

**This chapter has 100 questions.**  
 Scroll down to see and select individual questions or narrow the list using the checkboxes below.

Select

0

questions at random and

keep in order ▼

- Multiple Choice Questions - (65)
- True/False Questions - (25)
- Short Answer Questions - (10)
- Odd Numbered - (50)
- Even Numbered - (50)
- Accessibility: Keyboard Navigation - (90)
- Bloom's: Analysis - (3)
- Bloom's: Application - (4)
- Bloom's: Comprehension - (19)
- Bloom's: Knowledge - (74)
- Difficulty: Difficult - (5)
- Difficulty: Easy - (43)
- Difficulty: Moderate - (52)
- Gradable: automatic - (90)
- Gradable: manual - (10)
- Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today. - (18)
- Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability. - (18)
- Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders. - (18)
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- Topic: 01-01 Introduction - (4)
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- Topic: 01-11 The Technology Challenge - (19)
- Topic: 01-12 HRM At The Crossroads - (14)

1. Companies have historically looked at HRM as a means to contribute to profitability, quality, and other business goals through enhancing and supporting business operations.

True **Test Bank for Strategic Human Resource Management 2nd Canadian Edition by Noe**

→  False

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Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

True / False Question  
 question #1

Topic: 01-02 What Responsibilities and Roles Do HR Departments Perform?

2. The human resource department is most likely to collaborate with other company functions on outplacement, labour law compliance, testing, and unemployment compensation.

True

→  False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

True / False Question  
 question #2

Topic: 01-02 What Responsibilities and Roles Do HR Departments Perform?

3. The three product lines of HR include a) administrative services and transactions, B) financial services, and c) strategic partners.

True

→  False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.


True / False Question  
 question #3

Topic: 01-02 What Responsibilities and Roles Do HR Departments Perform?

4. Competitiveness is a company's ability to maintain and gain market share in its industry.

→  True

False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

True / False Question  
 question #4

Topic: 01-01 Introduction

Select 

5. The amount of time that the HRM function devotes to administrative tasks is decreasing, and its roles as a strategic business partner, change agent, and employee advocate are increasing.

→  True

False


Full file at <https://TestbankDirect.eu/>

True / False Question  
question #5

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Topic: 01-04 Evolution of the HRM Function

6. Evidence-based HR provides managers with data to make decisions, instead of just relying on intuition.  
→  True  
 False


Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

True / False Question  
question #6

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Topic: 01-04 Evolution of the HRM Function

7. Stakeholders of a company are shareholders, the community, customers, employees, and all of the other parties that have an interest in seeing that the company succeeds.  
→  True  
 False

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

True / False Question  
question #7

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Topic: 01-04 Evolution of the HRM Function

8. A university degree is held by the vast majority of HRM professionals, many of whom also have completed postgraduate work.  
→  True  
 False


Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

True / False Question  
question #8

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Topic: 01-05 The HRM Profession

9. Companies are now more and more interested in using intangible assets and human capital as a way to gain an advantage over competitors.  
→  True  
 False


Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

True / False Question  
question #9

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-06 Competitive Challenges Influencing Human Resource Management

10. The psychological contract describes what an employee expects to contribute and what the company will provide to the employee in return for these contributions.  
→  True  
 False


Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

True / False Question  
question #10

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge


11. The use of alternative work arrangements, which include independent contractors, on-call workers, temporary workers, and contract company workers, is shrinking.  
 True  
→  False

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

True / False Question  
question #11

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

Select  12. To be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments.

- True  
 False

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #12 Topic: 01-07 The Sustainability Challenge

13. The balanced scorecard should not be used to link the company's human resource management activities to the company's business strategy.

- True  
 →  False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic


Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #13 Topic: 01-07 The Sustainability Challenge

14. Corporate cultures within companies that successfully implement TQM typically emphasize individualism, hierarchy, accountability, and profits.

- True  
 →  False

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Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #14 Topic: 01-07 The Sustainability Challenge

15. The skills and motivation of a company's internal labor force determine the need for training and development practices and the effectiveness of the company's compensation and reward systems.

- True  
 False


Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #15 Topic: 01-07 The Sustainability Challenge

16. As the workforce is predicted to become more uniform in terms of age, ethnicity, and racial background, it is likely that one set of values will characterize all employees.

- True  
 →  False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #16 Topic: 01-07 The Sustainability Challenge


17. Cultural diversity can provide a company competitive advantage regarding problem-solving.

- True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 True / False Question question #17 Topic: 01-07 The Sustainability Challenge

Select  18. Every business must be prepared to deal with the global economy.


- True  
 False

True / False Question question #18 Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate

Full file at <https://TestbankDirect.eu/>

Gradable: automatic  
 Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.  
 Topic: 01-08 The Global Challenge


19. Initially, offshoring involved complex manufacturing jobs with little direction in how the work was to be completed.  
 True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.  
 True / False Question  
 question #19  
 Topic: 01-10 Offshoring


20. Smaller entrepreneurial companies are finding that offshoring helps them expand their business.  
 True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.  
 True / False Question  
 question #20  
 Topic: 01-10 Offshoring


21. One of the disadvantages of technology is that it does not allow older workers to postpone retirement.  
 True  
 False  
 Full file at <https://TestbankDirect.eu/>

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.  
 True / False Question  
 question #21  
 Topic: 01-11 The Technology Challenge


22. Many companies are taking steps to reduce the amount of flexible work schedules.  
 True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.  
 True / False Question  
 question #22  
 Topic: 01-11 The Technology Challenge


23. E-HRM is more applicable to practices associated with recruiting and training than those associated with analysis and design work, selection, and compensation and benefits.  
 True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.  
 True / False Question  
 question #23  
 Topic: 01-11 The Technology Challenge

24. Most HR Executives have recognized the need to make the function's major role into one that is much more strategic.  
 True  
 False

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
 True / False Question  
 question #24  
 Topic: 01-12 HRM At The Crossroads

Select 

25. As the role of HRM in administration has increased, other roles such as practice development and strategic business partnering have decreased.  
 True  
 False

True / False Question  
 question #25  
 Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate

Gradable: automatic

Learning Objective: 01-06 Discuss the transformation of the HRM function.

Topic: 01-12 HRM At The Crossroads

26. As far back as 2004, a Management Issues Survey conducted by the CME revealed that 42 percent of respondents believed limited availability of skilled and experienced personnel would be a strategic issue changing fundamental business practices over the next five years. All survey respondents agreed that the core competencies required of the manufacturing workforce would change substantially, and by the year 2020 would include all the following key skills except:

- A mix of creative problem-solving capabilities, technical know-how, and business skills, as well as an ability to interact with colleagues and customers.
- A higher degree of technical and technological expertise as production systems become more automated and interconnected, and as workplaces incorporate advanced technologies such as nanotechnology, biotechnology, microelectronics, and robotics.
- A high degree of skilled workers that can be applied to all areas of business as they will have a more well-rounded business education.
- Multilingual and multicultural skills, as business operations expand on a more global basis.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Difficult

Gradable: automatic

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.


Multiple Choice Question  
question #26

Topic: 01-07 The Sustainability Challenge

27. Which of the following best describes the HR Professional's competency of consultation?

- Ability to apply the principles of HRM to contribute to the success of the business.
- Ability to effectively exchange and create a free flow of information among stakeholders.
- Ability to provide guidance to stakeholders on a variety of circumstances and situations.
- Ability to direct initiatives and processes within the organization and gain buy-in from stakeholders.

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Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

Multiple Choice Question  
question #27

Topic: 01-03 What Competencies Do HR Professionals Need?

28. Transformational activities

- include knowledge management, cultural change, and strategic renewal.
- are low in their strategic value.
- are the nuts and bolts of HRM.
- often form the practices and systems to ensure strategy execution.

Select 

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-06 Discuss the transformation of the HRM function.

Multiple Choice Question  
question #28

Topic: 01-12 HRM At The Crossroads

29. Adaptive organizational structures emphasize:

- efficiency, decision making by managers, and the flow of information from top to bottom of the organization.
- a core set of values, and elimination of boundaries between managers, employees, and organizational functions.
- clear boundaries between managers, employees, customers, vendors, and the functional areas, and a constant state of learning.
- internal linking, external linking, diversification, and a core set of values.

Select 

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Difficult

Gradable: automatic


Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #29

Topic: 01-11 The Technology Challenge

30. Which of the following is NOT a responsibility of HR departments?

- Recruiting
- Benefits
- Community relations
- Production and operations

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource

Multiple Choice Question  
question #30

management function and the competencies HR professionals need today.  
Topic: 01-02 What Responsibilities and Roles Do HR Departments Perform?

31. An example of a transformational activity is
- benefits administration.
  - training.
  - compensation.
  - management development.

Select 

Accessibility: Keyboard Navigation  
Bloom's: Comprehension  
Difficulty: Moderate  
Gradable: automatic

Multiple Choice Question  
question #31

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

32. \_\_\_\_\_ is a competency for HR professionals that includes the ability to manager interactions with and between others with the specific goal of providing service and organizational success.
- Critical Evaluation
  - Relationship Management
  - Consultation
  - Organizational Leadership and Navigation

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

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Multiple Choice Question  
question #32

Learning Objective: 01-03 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Full file at <https://TestbankDirect.eu/> Topic: 01-03 What Competencies Do HR Professionals Need?

33. Which of the following fall under the traditional activities of HRM?
- Benefits administration
  - Employee Services
  - Cultural change
  - Performance management


Select 

Accessibility: Keyboard Navigation  
Bloom's: Comprehension  
Difficulty: Moderate  
Gradable: automatic

Multiple Choice Question  
question #33

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

34. HRM practices that support high-performance work systems include all of the following EXCEPT:
- Compensation
  - Work design
  - Discipline
  - Training

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

Multiple Choice Question  
question #34

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Topic: 01-11 The Technology Challenge

35. Technology has also made equipment \_\_\_\_\_ to operate, helping companies cope with skill shortages and allowing older workers to \_\_\_\_\_ retirement.
- harder; move up
  - harder; postpone
  - easier; move up
  - easier; postpone

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

Multiple Choice Question  
question #35

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Topic: 01-11 The Technology Challenge

36. \_\_\_\_\_ is a systematic planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers.
- Talent management
  - Labour management
  - Employee management
  - Recruitment management

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
 Multiple Choice Question question #36 Topic: 01-07 The Sustainability Challenge

37. All of the following HR practices support high-performance work systems EXCEPT:

- employees participate in selection process.
- jobs are designed to use a variety of skills.
- employee rewards are related to company performance.
- individuals tend to work separately.

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.  
 Multiple Choice Question question #37 Topic: 01-11 The Technology Challenge

38. HRM practices include all of the following EXCEPT

- HR planning
- Recruiting
- Employee work- life balance
- Employee relations

Select 

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Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
 Multiple Choice Question question #38 Topic: 01-01 Introduction

39. Litigation involving job security will have a major influence on human resource management practices because:

- work rules, recruitment practices, and performance evaluation systems might falsely communicate lifetime employment agreements that the company does not intend to honor during layoffs.
- adjustments of test scores to meet affirmative action requirements are now illegal.
- employees now bear the burden of proof in discrimination cases.
- compensation awards for discrimination claims have increased.


Select 

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 Multiple Choice Question question #39 Topic: 01-07 The Sustainability Challenge

40. Traditionally, the HRM department was primarily a(n):

- proactive agency.
- finance expert.
- employer advocate.
- administrative expert.


Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
 Multiple Choice Question question #40 Topic: 01-04 Evolution of the HRM Function

41. Which of the following is NOT a standard that human resource managers must satisfy for practices to be ethical?

- Managers must treat employees as family.
- Human resource practices must result in the greatest good for the largest number of people.
- Employment practices must respect basic human rights of privacy, due process, and free speech.
- Managers must treat employees and customers equitably and fairly.

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
 Multiple Choice Question question #41 Topic: 01-07 The Sustainability Challenge

Full file at <https://TestbankDirect.eu/>



42. Sustainability includes all of the following EXCEPT:

- expanding into foreign markets.
- the ability to deal with economic and social changes.
- engaging in responsible and ethical business practices.
- providing high-quality products and services.

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Moderate

Gradable: automatic

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
question #42

Topic: 01-07 The Sustainability Challenge

43. Many companies are entering international markets by all of the following means EXCEPT

- Exporting their products overseas
- Building manufacturing facilities or service centers in other countries
- Entering into alliances with foreign companies
- Entering into alliances with foreign governments



Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Multiple Choice Question  
question #43

Topic: 01-09 Entering International Markets

44. Managing cultural diversity involves:

- enforcing EEO rules.
- creating separate career tracks for employees with families.
- establishing a strong affirmative action policy.
- creating a workplace that makes it comfortable for employees of all backgrounds to be creative and innovative.



Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
question #44

Topic: 01-07 The Sustainability Challenge

45. From the manager's perspective, an HRIS can be used to perform primarily all but one of the following. Name the exception.

- Support strategic decision making
- Avoid litigation
- Evaluate programs and policies
- Motivate employees



Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #45

Topic: 01-11 The Technology Challenge

46. The skills and motivation of a company's \_\_\_\_\_ labour force determine the need for training and development practices and the effectiveness of the company's compensation and reward systems.

- projected
- secondary
- external
- internal



Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
question #46

Topic: 01-07 The Sustainability Challenge



47. \_\_\_\_\_ has the potential to increase employee productivity, encourage family-friendly work arrangements, and help reduce traffic and air pollution.

- Teleconferencing
- Telecommuting
- Flexible work schedules



- Virtual teams

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #47

Topic: 01-11 The Technology Challenge

48. \_\_\_\_\_ are work systems that maximize the fit between the company's social system and technical system.

- High-efficiency work systems  
 Virtual teams  
 Functional work systems  
→  High-performance work systems

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #48

Topic: 01-11 The Technology Challenge

49. Some companies are offering \_\_\_\_\_ to better prepare their managers and their families for overseas assignments.

- travel arrangements  
→  cross-cultural training  
 guided tours  
 cultural assimilation preparation

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Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Multiple Choice Question  
question #49

Topic: 01-09 Entering International Markets

50. Tacit knowledge is an example of \_\_\_\_\_ capital.

- social  
 customer  
→  human  
 intellectual

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic


Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
question #50

Topic: 01-07 The Sustainability Challenge

51. The processing and transmission of digitized information used in HRM is known as

- Electronic Human Resource Management (e-HRM)  
 Electronic Human Resource Information Management (e-HRIM)  
 Human Resource Interactive System (HRIS)  
 Human Resource Information System (HRIS)

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic


Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #51

Topic: 01-11 The Technology Challenge

52. \_\_\_\_\_ is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information related to a company's human resources.

- Electronic Human Resource Management (e-HRM)  
 Electronic Human Resource Information Management (e-HRIM)  
 Human Resource Interactive System (HRIS)  
→  Human Resource Information System (HRIS)

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #52

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work

systems.

Topic: 01-11 The Technology Challenge

53. \_\_\_\_\_ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

- Total quality management
- Financial management
- Human resource management
- Production and operations management

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

Multiple Choice Question  
question #53

Topic: 01-01 Introduction

54. Exporting jobs from developed to less developed countries is known as:

- insourcing.
- offshoring.
- importing.
- onshoring.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.


Multiple Choice Question  
question #54

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Topic: 01-10 Offshoring

55. As the role of HRM in administration has \_\_\_\_\_, other roles such as practice development and strategic business partnering have \_\_\_\_\_.

- decreased; increased
- decreased; decreased
- increased; increased
- increased; decreased

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic


Multiple Choice Question  
question #55

Learning Objective: 01-06 Discuss the transformation of the HRM function.

Topic: 01-12 HRM At The Crossroads

56. The balanced scorecard:

- is similar to most measures of company performance.
- uses indicators important to the company's strategy.
- is a standardized instrument of company performance.
- should not be applied to HR practices.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Easy

Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
question #56

Topic: 01-07 The Sustainability Challenge

57. Which of the following statements about evidence-based HR is FALSE?

- It helps show that the money invested in HR programs is justified and that HR is contributing to the company's goals and objectives.
- It emphasizes that HR is being transformed from a broad corporate competency to a specialized, stand-alone function in which human resources and line managers build partnerships to gain competitive advantage.
- It requires collecting data on such metrics as productivity, turnover, accidents, employee attitudes and medical costs and showing their relationship with HR practices.
- It refers to demonstrating that human resources practices have a positive influence on the company's bottom line or key stakeholders.

Select 

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

Multiple Choice Question  
question #57

Topic: 01-04 Evolution of the HRM Function

58. All of the following statements about cross training are true EXCEPT:

- it provides teams' maximum flexibility.
- it helps in measuring employees' performance.

Select 

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- it trains employees in a wide range of skills.
- employees can fill any of the roles needed to be performed on the team.

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
 question #58

Topic: 01-11 The Technology Challenge

59. The balanced scorecard presents a view of company performance from the perspective of:

- its customers only.
- its employees only.
- its employees and customers only.
- its employees, customers, and shareholders.

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
 question #59

Topic: 01-07 The Sustainability Challenge

60. The main reason jobs are offshored is

- production costs
- material costs
- labour costs
- overhead costs

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Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Multiple Choice Question  
 question #60

Topic: 01-10 Offshoring

61. The following are reasons that the demand for employees will exceed supply EXCEPT:

- Creation of jobs
- Slow population growth
- Lack of employees with the required skills
- Slow retirement of the aging population

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic


Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
 question #61

Topic: 01-07 The Sustainability Challenge

62. Company Xanado has offices around the globe. Its teams are separated by time, geographic distance, culture and or organizational boundaries, and almost rely exclusively on technology for interaction between team members. Its teams are:

- virtual teams.
- geographically-concentrated teams.
- lean teams.
- teleworker teams.

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Application  
 Difficulty: Moderate  
 Gradable: automatic


Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
 question #62

Topic: 01-11 The Technology Challenge

63. Which of the following is FALSE about high-involvement, adaptive organizational structures?

- Employees are in a constant state of learning and performance improvement.
- Employees are free to move wherever they are needed in a company.
- Line employees are trained to specialize in one job in order to maximize efficiency.
- Previously established boundaries between managers, employees, customers, and vendors are abandoned.

Select 

Multiple Choice Question  
 question #63

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Difficult  
 Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work

systems.

Topic: 01-11 The Technology Challenge

64. Initially, offshoring involved \_\_\_\_\_ manufacturing jobs with \_\_\_\_\_ tasks and \_\_\_\_\_ guidelines for how the work was to be completed.
- high-skilled; repeatable; general
  - high-skilled; complex; specific
  - low-skilled; repeatable; general
  - low-skilled; repeatable; specific

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Multiple Choice Question  
 question #64

Topic: 01-10 Offshoring

65. While there has been considerable debate across North America about whether offshoring results in loss of jobs or creates new jobs, a 2008 study by Baldwin and Gu concluded that material and services offshoring has \_\_\_\_\_.
- no effect on employment in Canada
  - a major effect on employment in Canada
  - no effect on employment in North America
  - a major effect on employment in North America

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

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Multiple Choice Question  
 question #65

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Topic: 01-10 Offshoring

66. All of the following are examples of alternative work arrangements EXCEPT:
- independent contractors.
  - current labour force.
  - on-call workers.
  - temporary workers.

Select 


Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
 question #66

Topic: 01-07 The Sustainability Challenge

67. TQM focuses on:
- designing processes to meet the needs of external customers only.
  - reducing variability in the product or service.
  - preventing errors rather than correcting errors.
  - tying pay to employees' total output less production rejects.

Select 


Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
 question #67

Topic: 01-07 The Sustainability Challenge

68. What areas of the legal environment have influenced HRM practices over the past 25 years?
- Equal employment opportunity, safety and health, pay and benefits, privacy, and job security.
  - Executive compensation, pay and benefits, workers' compensation, safety and health, and job security.
  - Product liability, workers' compensation, equal employment opportunity, safety and health, and labour relations.
  - Equal employment opportunity, patent infringement, workers' compensation, safety and health, and job security.

Select 


Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
 question #68

Topic: 01-07 The Sustainability Challenge

69. Which one of the following statements about the HR profession is FALSE?
- A college degree is required of HR specialists, but not of generalists.

Select 

- Generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations.
- Professional certification in HRM is less common than membership in professional associations.
- The primary professional organization for HRM is the Society for Human Resource Management.

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Difficult  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
 Topic: 01-05 The HRM Profession

Multiple Choice Question  
 question #69

70. A(n) \_\_\_\_\_ contract describes what an employee expects to contribute and what the company will provide to the employee for these contributions.
- employer
  - employee
  - psychological
  - job

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
 question #70

71. Businesses around the world are attempting to increase their competitiveness and value by
- increasing their global presence
  - outsourcing current production
  - recruiting and hiring internationally
  - advertising

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Multiple Choice Question  
 question #71

72. How diversity issues are managed in companies has implications for all the following EXCEPT:
- knowing how to learn.
  - creativity.
  - retaining good employees.
  - problem solving.


Select 

Accessibility: Keyboard Navigation  
 Bloom's: Comprehension  
 Difficulty: Moderate  
 Gradable: automatic

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
 question #72

73. \_\_\_\_\_ refers to a company's ability to maintain and gain market share in its industry.
- Outsourcing
  - Competitiveness
  - Self-service
  - Empowerment

Select 

Accessibility: Keyboard Navigation  
 Bloom's: Knowledge  
 Difficulty: Easy  
 Gradable: automatic

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.

Multiple Choice Question  
 question #73

74. One estimate is that developing economies and emerging markets such as those found in the BRIC nations (Brazil, Russia, India, and China) will be responsible for \_\_\_\_\_ percent of the growth of the world's economy.
- forty two
  - fifty four
  - sixty eight
  - seventy five

Select 

Multiple Choice Question  
question #74

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.  
Topic: 01-09 Entering International Markets

75. Although the labour force in Canada grew at an average annual rate of about 1.4 percent between 2006 and 2010, it is projected to \_\_\_\_\_ percent by 2016.
- increase to 2
  - increase to 1.8
  - slow to 1
  - slow to 0.5

Select 


Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #75

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

76. You are the Senior HR Specialist for the national light bulb factory, Daylite, that is focused on providing environmentally friendly and energy efficient alternatives to lighting. Unfortunately due to the recession, sales are not as high as anticipated due to the higher cost of your products. Which of the following creative cost controls would you NOT be able to implement in order to prevent layoffs?

- restructuring benefit plans
- cutting training budgets
- suspending pension plan contributions
- paid leaves

Select 

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Accessibility: Keyboard Navigation  
Bloom's: Application  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #76

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

77. \_\_\_\_\_ refers to the ability of a company to survive and succeed in a dynamic competitive environment.
- Outsourcing
  - Empowerment
  - Sustainability
  - Resource management

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #77

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

78. Global business expansion has been made easier by
- improved government relations
  - enhanced communication
  - technology
  - NAFTA

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #78

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.  
Topic: 01-08 The Global Challenge

79. Which of the following statements about technology is FALSE?
- The Internet allows employees to locate and gather resources, including software, reports, photos, and videos.
  - Technology does not allow older workers to postpone retirement.
  - The Internet gives employees instant access to experts whom they can communicate with.
  - Technology has made equipment easier to operate, helping companies cope with skill shortages.

Select 

Multiple Choice Question  
question #79

Accessibility: Keyboard Navigation  
Bloom's: Comprehension  
Difficulty: Moderate  
Gradable: automatic

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work

systems.

Topic: 01-11 The Technology Challenge

80. All of the following competitive challenges faced by companies will increase the importance of human resource management EXCEPT:

- the global challenge.
- the challenge of sustainability.
- the political challenge.
- the technology challenge.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
question #80

Topic: 01-06 Competitive Challenges Influencing Human Resource Management

81. Which of the following statements about intangible assets is FALSE?

- They include human capital.
- They are less valuable than physical assets.
- They are equally or even more valuable than financial assets.
- They are difficult to duplicate or imitate.

Select 

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Moderate

Gradable: automatic

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Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.

Multiple Choice Question  
question #81Full file at <https://TestbankDirect.eu/>

Topic: 01-07 The Sustainability Challenge

82. Which of the following is NOT typically true of work teams?

- They are used to increase employee responsibility and control.
- They use cross-training to give employees knowledge on a wide range of skills.
- They frequently select new team members and plan work schedules.
- They assume all of the activities reserved for managers such as controlling, planning, and coordinating activities.

Select 

Accessibility: Keyboard Navigation

Bloom's: Comprehension

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Multiple Choice Question  
question #82

Topic: 01-11 The Technology Challenge

83. Increasingly, companies are trying to meet shareholder and general public demands that they be more socially, ethically, and environmentally responsible. Thus, companies are recognizing the importance of:

- a balanced scorecard approach to business.
- diversity.
- total quality management.
- social responsibility.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.

Multiple Choice Question  
question #83

Topic: 01-07 The Sustainability Challenge

84. The nuts and bolts of HRM are

- transactional activities.
- transformational activities.
- traditional activities.
- training activities.

Select 

Accessibility: Keyboard Navigation

Bloom's: Knowledge

Difficulty: Moderate

Gradable: automatic


Learning Objective: 01-06 Discuss the transformation of the HRM function.

Multiple Choice Question  
question #84

Topic: 01-12 HRM At The Crossroads

85. Traditional HRM functions were structured around all of the following basic sub functions of HRM EXCEPT

- management development.
- staffing.
- training.

Select 

- compensation.

Accessibility: Keyboard Navigation  
Bloom's: Comprehension  
Difficulty: Moderate  
Gradable: automatic

Multiple Choice Question  
question #85

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

86. Knowledge management, management development, cultural change, and strategic redirection and renewal represent which type of HR activity?

- Transactional  
 Transnational  
→  Transformational  
 Traditional

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #86

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

87. Benefits administration, record keeping and employee services represent which type of HR activity?

- Transactional  
 Transnational  
 Transformational  
 Traditional

Select 

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Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #87

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

88. Recruitment and selection, training, performance management, compensation and employee relations represent which type of HR activity?

- Transactional  
 Transnational  
 Transformational  
→  Traditional

Select 


Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #88

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

89. Teams that are separated by time, geographic distance, culture, and or organizational boundaries and rely almost exclusively on technology for interaction between team members are

- cyber teams.  
→  virtual teams.  
 transnational teams.  
 transformational teams.

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Easy  
Gradable: automatic

Multiple Choice Question  
question #89

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.  
Topic: 01-11 The Technology Challenge

90. Which of the following is NOT one of the questions used to determine if Human Resources are playing a strategic role in the Business?

- How can we reinvest in employees?  
 What makes an employee want to stay at our company?  
→  What can HR do to increase the recruitment of highly skilled employees?  
 What's the best change we can make to prepare for the future?

Select 

Accessibility: Keyboard Navigation  
Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: automatic


Multiple Choice Question  
question #90

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

91. Name and describe the competencies that HR professionals need.

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Select *Explanation:*

Answers may vary

Competencies and Example Behaviours for HR Professionals:

Human Resource Technical Expertise and Practice: The ability to apply the principles of human resource management to contribute to the success of the business.

Relationship Management: The ability to manage interactions with and between others with the specific goal of providing service and organizational success

Consultation: Provide guidance to stakeholders such as employees and leaders seeking expert advice on a variety of circumstances and situations

Organizational Leadership and Navigation: The ability to direct initiatives and processes within the organization and gain buy-in from stakeholders

Communications: The ability to effectively exchange and create a free flow of information with and among various stakeholders at all levels of the organization to produce meaningful outcomes

Global and Cultural Effectiveness: Managing human resources both within and across boundaries

Ethical Practice: Integration of core values, integrity, and accountability throughout all organizational and business practices

Critical Evaluation: Skill in interpreting information to determine return on investment and organizational impact in making recommendations and business decisions

Business Acumen: Ability to understand business functions and metrics within the organization and industry

Bloom's: Analysis  
Difficulty: Moderate  
Gradable: manual

**Test Bank for Strategic Human Resource Management 2nd Canadian Edition by Noe**

Learning Objective: 01-01 Discuss the roles and activities of a company's human resource management function and the competencies HR professionals need today.  
Short Answer Question question #91 Topic: 01-03 What Competencies Do HR Professionals Need?

92. What are the three competitive challenges that companies now face, which will increase the importance of human resources management practices? List some of the activities functions within these competitive challenges that companies will have to complete.

*Explanation:*


Answers may vary

(1) Competing through technology: Change employees' and managers' work roles; Create high-performance work systems through integrating technology and social systems; and develop e-commerce and e-HRM. (2) Competing through sustainability: Provide a return to shareholders; Provide high-quality products, services and work experiences for employees; Increase value placed on intangible assets and human capital; Social and environmental responsibility; Adapt to changing characteristics and expectations of the labour force; Address legal and ethical issues; and Effectively use new work arrangements. (3) Competing through globalization: Expand into foreign markets and prepare employees to work in foreign locations.

Select 

Bloom's: Analysis  
Difficulty: Moderate  
Gradable: manual

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Short Answer Question question #92 Topic: 01-06 Competitive Challenges Influencing Human Resource Management

Select 

93. Describe some of the trends in employment, occupation growth, and skill requirements.

*Explanation:*

Answers may vary

The competition for labour is affected by the growth and decline of industries, jobs, and occupations. Competition for labour is also influenced by the number and skills of persons available for full-time work. While the labour force in Canada is projected to grow in the next two decades, reaching around 20.5-22.5 million by 2031, the period up to 2026 reveals some concerns. For example, although the labour force in Canada grew at an average annual rate of about 1.4 percent between 2006 and 2010, it is projected to slow to 1 percent by 2016 and less than 1 percent annually thereafter until 2026, at which point most of the baby boomers will have retired. The current national labour force participation rate is expected to fall to only 62.6 percent by 2031, from its current levels of around 67 percent. The future Canadian labour market will be both a knowledge economy and a service economy. Projections indicate that by 2022 the service sector will account for 79 percent of total employment, although job growth in this area will slow to a marginal pace. Job growth in the construction sector, which was substantial in the early part of the 2000s, will weaken due to slower anticipated growth in the construction industry, and is expected to comprise 7.6 percent of all jobs. Finally, all other Canadian jobs will be derived from the manufacturing sector (9.5 percent) and the primary sector (3.7 percent) by 2022.<sup>29</sup> There will be many high education professional and managerial jobs and low-education service jobs. Boundaries between knowledge and service work are blurring, creating "technoservice" occupations that combine service technology and software application. Software application engineers, technical support, engineering, and people in scientific consulting jobs work directly with customers, and customers influence the product design process.

Bloom's: Comprehension  
Difficulty: Difficult  
Gradable: manual

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

Short Answer Question question #93

94. What is the psychological contract? How has the psychological contract changed with the new type of economy?

*Explanation:*  
Answers may vary

The psychological contract describes what an employee expects to contribute and what the company will provide to the employee for these contributions. Unlike a sales contract, a psychological contract is not written. Traditionally, companies expected employees to contribute time, effort, skills, abilities, and loyalty. In return, companies would provide job security and opportunities for promotion. However, in the new economy a new type of psychological contract is emerging. The competitive business environment demands frequent changes in the quality, innovation, creativeness, and timeliness of employee contributions and the skills needed to provide them. This has led to restructuring, mergers and acquisitions and often layoffs and longer hours for many employees. Companies demand excellent customer service and high productivity levels. Employees are expected to take more responsibility for their own careers, from seeking training to balancing work and family. In exchange for top performance and working longer hours without job security, employees want companies to provide flexible work schedules, comfortable working conditions, more autonomy in accomplishing work, training and development opportunities, and financial incentives based on how the company performs. Employees realize that companies cannot provide employment security, so they want employability—that is, they want their company to provide training and job experiences to help them find employment opportunities. The changing expectations and an underlying cynicism felt by employees have been aggravated by the recession.

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Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: manual

Learning Objective: 01-02 Discuss the implications of changes in the economy, the makeup of the labour force, environmental issues, and ethics for company sustainability.  
Topic: 01-07 The Sustainability Challenge

Short Answer Question question #94

95. Discuss the balanced scorecard approach of measuring stakeholder performance.

*Explanation:*  
Answers may vary

The balanced scorecard is a means of performance measurement that gives managers a chance to look at their company from the perspectives of internal and external customers, employees, and shareholders. The balanced scorecard:

1. Is based on the degree to which stakeholder needs are satisfied.
2. Brings together most measures needed to be competitive.
3. Gives employees a framework to link their goals to organizational goals.
4. Is used to link HR activities to business strategy.
5. Evaluates how much HR is helping to meet strategic objectives.

Bloom's: Analysis  
Difficulty: Moderate  
Gradable: manual

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
Topic: 01-07 The Sustainability Challenge

Short Answer Question question #95

96. Indicate five main areas of the legal environment that have influenced human resource management over the past 25 years.

*Explanation:*  
Answers may vary

The five main areas of the legal environment that have influenced HRM over the past 25 years are equal employment opportunity legislation, employee safety and health, employee pay and benefits, employee privacy, and job security.

Bloom's: Knowledge  
Difficulty: Moderate  
Gradable: manual

Learning Objective: 01-03 Discuss how human resource management helps meet the needs of various stakeholders.  
Topic: 01-07 The Sustainability Challenge

Short Answer Question question #96

97.

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Bob Russell, CEO of Party Pizzaz and Co., has realized that many companies have been attracted to offshoring because of the labour benefits. However, he has come to you for advice as he wants to know what implications it will have for the HRM functions. What advice will you give him?

*Explanation:*

Answers may vary

Points to consider are (1) Can employees in the offshored locations provide a level of customer service the same as or higher than customers receive from Canadian operations? (2) Would offshoring demoralize Canadian employees such that the gains from offshoring would be negated by lower motivation, lower satisfaction, and higher turnover? (3) Are local managers adequately trained to motivate and retain offshore employees? (4) What is the potential effect, if any, of political unrest in the countries in which operations are offshored? Will employees be safe there? And, (5) What effect would offshoring have on the public image of the company? Would customers or potential customers avoid purchasing products or services because they believe offshoring costs Canadian employees their jobs? Would offshoring have an adverse effect on recruiting new employees?

Bloom's: Application

Difficulty: Easy

Gradable: manual

Learning Objective: 01-04 Discuss some of the challenges companies must overcome and the strategies required to compete in the global marketplace.

Short Answer Question  
question #97

Topic: 01-10 Offshoring

98. How has technology changed the way people work and where they work?

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*Explanation:* [Full file at https://TestbankDirect.eu/](https://TestbankDirect.eu/)

Answers may vary

Advances in sophisticated technology along with reduced costs for the technology are changing many aspects of human resource management. Technological advances in electronics and communications software have made possible mobile technology such as smartphones and iPods as well as improving the Internet. Companies are able to keep things moving around the clock using highly integrated computer technology, cellphones and skype to hold meetings and exchange information. Many have gone as far as creating a virtual watercooler on a secure site so that staff can socialize across the miles. The Internet and the Web allow employees to send and receive information as well as to locate and gather resources, including software, reports, photos, and videos. The Internet gives employees instant access to experts whom they can communicate with and to newsgroups, which are bulletin boards dedicated to specific areas of interest, where employees can read, post, and respond to messages and articles.

Companies are able to establish High-Performance Work Systems and Virtual Teams and build Human Resources Information Systems. These advances have the potential for freeing workers from going to a specific location to work and from traditional work schedules. Telecommuting has the potential to increase employee productivity, encourage family-friendly work arrangements, and help reduce traffic and air pollution. But at the same time, technologies may result in employees being on call hours a day, seven days a week. Many companies are taking steps to provide more flexible work schedules to protect employees' free time and to more productively use employees' work time.

Bloom's: Application

Difficulty: Easy

Gradable: manual

Learning Objective: 01-05 Identify the challenges of technology and discuss high-performance work systems.

Short Answer Question  
question #98

Topic: 01-11 The Technology Challenge

99. There are nine key questions used to determine if Human Resources are playing a strategic role in the business. List five of these nine key questions.

*Explanation:*

Answers may vary

(1) What is HR doing to provide value-added services to internal clients? (2) What can the HR department add to the bottom line? (3) How are you measuring the effectiveness of HR? (4) How can we reinvest in employees? (5) What HR strategy will we use to get the business from point A to point B? (6) What makes an employee want to stay at our company?

(7) How are we going to invest in HR so that we have a better HR department than our competitors? (8) From an HR perspective, what should we be doing to improve our marketplace position? (9) What's the best change we can make to prepare for the future?

Refer to Table "Questions Used to Determine if Human Resources Are Playing a Strategic Role in the Business."

Bloom's: Knowledge

Difficulty: Easy

Gradable: manual

Short Answer Question  
question #99

Learning Objective: 01-06 Discuss the transformation of the HRM function.

Topic: 01-12 HRM At The Crossroads

100.

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In order for individuals to understand the transformation going on in HRM, they must understand the HRM activities in terms of their strategic value. List the three categories of HRM activities in descending order of amount of time spent on each activity. What are some of the activities that take place within each of these categories?

*Explanation:*

Answers may vary

Transactional activities have the most amount of time spent on them with a total of 65-75% of time spent on them. The activities that take place in this category include benefits administration, record keeping and employee services. Traditional activities have the second most amount of time spent on them with a total of 15-30% of time spent on them. The activities that take place in this category include recruitment and selection, training, performance management, compensation, and employee relations. Transformational activities have the least amount of time spent on them with a total of 5-15% of time spent on them. The activities that take place in this category include benefits administration, record keeping and employee services.

Bloom's: Knowledge

Difficulty: Easy

Gradable: manual

Short Answer Question  
question #100

Learning Objective: 01-06 Discuss the transformation of the HRM function.  
Topic: 01-12 HRM At The Crossroads

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