

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

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

Answer: E

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

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- 2) The knowledge, education, training, skills, and expertise of a firm's workers is known as: 2) _____
- A) cultural diversity.
 - B) physical capital.
 - C) production capital.
 - D) management's philosophy.
 - E) human capital.

Answer: E

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

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3) Human resources practices that support strategy include:

3) _____

- A) rewards practices.
- B) staffing practices.
- C) production scheduling.
- D) performance management.
- E) policies and procedures.

Answer: C

Explanation: A)
B)
C)
D)
E)

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4) A company utilizes a system to measure the impact of Human Resources which balances measures relating to financial results, customers, internal business processes and human capital management. This system is known as the:

4) _____

- A) balanced strategy.
- B) balanced scorecard.
- C) Human Capital Index.
- D) HRIS.
- E) none of the above.

Answer: B

Explanation: A)
B)
C)
D)
E)

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- 5) You have been tasked with building employee engagement at the firm you work for. Strategic human resources initiatives you would consider implementing include: 5) _____
- A) diversity programs.
 - B) employee relations activity.
 - C) job design indicators.
 - D) employee recognition programs.
 - E) employee recognition programs and management development programs.

Answer: E

Explanation: A)
B)
C)
D)
E)

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- 6) HR department staff members are traditionally involved in key operational responsibilities. Which of the following is an operational responsibility? 6) _____
- A) collecting metrics
 - B) interpreting health and safety legislation
 - C) analyzing metrics
 - D) setting goals and objectives
 - E) interpreting human right laws

Answer: A

Explanation: A)
B)
C)
D)
E)

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7) Being completely familiar with employment legislation, HR policies and procedures, collective agreements, and the outcome of recent arbitration hearings and court decisions is most closely related with which of the following HR activities?

7) _____

- A) serving as a consultant
- B) serving as a change agent
- C) offering advice
- D) providing services
- E) formulating policies and procedures

Answer: C

Explanation: A)
B)
C)
D)
E)

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8) The practice of contracting with outside vendors to handle specified functions on a permanent basis is known as

8) _____

- A) contract administration.
- B) hiring temporary employees.
- C) payroll and benefits administration.
- D) outsourcing.
- E) labour-management relations.

Answer: D

Explanation: A)
B)
C)
D)
E)

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- 9) The company's plan for how it will balance its internal strengths and weaknesses with external opportunities and threats in order to maintain competitive advantage is known as 9) _____
- A) HR strategy.
 - B) policies and procedures.
 - C) strategy.
 - D) environmental scanning.
 - E) none of the above.

Answer: C

Explanation: A)
B)
C)
D)
E)

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- 10) Rita is the HR Director of a manufacturing company. She recently undertook research to identify competitor compensation and incentive plans, information about pending legislative changes and availability of talent in the labour market for the upcoming strategic planning meeting. Rita was conducting 10) _____
- A) an external opportunities/threats study.
 - B) an employee engagement survey.
 - C) an external market survey.
 - D) an environmental study.
 - E) environmental scanning.

Answer: E

Explanation: A)
B)
C)
D)
E)

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11) The HR manager of Smith & Yu company was heavily involved in a downsizing exercise of the company's sales force due to an economic downturn. He was also involved in arranging for outplacement services and employee retention programs as well as restructuring of the business following the downsizing. This is an example of HR's role in:

11) _____

- A) environmental scanning and executing strategy.
- B) executing strategy.
- C) formulating strategy.
- D) environmental scanning.
- E) operational activities.

Answer: B

Explanation: A)
B)
C)
D)
E)

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12) The core values, beliefs, and assumptions that are widely shared by members of an organization are known as:

12) _____

- A) organizational culture.
- B) the strategic plan.
- C) organizational climate.
- D) the pervading atmosphere.
- E) the mission statement.

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 13) As the HR consultant of a newly formed company, Arun has planned a presentation for the line managers on organizational culture and the purpose it serves. Which of the following points would Arun have included in his presentation? 13) _____
- A) fostering employee loyalty and commitment
 - B) creating a worldlier atmosphere
 - C) increasing training levels
 - D) succession planning
 - E) fostering employee loyalty and commitment and providing employees with a sense of direction

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 14) The prevailing atmosphere or "internal weather" that exists in an organization and its impact on employees is 14) _____
- A) a myth about organizations.
 - B) organizational climate.
 - C) the need for a corporate culture.
 - D) the need for performance appraisals.
 - E) the importance of having a mission statement.

Answer: B

Explanation: A)
B)
C)
D)
E)

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- 15) Revlex Inc. has decided to allow its front line workers to make decisions regarding the ordering of certain supplies that were formerly made by managers. This initiative is an example of: 15) _____
- A) job restructuring.
 - B) management development.
 - C) workplace incentives.
 - D) employee empowerment.
 - E) a change in organizational climate.

Answer: D

Explanation: A)
B)
C)
D)
E)

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- 16) Joe Brown was hired by a manufacturing firm as a supervisor. During his first few weeks as a supervisor he realised that employees who report to him expect a lot of direction from him and expect all of the decision making to be done by him. Joe Brown decided to train his employees to take on additional responsibilities and make decisions within a specific scope. Joe Brown is: 16) _____
- A) reducing his staff.
 - B) empowering his staff.
 - C) outsourcing his staff.
 - D) embracing his staff.
 - E) none of the above.

Answer: B

Explanation: A)
B)
C)
D)
E)

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- 17) Economic downturns are generally associated with:
- A) an overwhelming number of job applicants for vacancies.
 - B) more competition for qualified employees.
 - C) high turnover.
 - D) lower unemployment rates.
 - E) skills shortages.

17) _____

Answer: A

Explanation: A)
B)
C)
D)
E)

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- 18) The ratio of an organization's outputs to its inputs is known as:
- A) the equity ratio.
 - B) the labour market.
 - C) competitive ability.
 - D) productivity.
 - E) the supply and demand equation.

18) _____

Answer: D

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 19) External environmental influences having a direct or indirect influence on HRM include which of the following:
- A) organizational climate.
 - B) organizational culture.
 - C) decreasing work force diversity.
 - D) increasing empowerment.
 - E) labour market conditions.

19) _____

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 20) The ratio of an organization's outputs such as goods and its inputs such as capital is which of the following: 20) _____
- A) workforce diversity.
 - B) outsourcing.
 - C) an internal environmental influence.
 - D) productivity.
 - E) the labour market.

Answer: D

Explanation: A)
B)
C)
D)
E)

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- 21) When unemployment rates fall: 21) _____
- A) there is always a greater demand for services.
 - B) retention strategies increase in importance.
 - C) there is always a greater demand for services and training strategies increase.
 - D) unions are more likely to organize workers.
 - E) training and retention strategies increase in importance.

Answer: E

Explanation: A)
B)
C)
D)
E)

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22) Mortgage Financial needs to recruit 10 employees for a period of three months to assist its team of underwriters during the busy season. The company does not want to provide these 10 employees regular full-time or part-time status. As the HR manager, what would you suggest the company do in this situation?

22) _____

- A) outsource the underwriting function
- B) develop a retention plan
- C) use contingent employees
- D) do nothing about the situation
- E) increase the workload of staff

Answer: C

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

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Topic: Environmental Influences on HRM

23) The characteristics of the work force are known as:

23) _____

- A) demographics.
- B) organizational climate.
- C) unionization.
- D) diversity.
- E) population trends.

Answer: A

- Explanation:
- A)
 - B)
 - C)
 - D)
 - E)

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- 24) The single most important factor governing the size and composition of the labour force is: 24) _____
- A) immigration patterns.
 - B) the birth rate.
 - C) diversity.
 - D) the death rate.
 - E) population growth.

Answer: E

Explanation: A)
B)
C)
D)
E)

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- 25) Any attribute that humans are likely to use to tell them, "that person is different from me," and thus 25) _____ includes such factors such as race, gender, age, values and cultural norms, is known as
- A) characteristics.
 - B) minorities.
 - C) differences.
 - D) perceptions.
 - E) diversity.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 26) Baby boomers: 26) _____
- A) have had very high fertility rates.
 - B) resulted in a focus on recruitment and selection in organizations in the past.
 - C) are currently causing a great deal of competition for advancement.
 - D) will be increasing rapidly in numbers over the next few decades.
 - E) were born between 1946 and 1965.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 27) Characteristics of Generation X employees include: 27) _____
- A) sense of security linked to corporate loyalty.
 - B) eagerness to make a contribution.
 - C) a desire for work/life balance.
 - D) mastering of technology.
 - E) action-orientedness.

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 28) The Sandwich Generation refers to: 28) _____
- A) Generation Y.
 - B) individuals with responsibilities for young dependents and elderly relatives.
 - C) individuals who are caught in the generation gap.
 - D) employees with older and younger coworkers.
 - E) employees who have to bring their lunch to work because they can't afford to eat out.

Answer: B

Explanation: A)
B)
C)
D)
E)

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- 29) If you were the HR advisor of a company where the majority of the workforce consisted of employees born after 1980, what initiatives would you recommend providing to keep the group challenged? 29) _____
- A) flexible work arrangements
 - B) continuous skill development
 - C) job security
 - D) empowerment and challenging work
 - E) eldercare benefits

Answer: D

Explanation: A)
B)
C)
D)
E)

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- 30) If you were the HR advisor of a company where the majority of the workforce consisted of employees born before 1965 what initiatives would you recommend providing to keep the group challenged? 30) _____
- A) eldercare and pension benefits
 - B) flexible work arrangements
 - C) independent work
 - D) onsite gym facilities
 - E) job security

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 31) Canadians who are functionally illiterate are: 31) _____
- A) able to perform routine technical tasks without assistance.
 - B) older Canadians who did not have the opportunity to attend school.
 - C) no longer in the work force.
 - D) involved in academic upgrading through their place of employment.
 - E) exacting a toll on organizations' productivity levels.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 32) Approximately _____ percent of the Canadian population could be members of visible minorities in 2017. 32) _____
- A) 30
 - B) 50
 - C) 20
 - D) 40
 - E) none of the above

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 33) Which of the following statements is true? 33) _____
- A) The majority of Canadians are of French or British origin.
 - B) Ethnic diversity is starting to level off in Canada.
 - C) Most visible and ethnic minority Canadians are professionals.
 - D) The proportion of visible and ethnic minorities entering the Canadian labour market peaked in the mid-1990s and is gradually decreasing.
 - E) Ethnic diversity is increasing. Currently, more than 200 different ethnic groups are represented among Canadian residents.

Answer: E

Explanation: A)
B)
C)
D)
E)

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34) Technological advances in manufacturing have:

34) _____

- A) eliminated many blue-collar jobs.
- B) decreased the importance of white-collar jobs.
- C) had little impact on service-sector firms.
- D) led to significant increases in the employment of persons with disabilities.
- E) resulted in a decline in the impact of workforce diversity.

Answer: A

Explanation: A)
B)
C)
D)
E)

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35) Which of the following jobs are likely to increase in the market as a result of technological advances?

35) _____

- A) assembly line work
- B) professional jobs
- C) blue-collar jobs
- D) no types of jobs will increase
- E) professional jobs and managerial positions

Answer: E

Explanation: A)
B)
C)
D)
E)

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- 36) Questions concerning _____ are at the core of a growing controversy brought about by the new information technologies. 36) _____
- A) job satisfaction
 - B) speed, accuracy, and efficiency
 - C) employee stress levels
 - D) privacy and social responsibility
 - E) data control, accuracy, right to privacy and ethics

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 37) You are the Director of Human Resources at a real estate development company based in Toronto. 37) _____
- attract and retain employees born after 1981 which of the following would be the most strategic to implement?
- A) an environmental stewardship program
 - B) more opportunity to work independently
 - C) eldercare
 - D) greater job security
 - E) a comprehensive pension plan

Answer: A

Explanation: A)
B)
C)
D)
E)

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- 38) You are the HR generalist of a national railway. Which employment legislation would you refer to when it comes to employee relations issues within the organization? 38) _____
- A) territorial
 - B) provincial/territorial
 - C) federal
 - D) provincial
 - E) none of the above

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 39) Which of the following apply to employers and employees across Canada? 39) _____
- A) Employment Insurance and human rights legislation
 - B) Employment Insurance and Canada/Quebec Pension Plan
 - C) Employment Insurance and employment legislation
 - D) the Canada Labour Code
 - E) Employment equity legislation

Answer: B

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 40) The tendency of firms to extend their sales or manufacturing to new markets abroad is known as: 40) _____
- A) globalization.
 - B) cultural diversity.
 - C) domestication.
 - D) international marketing.
 - E) product diversification.

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 41) The globalization of markets and manufacturing has vastly increased: 41) _____
- A) the quality of products and services.
 - B) employee turnover.
 - C) standardization practices.
 - D) the prices of products and services.
 - E) international competition.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Environmental Influences on HRM

- 42) The process of analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance levels is found in: 42) _____
- A) the human relations movement.
 - B) the human resources movement.
 - C) the scientific movement.
 - D) scientific management.
 - E) none of the above.

Answer: D

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 43) Which of the following was given emphasis in Frederick Taylor's theory on HRM? 43) _____
- A) job rotation
 - B) work conditions
 - C) cross-functional cooperation
 - D) compensation tied to performance
 - E) empowerment of employees

Answer: D

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 44) Management practices in the late 1800s and early 1900s emphasized: 44) _____
- A) task simplification and performance-based pay.
 - B) self-management.
 - C) workplace harmony.
 - D) empowerment.
 - E) higher wages.

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 45) Mary Parker Follett was a: 45) _____
- A) believer in the motivational power of money.
 - B) strong advocate of scientific management.
 - C) believer in self-management.
 - D) supporter of the view that workers are a factor of production.
 - E) strong advocate of authoritarian management.

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 46) The management philosophy based on the belief that attitudes and feelings of workers are important and deserve more attention is known as: 46) _____
- A) the human resources movement.
 - B) psychology.
 - C) socialism.
 - D) scientific management.
 - E) the human relations movement.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

47) The Hawthorne Studies are closely linked with:

47) _____

- A) the human resources movement.
- B) the human relations movement.
- C) scientific management.
- D) Frederick Taylor.
- E) Mary Parker Follett.

Answer: B

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

48) Which of the following statements is true of the Hawthorne Studies?

48) _____

- A) Worker morale was greatly influenced by such factors as the supervisor's leadership style.
- B) The conclusions had little impact on management practices.
- C) Treating workers with dignity and respect was found to have a weak correlation to productivity.
- D) Economic incentives were found to be the most closely linked to productivity.
- E) Researchers were not interested in the factors influencing worker morale and productivity.

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 49) Which of the following activities was part of the the traditional role of personnel management in the 1900s? 49) _____
- A) hiring and firing employees
 - B) being part of the strategy planning discussions
 - C) environmental scanning
 - D) handling union-management relations
 - E) coaching and mentoring

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 50) In the early 1900s, personnel administration, as it was then called: 50) _____
- A) was closely tied to union-management relations.
 - B) served a key advisory role in organizations.
 - C) was highly influenced by laws and regulations.
 - D) focussed on trying to improve the human element in organizations.
 - E) played a very subservient role in organizations.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 51) The second phase of personnel management arrived in the 1930s with: 51) _____
- A) health and safety legislation.
 - B) a decrease in unionizing activities and minimum wage legislation.
 - C) the decreasing momentum of the scientific management movement.
 - D) a decrease in unionizing activities.
 - E) minimum wage legislation.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 52) If you were an HR professional in the 1940s or 1950s you would likely have had the following activities added onto your portfolio of existing responsibilities: 52) _____
- A) handling orientation and performance appraisals.
 - B) focusing on proactive management.
 - C) administering benefits.
 - D) running the payroll department.
 - E) hiring and firing.

Answer: A

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 53) The third major phase in personnel management was a direct result of: 53) _____
- A) a desire for professionalism.
 - B) an increase in unionizing activities.
 - C) the impact of the human relations movement.
 - D) the increasing amount of government legislation.
 - E) government intervention following the depression.

Answer: D

Explanation: A)
B)
C)
D)
E)

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- 54) The third phase of personnel management was concerned largely with: 54) _____
- A) corporate contribution.
 - B) benefits administration.
 - C) health and safety legislation compliance.
 - D) corporate contribution and proactive management.
 - E) payroll.

Answer: D

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 55) The fourth phase of HRM is ongoing. Current management thinking holds that: 55) _____
- A) employees are quite similar in terms of the rewards they seek.
 - B) social influences are no longer important to most employees.
 - C) the goals and aims of management must be achieved at all costs.
 - D) employees are often the firm's best competitive advantage.
 - E) employees are motivated primarily by compensation and benefits.

Answer: D

Explanation: A)
B)
C)
D)
E)

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Topic: The HR Movement

- 56) Characteristics of a profession include: 56) _____
- A) certification of members.
 - B) government regulation.
 - C) many diverse points of view.
 - D) competing codes of ethics.
 - E) the existence of a common body of knowledge and certification of members.

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

- 57) The broad objectives of HR associations across the country include: 57) _____
- A) assisting in the provision of training in the field of HR.
 - B) providing opportunities for information exchange.
 - C) skills updating.
 - D) serving as a voice for HR practitioners.
 - E) all of the above.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

58) The Canadian national body through which all provincial and specialist HR associations are affiliated is called the:

58) _____

- A) Human Resources Professionals Association of Ontario.
- B) Society for Human Resource Management.
- C) Canadian Council of Human Resources Associations.
- D) Canadian Management Association.
- E) International Personnel Management Association–Canada.

Answer: C

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

59) Payoffs associated with properly implemented ethics programs include:

59) _____

- A) increased stakeholder confidence.
- B) decreased vulnerability to legal liability issues.
- C) increased profits.
- D) greater client/customer and employee loyalty.
- E) all of the above.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

- 60) The implied, enforced, or felt obligation of managers, acting in their official capacities, to serve or protect the interests of groups other than themselves, is known as: 60) _____
- A) legal compliance.
 - B) valuing diversity.
 - C) a code of ethics.
 - D) professionalism.
 - E) social responsibility.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

- 61) Taking a stand on anti-animal testing, human rights protection, and environmental conservation is an example of a firm's: 61) _____
- A) code of ethics.
 - B) ethics policy.
 - C) desire for legal compliance.
 - D) mission statement.
 - E) sense of social responsibility.

Answer: E

Explanation: A)
B)
C)
D)
E)

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Topic: Growing Professionalism in HR

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

- 62) The goal of HRM is to align people practices to organizational strategy to produce behaviours required to achieve organizational goals. 62) _____

Answer: True False

Explanation:

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Topic: Strategic Role of HRM

- 63) HR responsibilities have shifted from operational to strategic responsibilities which involve formulating and executing organizational strategy. 63) _____
Answer: True False
Explanation:
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- 64) An HR professional can build employee engagement by coaching line managers to build trusting relationships with their employees, establishing recognition programs and providing management development programs. 64) _____
Answer: True False
Explanation:
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- 65) Management can lose its authority and power by empowering its employees. 65) _____
Answer: True False
Explanation:
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- 66) HR professionals are increasingly expected by their employers to be change agents who lead the organization and its employees through change 66) _____
Answer: True False
Explanation:
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- 67) The growing emphasis on education and human capital reflects several social and economic factors, such as the increase in primary-sector employment. 67) _____
Answer: True False
Explanation:
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- 68) Recent research indicates that there is a strong positive relationship between employee engagement and organizational performance. 68) _____
Answer: True False
Explanation:
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69) Technological advances will continue to shift employment from some occupations to others, while contributing to a decline in productivity. 69) _____

Answer: True False

Explanation:

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70) HRM has evolved over the last few decades due to economic forces such as globalization, technological changes, and intense competition, all of which make human capital more important. 70) _____

Answer: True False

Explanation:

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71) As an HR professional in today's organizations, you need to be concerned with ethical issues such as security of information, employee and client privacy, governance and conflicts of interest. 71) _____

Answer: True False

Explanation:

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Topic: Strategic Role of HRM

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

72) Discuss how the impact of HRM on an organization is measured.

Answer: HR professionals need to be able to measure the value and impact of their organization's human capital and HRM practices. Traditional operational measures focused on the size and cost of the HR function such as absenteeism rates and cost per hire, but today's measures need to reflect the quality of people and the effectiveness of HRM initiatives that build workforce capability. Watson Wyatt developed a Human Capital Index which outlines 30 key HR practices and indicates their contributions to shareholder value. These 30 practices were summarized into 5 categories—recruiting excellence, clear rewards and accountability, collegial and flexible workplace, communications integrity and pruder resources. Many organizations are using the balanced scorecard approach, which translates into financial results, customers, internal business process and human capital.

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Topic: Strategic Role of HRM

73) Discuss the responsibilities of Human Resource Management.

Answer: Human resources management responsibilities and activities fall into two categories: operational responsibilities and strategic responsibilities. Traditionally HR professionals have focused on operational responsibilities. However, there is a growing focus on HR taking a more strategic role. Operational responsibilities include activities such as selection and assimilation into the organization, development of capabilities and transition out of the organization. Traditional roles of HR professionals include acting as an in-house consultant, offering advice on HR-related matters, formulating HR policies and procedures and other HR services. In the recent years most of the administrative/operational activities of HR have been outsourced. Strategic responsibilities include getting involved in strategy formulation and execution. HR professionals together with line managers undertake environmental scanning, which helps the organization to identify and analyze internal strengths and weaknesses and external threats and opportunities. HR professionals can provide information about such things as the incentive programs used by competitors, pending legislative changes and impending labour shortages. In terms of executing strategy, HR professionals act as change agents when organizations go through significant changes such as mergers, acquisitions, and downsizing. HR also is involved in reducing labour costs by introducing strategies to reduce turnover, absenteeism and occupational injuries and accidents.

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Topic: Strategic Role of HRM

74) You have been hired as the Director of Human Resources at a telecommunications company. Define organizational culture and climate and explain the importance of each to the company.

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

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

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

Page Ref:

Topic: Environmental Influences on HRM

75) Describe key HRM issues related to demographic trends and workforce diversity.

Answer: Key demographic and diversity issues faced by Canadian organizations include age, education, women, visible minorities, aboriginal people and persons with disabilities.

With the baby boomers retiring within the next few decades, Canada is said to be faced with a looming shortage of skilled workers. On the other hand is the Sandwich Generation, with responsibilities for bringing up children as well as caring for elderly relatives who are no longer capable of functioning independently. Therefore, organizations are forced to look at HR practices to accommodate the growing needs and concerns of these employees. For example, some companies have started to provide eldercare benefits to those who have elderly relatives. Members of Generation X have pushed HR practices to include flexible work arrangements and a better work/life balance. Generation Y, who are now beginning to enter the workforce, are known as masters of technology and comfortable with authority and diversity. Organizations are yet again required to make changes to keep this group challenged and to manage the overall diversity in the workplace. With the level of education increasing amongst the Canadian workforce, managers are expected to try to ensure that the talents and capabilities of employees are fully utilized and that opportunities are provided for career growth.

Employment for women has steadily increased over the decades, and organizations are accommodating working women and shared parenting responsibilities by offering on-site daycare, emergency childcare support, and flexible work arrangements. Visible minorities are entering the labour market at a faster pace than the rest of the population, which poses numerous challenges for employers with increased diversity. Employers are required to recognize foreign credentials and be fair in the recruitment and selection process to give opportunities to those who are new to Canada. Persons with disabilities still continue to experience high rates of unemployment and underemployment, and to receive lower pay.

Page Ref:

Topic: Environmental Influences on HRM

76) Discuss the theories that have contributed to the evolution of HRM and the challenges faced.

Answer: The evolution of HRM can be discussed through the following theories.

Scientific Management: Concern for Production

The process of "scientifically" analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance levels.

Human Relations Movement: Concern for People

A management philosophy based on the belief that the attitudes and feelings of workers are important and deserve more attention.

The Human Resources Movement: Concern for People and Productivity

A management philosophy focusing on concern for people and productivity.

Arriving at this joint focus on people and productivity involved four evolutionary phases.

The main reason for this evolution has been economic factors such as globalization, intense competition and deregulation, which have made human capital more important. Many traditional sources of competitive advantage have become less powerful. Companies are now using human capital to create a competitive advantage. However, there are number of challenges that slow the progress. HR is still considered a cost-centre by most line and senior management. Many HR professionals also need to acquire more broad-based business knowledge and skill sets and be recognized as equal business partners at the decision-making table.

Page Ref:

Topic: History of HRM

77) Describe the role of ethics in HRM and its challenges and benefits.

Answer: The professionalization of HRM has created the need for a uniform code of ethics as one of the requirements of maintaining professional status. CCHRA Code of Ethics provide guidelines for employees and employers. Increasingly HR is involved in providing ethics training, and monitoring to ensure compliance with the code of ethics. Key ethical issues facing Canadian organizations pertain to security of information, employee and client privacy, environmental issues, governance, and conflicts of interest.

Main reasons for failure to achieve desired outcomes are attributed to lack of leadership and inadequate training. Advantages of having an ethics program properly implemented include increased confidence among stakeholders, greater client, customer and employee loyalty, decreased vulnerability to crime, reduced losses due to internal theft and increased public trust.

Page Ref:

Topic: Professionalism in HRM

Answer Key

Testname: UNTITLED1

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Topic: Strategic Role of HRM

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Topic: Environmental Influences on HRM

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Answer Key

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61) E

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Topic: Growing Professionalism in HR

62) TRUE

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Topic: Strategic Role of HRM

63) TRUE

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Topic: Strategic Role of HRM

64) TRUE

Page Ref:

Topic: Strategic Role of HRM

65) FALSE

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66) TRUE

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67) FALSE

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68) TRUE

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Topic: History of HRM

Answer Key

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