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

113. A recent study indicated that most employers are opposed to helping their employees with any caregiving responsibilities that they might have.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

114. Millennials are tech savvy and want their work to have a greater purpose.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

115. Downsizing may occur if a company decides to eliminate a product line or close a plant.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

116. IT influences HR by enhancing services for managers and employees.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

Chapter 1 - Exploring Why HRM Matters to All Employees

117. Total-quality management is a set of principles and practices whose core ideas include doing things right the first time and striving for continuous improvement.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

118. IT costs are one of the largest expenditures in any organization.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

119. Benchmarking looks at the “best practices” in other companies.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

120. Women are more likely than men to work part-time, typically as a result of eldercare.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

121. An environment where people have multiple part-time jobs instead of one permanent job is referred to a gig economy.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

Chapter 1 - Exploring Why HRM Matters to All Employees

122. Integrated knowledge sets within an organization that distinguish it from its competitors and deliver value to customers are known as core competencies.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

123. The knowledge, skills, and capabilities that impact a company's performance but do not necessarily show up on its balance sheet are known as human capital.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

124. Developmental assignments are viewed as a valuable way to facilitate knowledge exchange and mutual learning.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

125. Talent management involves leveraging competencies to achieve high organizational performance.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

126. The gap between educated and non-educated employees is steadily closing.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

Chapter 1 - Exploring Why HRM Matters to All Employees

127. All employees must be literate in order to secure a job.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

128. Flexible work schedules often result in a lower level of job satisfaction.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

129. Providing family-friendly practices can serve as a powerful way to attract and retain top-caliber employees.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

130. “Family-friendly” is a broad term that may include unconventional hours, daycare, part-time work, job sharing, maternity leave, executive transfers, and telecommuting.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

131. According to the Ethics and Compliance Initiative, millennials are the most compliant and risk-adverse group of workers.

- a. True
- b. False
- a. True
- b. False

ANSWER: False

Chapter 1 - Exploring Why HRM Matters to All Employees

132. “Strategic human resources management” involves identifying key HR processes and linking those to the overall business strategy.

- a. True
- b. False
- a. True
- b. False

ANSWER: True

133. Define HRM. Draw a diagram (HRM framework/model) to illustrate how the HR activities fit together within an organization.

ANSWER: Human resources management (HRM) is an integrated set of systems, practices, and policies within an organization that focuses on the effective deployment and development of its employees. Students should show the interconnectedness and interdependence of the HR processes (not linear).

134. Identify and briefly describe any four of the nine HR activities in an organization.

ANSWER:

1. *Defining, analyzing, and designing work*—determining what tasks need to be done, in what order, with what skills, and how individual tasks fit together in work units. Creating high performance work groups or teams is a form of defining and designing work.
2. *Planning for, recruiting, and selecting the workforce*—ensuring that people in the organization are the right people, with the right skills, at the right time, in the right place, which means sourcing, attracting, and hiring the people with the necessary skills and background.
3. *Creating a culture of a safe and healthy work environment*—ensuring that the work environment creates a sense of well-being and encouraging employee engagement.
4. *Orienting, training, and developing employees*—welcoming and socializing new employees, providing the resources to assist employees in developing the necessary knowledge and skills to do their jobs today and in the future.
5. *Managing performance*—ensuring that there are appropriate mechanisms in place to provide feedback to employees on a regular basis. Aligning employee’s expected performance to the organization’s goals.
6. *Rewarding and recognizing employees*—developing and administering pay and benefits programs that will attract and retain employees.
7. *Knowing rights and responsibilities*—ensuring that employees and management’s rights are protected and respected and disciplinary issues are properly addressed. Addressing employee/management conflict
8. *Understanding Labour Relations*—establish effective negotiating practices and relationships within unionized environments.
9. *Working within International Human Resources Management*—customizing HRM systems, practices and policies to address economic, legal and cultural factors in different countries.

Chapter 1 - Exploring Why HRM Matters to All Employees

135. Define the term “human capital.” Describe how it differs from other forms of capital that organizations manage. Suggest two ways in which HRM and managers build human capital in organizations.

ANSWER: Human capital is the value of knowledge, skills, and capabilities of the employees of an organization. They are intangible and do not show up on the balance sheet as an asset, but they have a definite impact on the performance of an organization. Unlike buildings and machines, the organization does not own human capital; the employees themselves own it, and they take it with them if they leave an organization. To build human capital, HRM must assist managers by ensuring the best-qualified people are selected to fill vacancies. Once on board, the organization must provide training and development and other opportunities for employees to increase their skills, knowledge, and abilities on the job. Managers must provide assignments that allow for growth and development and reward employees for their increased ability to contribute to the goals of the organization.

136. List six competitive challenges faced by Canadian organizations. Describe and give an example of any one of the six challenges faced by an organization you are familiar with. Discuss how this challenge might affect managing the organization’s workforce. What is the impact on HRM and/or line managers?

ANSWER: The six challenges are: global economy, changes in firms and business sectors, technology and quality, sustainability, human capital and talent management, and demographics.

Global Economy: Globalization is the moving of local or regional business into the global marketplace. When organizations move to globalization, they have to balance a complicated set of issues related to different geographies, cultures, laws, and business practices. Human resources issues underlie each of these concerns and include such things as identifying capable expatriate managers who live and work overseas, designing training programs and development opportunities to enhance the managers’ understanding of foreign cultures and work practices, and adjusting compensation plans to ensure that pay schemes are fair and equitable across individuals in different regions with different costs of living. An example is BlackBerry a leading designer, manufacturer and marketer of innovative wireless solutions for the worldwide mobile communications market. They have 500 carriers in 170 countries, with products in almost 30 languages.

Changes in Firms and Business Sectors: Companies continuously look for ways to lower costs and improve productivity to maximize efficiency. One of the highest expenses a business has, is salaries. To help reduce the cost of labour, organizations have tried various approaches including downsizing, outsourcing, and the use of contract employees. The employees in organizations who choose to downsize can often feel uncertain about their future with the organization. Outsourcing and using contract employees result in a work force which may not be as committed to the company as if they were actual employees. Some organizations have outsourced select services, but have then returned the services in-house. American Express Canada is an example of the company who ended their outsourcing and returned the services to be in-house.

Technology and Quality: Technology has greatly impacted the way HRM operates and how employees within the organization operate. At one time, HR was a highly administrative department. As a result of technology, much of the workload has become automated. Employees can access self-

Chapter 1 - Exploring Why HRM Matters to All Employees

service portals for benefits information and career development paths. Technology also allows employees to telecommute, a practice where the employee works remotely from the office location, usually in their home. Companies such as Staples allow telecommuting for certain roles within the organization. This practice gives Staples an advantage when recruiting.

Sustainability: As the world progresses, more and more attention is being placed on the health of our planet. Companies are embracing green initiatives and considering the impact of their footprint. Canada seems well-suited to move forward on the innovation front. Westport Innovations, a Canadian company who specializes in natural gas vehicles has partnerships throughout the world to provide engine and vehicle technology which is better for the environment.

Human Capital & Talent Management: Human Capital is used to describe the value that employees bring to an organization, through their knowledge, skills and abilities. Although this does not show up as a line item on the financial records, it is the people who perform the work which have the greatest impact on an organization's success. Companies such as DevFacto Technologies understands how their employees contribute to their success when they say, "If you give employee's a purpose that's larger than themselves, you can lead them to results."

Demographics: With the aging of the workforce and a lessening number of new entrants into the workforce, Canada is experiencing a shortage of skilled workers. Economists suggest that there is a gap between the skills that employers are looking for, and the skills that job seekers have. The mining industry is one such industry experiencing a dramatic shortage of skilled workers. Employer New Gold entered into a partnership with the BC Aboriginal Mine Training Association to help young people become aware of job within the mining industry, the skills required to get those jobs and how to apprentice for some positions.

137. For both male and female, younger and older workers, balancing the demands of family and work present significant challenges. Proactive human resource practitioners are responding to their employees' concerns and needs by providing "family-friendly" policies and practices. Describe one "family-friendly" program and/or policy and its potential impact on employee health and/or retention.

ANSWER: Work and family issues are connected in social, economic, and psychological ways. "Family-friendly" HR policies may include flexible work schedules, daycare, part-time work, job sharing, maternity leave, parental leave, executive transfers, spousal involvement in career planning, assistance with family problems, and telecommuting. An increasing number of older workers plan to continue working part-time in their later years with very few planning to work full-time. More employees are becoming responsible for the care of aging parents. There is an increasing range of alternative employment forms that provide employees with ways to bring more balance into their daily lives.

Chapter 1 - Exploring Why HRM Matters to All Employees

138. Define strategic HRM and how it is linked to an organization's business strategy. Provide an example.

ANSWER: Strategic HRM is identifying the key HRM systems, practices, and policies and linking those to the overall business strategy. HR strategies link the organization's strategic plans and HR practices. For example, if a company wishes for focus on providing superb customer service, the employee selection process would tend to hire people with those skills. The employer might also have a training and development program to reinforce the expectations of customer service. The employer may also have a total rewards and performance management system that rates how well employees provide customer service.

139. What is the relationship between the manager and the HR practitioner?

ANSWER: Managing people depends on effective leaders (supervisors and managers). The leader is the link between the employee and the organization. Therefore, the leader must have a thorough knowledge and understanding of contemporary HRM and how these practices influence the output of any organization. Managers and employees themselves are ultimately responsible for making the organization successful. All managers are people managers, not the HR professional or HR unit. It is through the effective leadership of the manager or supervisor that the talent or intellectual capital of the organization is enhanced.