

**PART A – MATCHING PAIRS**

Please place the following 15 matching pairs in the table below by placing the letter of the correct description in the Answer space beside term. **(1 mark for each correct and complete answer – 15 marks in total for Part A)**

TERM	ANSWER	DESCRIPTION
Productivity	<b>E</b>	<b>A.</b> A management philosophy focusing on concern for people and productivity.
Metrics	<b>L</b>	<b>B.</b> The formal relationships among jobs in an organization.
Strategy	<b>P</b>	<b>C.</b> Technology that enables HR professionals to integrate an organization's HR strategies, processes, and human capital to improve overall hr services.
Environmental Scanning	<b>O</b>	<b>D.</b> A group of related activities and duties held by a single employee or a number of incumbents.
Scientific Management	<b>Q</b>	<b>E.</b> The ratio of an organization's outputs to inputs.
Human Resources Movement	<b>A</b>	<b>F.</b> The process of ensuring a suitable supply of successors for current and future senior or key jobs so that the careers of individuals can be effectively planned and managed.
Succession Planning	<b>F</b>	<b>G.</b> Classifying jobs based on types and amounts of responsibility for data, people and things.
Employment Equity	<b>J</b>	<b>H.</b> A snapshot of the firm, depicting the organization's structure in chart form at a particular point in time.
Sexual Harassment	<b>R</b>	<b>I.</b> Used to collect quantifiable data concerning the duties and responsibilities of various jobs.
Sexual Coercion	<b>K</b>	<b>J.</b> A detailed plan designed to identify and correct existing discrimination, redress past discrimination, and achieve a balanced representation of designed group members in the organization
HR Technology	<b>N</b>	<b>K.</b> Harassment of a sexual nature that results in some direct consequences to the worker's employment status or some gain in or loss of tangible job benefits
Electronic HR	<b>C</b>	<b>L.</b> Statistics used to measure activities and results.
Contingency Workforce	<b>-</b>	<b>M.</b> Subcontracting of work that is not considered part of a company's core business
Organizational Structure	<b>B</b>	<b>N.</b> Technology that is used to attract, hire, retain and maintain talent, support workforce administration and optimize workforce management.
Organizational Chart	<b>H</b>	<b>O.</b> Identifying and analyzing external opportunities and threats that may be crucial to the organization's success.
Job	<b>D</b>	<b>P.</b> The company's plan for how it will balance its internal strengths and weaknesses with external opportunities and threats to maintain a competitive advantage.
Position	<b>S</b>	<b>Q.</b> The process of "scientifically" analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance levels.
Position Analysis Questionnaire	<b>I</b>	<b>R.</b> Offensive or humiliating behaviour that is related to a person's sex, as well as behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities.
Functional Job Analysis	<b>G</b>	<b>S.</b> The collection of tasks and responsibilities performed by one person.
Outsourcing	<b>M</b>	

**PART B – MULTIPLE CHOICE QUESTIONS**

Please complete the following 25 MCQ's by circling the correct answer.

**(1 mark for each correct and complete answer – 25 marks in total for Part B)**

1. The knowledge, education, training, skills, and expertise of a firm's workers are known
  - a. Management's philosophy
  - b. Human capital**
  - c. Physical capital
  - d. Production capital
  - e. Cultural diversity

2. As the HR consultant of a newly formed company, Arun has planned a presentation for the line managers on organization culture and the purpose it serves. Which of the following points would Arun include in his presentation?
  - a. increasing training levels
  - b. fostering employee loyalty and commitment
  - c. fostering employee loyalty and commitment and providing employees with a sense of direction
  - d. succession in planning
  - e. creating a more worldly atmosphere
  
3. 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
  - a. workplace incentives
  - b. a change in organizational climate
  - c. job restructuring
  - d. employee empowerment
  - e. management empowerment
  
4. When unemployment rates fall,
  - a. there is always a greater demand for services
  - b. training and retention strategies increase in importance
  - c. unions are more likely to organize workers
  - d. there is always a greater demand for services and training strategies increase in importance
  - e. retention strategies increase in importance
  
5. The tendency of firms to extend their sales or manufacturing to new markets abroad is known as
  - a. cultural diversity
  - b. globalization
  - c. international marketing
  - d. product diversification
  - e. domestication
  
6. A company with employees in different provinces/territories must monitor the legislation in each of those jurisdictions because
  - a. it is specified under employment law
  - b. legislation changes and it may vary from one jurisdiction to another
  - c. it is required under Canada Labour Code
  - d. it is required under Human Rights Act
  - e. legislation has commonalities across jurisdictions
  
7. Human rights legislation
  - a. primarily affects compensation and selection
  - b. prohibits intentional discrimination only
  - c. affects every employer in Canada
  - d. is quite limited in scope
  - e. is critically important to HR specialist, but has a relatively insignificant impact in supervisors and managers throughout the firm
  
8. Requesting that an employee agency refer only male candidates for consideration as management trainees is an example of
  - a. discrimination on the basis of gender
  - b. discrimination on the basis of association
  - c. systemic discrimination
  - d. reverse discrimination
  - e. a permissible employer practice
  
9. The most difficult type of discrimination to detect and combat is
  - a. differential treatment
  - b. intentional direct discrimination
  - c. intentional indirect discrimination
  - d. reverse discrimination
  - e. systemic discrimination
  
10. Jim is a new employee. He makes unwelcome sexual remarks and jokes. His behaviour is offensive and intimidating to the female employees. Jim's behaviour is an example of
  - a. sexual annoyance
  - b. permissible behaviour

- c. permissible behaviour as long as it does not violate a policy  
**d. sexual harassment**  
 e. sexual coercion
11. Company High Tech has three branches across Canada and the US. All the locations managed by one HR department. All employee data is fed in from each of the locations and updates a central database, which can be accessed by each of the locations in return. The HR database is also linked to their performance management system, payrolls/benefits, and attendance tracking system. This is an example of  
**a. relational database**  
 b. an interactive database  
 c. a paper-based system  
 d. none of the above
12. HRIS has several components called subsystems. Which of the following is a subsystem of HR?  
 a. time and attendance  
 b. pension administration  
 c. labour relations  
 d. performance evaluation  
**e. all of the above**
13. Learning Inc. has an HRIS which has a subsystem that includes data on skills and competencies, development activities, and career planning in terms of which positions might be most appropriate for an employee based on skills/competence. Which type of subsystem does Learning Inc. have?  
 a. employment equity  
 b. performance evaluation  
 c. organizational management  
**d. training and development**  
 e. employee administration
14. An HRIS is made up of a number of system that can store data. This data can be used to create information that will serve different purposes for many different stakeholders. One of the key functions of an HRIS is to  
 a. provide information to HR  
 b. provide information to managers  
**c. provide information to HR and managers**  
 d. discipline employees  
 e. define organization climate
15. The primary central storage repository for all data collected by an organization's business systems is known as  
**a. data warehouse**  
 b. an HRIS  
 c. employee records  
 d. a data repository  
 e. a subsystem
16. Marla is the vice-president of operations for a company in the retail industry. She has 10 store managers and 200 associates. The associates report to the store managers and they in turn report to Maria. Management has a decentralized approach towards individual stores. This company has the structure of a  
 a. bureaucratic organization  
 b. hierarchical organization  
**c. flat organization**  
 d. boundaries organization  
 e. decentralized organization
17. James Martini is the director of HR for Study Inc. He is working on a project to restructure the organization. At the moment, the organization has a top-down management approach with many levels of management. Jobs are highly specified with a narrow focus. The company wants to move into a more decentralized management approach with a high focus on teams and customer service. The organization is planning to move from a \_\_\_\_\_ organization to a \_\_\_\_\_ organization.  
 a. bureaucratic; boundaryless  
**b. bureaucratic; flat**  
 c. flat; bureaucratic  
 d. boundaryless; flat  
 e. none of the above
18. The collection of task and responsibilities performed by one person is known as  
 a. a job specification

- b. a job description
  - c. a job analysis
  - d. a job
  - e. a position
19. Lee has been with a financial institution for over a year now as a call centre specialist. During his time, he has had the opportunity to work in two other departments. The organization adopts a similar technique with employees in the call centre. This is known as
- a. job enrichment
  - b. vertical loading
  - c. skill variety
  - d. job rotation
  - e. job enlargement
20. By comparing the knowledge, skills, and abilities that employees bring to the job with those that are identified through job analysis, managers can determine the gap that exists. This is particularly useful for
- a. establishing recruitment criteria.
  - b. determining a job's pay range
  - c. training and development
  - d. designing the job
  - e. union negotiations
21. Factors that should be considered when forecasting the number and type of people needed to meet organizational objectives include all of the following except
- a. projected turnover
  - b. the financial resources available to each department
  - c. projected recruitment figures
  - d. quality and nature of employees
  - e. decisions to upgrade the quality of products or services or enter new markets
22. Regardless of the forecasting method utilized, modifications are made based on
- a. management control systems
  - b. HRIS data
  - c. managerial judgement
  - d. changing market conditions
  - e. changing economic conditions
23. Alice is the HR consultant advising Nexus Inc., a small but successful software development firm, on how to conduct human resource planning. In forecasting future demand for human resources, what step should she advise management to take first?
- a. project turnover
  - b. project the sales for each of the firm's products and estimate quality and nature of employees needed
  - c. create a replacement chart
  - d. project the sales for each of the firm's products and calculate the volume of production needed to meet sales requirements
  - e. develop staffing table
24. Alice is the HR consultant advising Nexus Inc., a small but successful software development firm, on how to conduct human resource planning. She is currently explaining the "forecasting supply" step in the planning process to the CEO and confirms that projected openings are to be filled by using two sources. Those sources are
- a. contracting and promotion
  - b. recruitment and promotion
  - c. internal and external supply
  - d. transferring and promotion
  - e. overtime and temporary workers
25. Manual or computerized records summing employee's education, experience, interests, skills, etc., which are used to identify internal candidates eligible for transfer and/or promotion, are known as
- a. staffing tables
  - b. job descriptions
  - c. skills inventories
  - d. replacement charts
  - e. Markov analyses

**PART C – SHORT ANSWER**

Please complete 4 of the following 5 short answer questions in the space provided.

**(5 marks for each correct and complete answer – 20 marks in total for Part C)**

1. Explain how demographic and workforce diversity have had an impact on the organization in which you are working or one in which you have worked. What policies or practices did managers or HR in the organization have in place to help assist with management of a diverse internal labour force?
  
2. Differentiate between the following types of discrimination and provide one example of each: direct, indirect, and systemic.
  - Direct – deliberately refusing to hire, train, or promote an individual, for example, on any prohibited grounds. Example: Not hiring an applicant because of their sexuality.
  - Indirect – when the business practices of an individual employer or a specific company which apply to everyone in their employment result in certain people (whether they be from a specific race or gender) being put at a disadvantage. Example: Failing to provide gender appropriate services
  - Systemic – Example: Lack of a harassment policy or guidelines, or an organizational climate in which certain groups feel unwelcome and uncomfortable.
  
3. What are employees self-service (ESS) systems? Identify two situations where employees should interact directly with an HR person rather than using an ESS.
  - ESS systems are newly adopted technology in e-HR that enables employees to access and manage their personal information directly on a 24/7 basis without having to go through their HR departments or their managers.
  - Employees should interact directly with a HR professional rather than using an ESS when they would like to discuss personal matters, such as wage increase or a promotion. And also, if they would like to report an abuse of any kind such as discrimination or sexual harassments.
  
4. List and provide examples of three different techniques used to collect job analysis information.
  - Interview – job analyst interviews employees face-to-face to determine what their duties and task are in order to get a better understanding of the job being analyzed.
  - Questionnaire – having employees or supervisors fill out questionnaires to describe job-related duties and responsibilities.
  - Observations – involves watching employees perform their work and recording the frequency of behaviours or the nature of performance.
  - Participant Diary/Log – this involves having the employees to keep a diary/log or list of what they do during the day. Each employee records every activity in which he or she is involved (along with the time spent) in a log.
  
5. What are four quantitative and/or qualitative approaches used in forecasting future HR needs? Provide an example of one approach.
  - Quantitative Approaches – trend analysis, scatter plot
  - Qualitative – nominal group techniques, Delphi technique
  - Nominal group technique – getting several internal executives to meet face to face so they can discuss of a competing economic conditions (for example) to forecast future HR needs.

6. List three of the 6 external factors that influence HRM and describe and define them.
- Economic Conditions – Economic conditions affect supply and demand for products and services, which in turn, have a dramatic impact on the number and types of employees required as well as on employer's ability to pay wages and provide benefits.
  - Labour Market Issues – the amount of workers and the quality of their education can affect HRM because it significantly changes their hiring process and what job positions they can offer.
  - Technology – this has impacted the way that HRM can connect with their employees, allowing them to work in other locations or dispersed around the world. This can be through video conferencing or through IM and social media.
7. What is the relationship between HR and strategic planning?
- The HRP must align with the overall goals of the organization as well as both long-term and short term strategic plans set by the organization. Fundamental to the business planning process is the impact and alignment of HRP. Failure to integrate these two can have very serious consequences.
8. List 3 of the 6 steps of job analysis.
1. Review Relevant Background Information
  2. Select Jobs to be Analyzed
  3. Collect Job Analysis Information
  4. Verifying Information
  5. Writing Job Descriptions and Job Specifications
  6. Communication and Preparedness for Revisions