

# ch01

Student: \_\_\_\_\_

1. The people in organizations are considered human resources who:  
A. create objectives and accomplishments.  
B. are inanimate resources.  
C. are quantified on the balance sheet.  
D. have limited value to a company.  
E. are considered by all organizations as their most important assets.
2. Increasingly top managers are recognizing that long-term organizational success depends upon an organization's \_\_\_\_\_.  
A. infrastructure  
B. human resources  
C. investment strategy  
D. environment  
E. rules and policies
3. Some of the most successful Canadian organizations are those that motivate their employees by:  
A. paying above averages wages.  
B. allowing them to use the executive washroom.  
C. encouraging them to meet organizational challenges creatively.  
D. having a first-name policy only at all levels.  
E. providing flexible working hours.
4. Strategic human resource management refers specifically to:  
A. linking human resource procedures to organizational goals, employee needs, and societal demands.  
B. tactical methods and procedures to achieve specific strategies.  
C. developing knowledge workers in order to enhance corporate profits.  
D. human resource planning for corporate takeovers.  
E. strategically placed advertising for recruiting top quality employees.
5. When a human resource decision maker responds to personnel problems as they arise, this is an example of:  
A. proactive management.  
B. anticipated reaction management.  
C. reactive management.  
D. contextual management.  
E. management by objectives.
6. Among the major challenges facing Canadian business today are all the following except:  
A. economic challenges.  
B. demographic challenges.  
C. cultural challenges.  
D. legal challenges.  
E. transportation challenges.
7. A company that shows concern for the environment is responding to which type or organizational challenge?  
A. Technological  
B. Physical infrastructure  
C. Demographic  
D. Cultural  
E. Social

8. Canadian businesses currently face four critical economic forces:
  - A. global trade, productivity improvement, gross profit margins and technology.
  - B. productivity improvement, transportation issues, economic cycles and demographic changes.
  - C. government legislation, global trade, global competition and survival during a recessionary cycle.
  - D. gross profit margins, inventory control, international legislations and minimum wage requirements.
  - E. economic cycles, global trade, productivity improvements and global competitiveness.
9. During a recessionary period, the following challenges face HR managers except:
  - A. planning and implementing of employee layoffs.
  - B. seeking wage concessions.
  - C. facilitating employee counseling.
  - D. formulating crisis management policies.
  - E. increase compensation packages.
10. International trade has always been critical to Canada's prosperity and in fact, Canada exports, on a per capita basis. It is:
  - A. a great deal, though less than the United States.
  - B. more than the United States but less than Japan.
  - C. more than both Japan and the United States.
  - D. a great deal, though less than Japan.
  - E. more than the United States and Japan combined.
11. Canada is the biggest trader in the Group of Eight industrialized nations. Approximately 74 percent of Canadian exports go to
  - A. the UK
  - B. Japan
  - C. China
  - D. India
  - E. the United States
12. In order to capture the growing market opportunities abroad, Canadian firms must:
  - A. continuously increase wages at home.
  - B. increase the costs of production.
  - C. lobby government to remove minimum wage and social security benefits.
  - D. expand plants into countries closer to customers.
  - E. export all manufacturing overseas.
13. The emergence of open borders has developed many opportunities for Canadian firms but one key drawback to Canadian firms and retaining talent is:
  - A. cross-cultural barriers.
  - B. immigration issues.
  - C. poaching.
  - D. high turnover rates.
  - E. extensive cultural accommodations (i.e. time off for different religious holidays).
14. Productivity refers to:
  - A. ratio of an organization's inputs to its outputs.
  - B. ratio of an organization's outputs to its inputs.
  - C. ratio of an organization's labour costs to its outputs.
  - D. ratio of an organization's labour costs to its revenue.
  - E. ratio of an organization's outputs to its labour costs.
15. One major challenge facing Canadian managers is:
  - A. keeping wages down to developing world standards.
  - B. decreasing quality to save money without losing sales.
  - C. increasing advertising costs.
  - D. decreasing focus on employment legislation.
  - E. improving productivity while maintaining a high quality of work life.

16. Productivity technology can be measured as a(n) \_\_\_\_\_ by \_\_\_\_\_ by \_\_\_\_\_.
- A. ratio; dividing; outputs; inputs
  - B. efficiency quotient; dividing; inputs; outputs
  - C. ratio; multiplying; inputs; outputs
  - D. efficiency quotient; multiplying; outputs; inputs
  - E. ratio; dividing; inputs; outputs
17. Outsourcing implications for human resource managers may include:
- A. initiating or increasing outplacement activities.
  - B. more relaxed and amiable union negotiations.
  - C. increased employee morale.
  - D. the need for increased office space.
  - E. increasing the size of the internal workforce.
18. Contracting out organizational tasks to outside agencies to reduce costs is referred to as \_\_\_\_\_.
- A. outplating
  - B. task enrichment
  - C. task enlargement
  - D. outsourcing
  - E. process management
19. Technology enables organizations to manage their operations \_\_\_\_\_, often reducing \_\_\_\_\_ or capitalizing on **new opportunities**.
- A. innovatively; cost
  - B. innovatively; waste
  - C. innovatively; workloads
  - D. efficiently; cost
  - E. efficiently; workloads
20. \_\_\_\_\_ continues to be a technological force and opportunity that revolutionizes Canadian businesses and their HRM practices.
- A. Automation
  - B. Diversity
  - C. The North American Free Trade Act
  - D. Email
  - E. The skilled workforce
21. Technology has facilitated the following key developments in organizations except:
- A. flexibility in work design.
  - B. more effective knowledge management.
  - C. reduction in need for concrete policies and procedures.
  - D. large amounts of data can be processed for managers.
  - E. innovation in operations resulting in cost reduction.
22. The \_\_\_\_\_ has become a platform for \_\_\_\_\_ and interaction, which has profound impact on HRM activities
- A. Internet; distraction
  - B. Intranet; communication
  - C. Internet; communication
  - D. Intranet; productivity
  - E. Internet; productivity
23. Technology enables organizations to:
- A. reduce their operational efficiency, regardless of other factors.
  - B. make information available with great speed.
  - C. get constantly accurate information.
  - D. receive less information.
  - E. no longer rely on people.

24. The effects of technology on companies varies but in general it results in:  
A. non-traditional marketing strategies.  
B. reduced inventory controls.  
C. fewer communication tools.  
D. less streamlining of data.  
E. fewer human resource practices and procedures.
25. The reason(s) that organizations automate is (are) \_\_\_\_\_.  
A. speed  
B. better customer service  
C. operational flexibility  
D. higher quality standards  
E. all are reasons for automation
26. Demographic challenges facing organizations in the twenty-first century currently include all the following except:  
A. gender balance in the workplace.  
B. a shift towards knowledge workers.  
C. aging workforce.  
D. generational shift.  
E. technology.
27. Organizations face many demographic challenges, including all the following except:  
A. automation.  
B. increasing number of knowledge workers.  
C. older workers.  
D. better educated workers.  
E. more women employees.
28. The fastest growing type of worker in Canada over the last twenty-five years has been:  
A. service workers.  
B. factory workers.  
C. knowledge workers.  
D. data workers.  
E. health care workers.
29. Knowledge workers:  
A. transmit knowledge.  
B. manipulate knowledge.  
C. produce knowledge.  
D. run automated assembly lines.  
E. are another name for knowledgeable service workers.
30. Over the last few decades the educational attainment of Canadians has:  
A. remained stable.  
B. decreased slightly.  
C. increased dramatically.  
D. is not measurable by human resource managers.  
E. lead to an increased dropout rate.
31. The following is (are) true in regards to the education of Canadians:  
A. over 45% have a college or university degree.  
B. over 50% (age 16 or over) are functionally illiterate.  
C. approximately 19% of Canadian men and approximately 17% of Canadian women aged 25 or above . hold a university degree or better.  
D. a little less than 10% drop out of school before they graduate.  
E. over 65% of all Canadians go to private schools.

32. The pressures of retaining older workers present the following challenges to HR managers except:
- A. expanded retirement benefits.
  - B. variable work schedules.
  - C. coordination of government benefits with company benefits.
  - D. retraining programs.
  - E. ensuring a balance of male and female workers.
33. The province with the highest proportion of the labour force aged 55 and over is \_\_\_\_\_.
- A. Saskatchewan
  - B. Manitoba
  - C. Ontario
  - D. Quebec
  - E. Newfoundland
34. Cultural challenges facing Canadian human resource managers include:
- A. social values at a societal level.
  - B. a decreasingly diverse workforce.
  - C. an increase in reliance on government regulations.
  - D. global competition.
  - E. unionization.
35. The second step in strategic human resource planning is:
- A. implementation of human resource strategies.
  - B. review and evaluation of human resource strategies.
  - C. analysis of organizational mission and goals.
  - D. environmental analysis.
  - E. analysis of organizational strategies.
36. The third step in strategic human resource planning is:
- A. analysis of organizational character and culture.
  - B. review and evaluation of human resource strategies.
  - C. analysis of organizational mission and goals.
  - D. environmental analysis.
  - E. analysis of organizational strategies.
37. Organizational culture refers to:
- A. an organization's history and culture only.
  - B. an organization's history, culture, philosophy, and unique way of doing things.
  - C. the personal character of an organization's CEO.
  - D. the internal layout and design of space.
  - E. an organization's logo and its product and promotional literature.
38. All the below are common to most human resource departments except:
- A. developing job descriptions.
  - B. establishing disciplinary systems.
  - C. administering compensation systems.
  - D. ensuring compliance with relevant legal requirements.
  - E. develop all managerial reports within an organization.
39. All of the following are steps in strategic human resource management planning except:
- A. environmental analysis.
  - B. analysis of organizational strengths and culture.
  - C. examination of organizational mission and goals.
  - D. union-management negotiations.
  - E. awareness of organizational strategies.

40. In formulating strategy, the human resource department must focus on all the following except:
- A. **planning** for **physical office space**.
  - B. attracting human resources.
  - C. employee placement, development and evaluation.
  - D. employee motivation and rewards.
  - E. maintaining high performance.
41. A human resource audit uncovers better ways for the department to contribute to:
- A. organizational and management objectives.
  - B. societal objectives and organizational objectives .
  - C. employee and management objectives
  - D. employee objectives and societal objectives .
  - E. **societal objectives, organizational objectives, and employee objectives.**
42. Proactive human resource strategies refers to:
- A. **strategies that anticipate human resource challenges.**
  - B. strategies that respond to human resource problems.
  - C. strategies that encouraging employees to handle their own problems.
  - D. strategies that predict future market share of the company.
  - E. strategies that help the company adopt technological changes.
43. The daily responsibility for most human resource management activities lies with:
- A. **each and every manager.**
  - B. the human resource department.
  - C. the CEO or company president.
  - D. the employee him/her-self.
  - E. the company security officer.
44. Generally, the size of a human resource department depends largely on:
- A. whether or not an organization is unionized.
  - B. the diversity of the employee population.
  - C. the nature of the business.
  - D. government regulations and legal requirements.
  - E. **the size of the organization.**
45. Normally, under most decision making situations, human resource departments have \_\_\_\_\_ within the organization.
- A. line authority
  - B. functional authority
  - C. empowered authority
  - D. **staff authority**
  - E. transit authority
46. One difference between the job responsibilities of a line manager and a human resource manager is that a **line manager** would likely not:
- A. discipline employees.
  - B. coach employees.
  - C. decide on pay raises or bonuses (where contractually permitted).
  - D. **negotiate with unions.**
  - E. implement organizational change.
47. In the last thirty years, despite its enormous growth, what has been slow to evolve into a full-fledged profession?
- A. Human relations management
  - B. **Human resource management**
  - C. Human relations officers
  - D. Human resources officers
  - E. Human relations maintenance

48. To deal effectively with ever-increasing challenges, successful human resources managers must display the following competencies except:
- A. a mastery of their organization's business.
  - B. a mastery of human resource management tools.
  - C. an intimate knowledge of their organization's financial procedures.
  - D. a superior ability to direct and manage change.
  - E. high personal credibility.
49. Human Resource departments are focused exclusively on helping organizations achieve their goals.  
True False
50. People are the common element in all social organizations.  
True False
51. Some of the challenges that Canadian businesses currently face are legal, economic and demographic in nature.  
True False
52. An employee's desire to achieve personal goals is outside of the scope of effective human resource strategies.  
True False
53. Strategies are typically formulated at three levels: business, corporate, and functional.  
True False
54. Human resource strategies must always be careful that they remain independent of the organizational strategy and mission.  
True False
55. When decision-makers respond to human resource problems, this is referred to as proactive management.  
True False
56. Managing proactively means anticipating and correcting problems before a problem arises.  
True False
57. Human resource strategies should only be formed after a careful look at organizational strengths and weaknesses.  
True False
58. The human resource strategy formulation and implementation process consists of 8 steps.  
True False
59. Today Canadian business faces five major forces that are critical economic challenges; legal, economic, demographics, technological, and cultural.  
True False
60. Capitalist economies go through growth and boom cycles.  
True False
61. Human resource managers face special challenges during a recessionary period, such as planning, communicating, and implementing employee layoffs.  
True False
62. Productivity refers to the ratio of an organization's outputs to its inputs.  
True False
63. The ratio of an organization's inputs to its outputs is referred to as its productivity.  
True False

64. Human resource managers must be prepared to compromise the employees' quality of working life in order to improve productivity.  
True False
65. One means of improving productivity is to produce more with fewer workers.  
True False
66. In the last decade, Canadian productivity is consistently outpacing that of the US.  
True False
67. According to a study by the Massachusetts Institute of Technology, Canada is steadily gaining its ability to innovate and create wealth compared with other rich countries.  
True False
68. Technological challenges to Canadian business include both technological force and the shift towards knowledge workers.  
True False
69. Automation continues to be a technological force and opportunity that has affected Canadian organizations and their human resource management practices.  
True False
70. Technology has reduced the need for concrete policies and procedures relating to performance expectations.  
True False
71. Reasons for organizations automating activities include speed, better customer service, and increased quality.  
True False
72. Negotiations with unions may prove to be more challenging because of the pace of technology and automation.  
True False
73. Current demographic trends include the increasing number of women and older workers in the workforce.  
True False
74. The participation rate of Canadian women in the workforce is lower than several other industrial nations.  
True False
75. Today's workforce can be divided into two main categories: service workers and knowledge workers.  
True False
76. The demand for knowledge workers is likely to stabilize over the next decade.  
True False
77. Roughly one million Canadians fall into the lowest literacy level.  
True False
78. The abolition of mandatory retirement has eliminated the challenges of an aging workforce.  
True False
79. Cultural challenges facing Canadian business today include ethnic diversity, demographics, and technology.  
True False
80. Generation Y-ers fear boredom while X-ers mistrust business practices.  
True False

81. Canada's ethnic and cultural diversity has often been referred to as a melting pot.  
True False
82. Historically, Americans have always been far more positive than Canadians to government participation in economic and social activities.  
True False
83. Quite often it is the human resource department's responsibility to maximize the beneficial outcomes and minimize the challenges posed by a diverse workforce.  
True False
84. An organizational analysis is a second integral aspect of identifying human resources strategies.  
True False
85. Generic organizational strategies can include differentiation, expansion, or cost leadership strategies.  
True False
86. To attract and involve highly skilled, innovative employees, reactionary HR practices have to be adopted.  
True False
87. Among activities that a human resource department must focus on are placement, motivation, and productivity.  
True False
88. A human resource department is usually created when the HR activities become a burden to the other departments.  
True False
89. Most human resource departments are service departments with line authority.  
True False
90. Initiating disciplinary matters, implementing motivational strategies and providing on-the-job training are all responsibilities of a human resource manager.  
True False
91. To be effective, human resource specialists must determine the areas of concern of different levels of management and different departments within the organization.  
True False
92. Certification makes human resource management a profession.  
True False
93. There are a series of steps that must be completed in order for HR personnel to achieve the CCHRA designation.  
True False
94. In contrast to inanimate resources, such as capital, the people of an organization represent the organization's \_\_\_\_\_.  
\_\_\_\_\_
95. The best managed and most successful Canadian organizations ensure employees meet organizational challenges \_\_\_\_\_.  
\_\_\_\_\_
96. More and more top managers are realizing that organizational success depends upon effective management of \_\_\_\_\_.  
\_\_\_\_\_

97. Large-scale, future oriented, integrated planning to achieve organizational objectives and respond to the organization's competitive environments is called \_\_\_\_\_.
98. \_\_\_\_\_ human resource management occurs when decision-makers anticipate and correct potential problems.
99. When decision-makers respond to human resource problems, rather than anticipate them, this is an example of \_\_\_\_\_ human resource management.
100. The economic challenges facing Canadian business today include global trade, productivity improvements and \_\_\_\_\_.
101. Capitalist economies go through boom and \_\_\_\_\_ business cycles.
102. Canada exports much \_\_\_\_\_ than either the United States or Japan.
103. \_\_\_\_\_ refers to the ratio of an organization's outputs to its inputs.
104. Two popular means to achieve higher productivity levels are \_\_\_\_\_ and redesign of jobs.
105. A major challenge for Canadian managers is maintaining a high quality of work life while improving \_\_\_\_\_.
106. Using fewer resources to produce the same amount and quality of goods or services \_\_\_\_\_ productivity.
107. When discussing the productivity ratio, people, capital and materials are referred to as \_\_\_\_\_.
108. One means to measure employee productivity is to use \_\_\_\_\_ per worker or per work hour.
109. One potential downside to continuous productivity improvement is that more outputs can be produced with fewer \_\_\_\_\_.
110. To maintain our high standard of living, Canadian companies must be able to maintain and improve global \_\_\_\_\_.
111. Updating \_\_\_\_\_ to increase productivity is a high priority task for Canadian managers.
112. The technological challenges facing Canadian business include flexible work design, information sharing and knowledge management and \_\_\_\_\_.
113. \_\_\_\_\_ are freelancers, who are not part of an organization's regular work force and are remunerated on a project or service basis.

114. The growth rate of \_\_\_\_\_ - time employment has been higher than that of \_\_\_\_\_ - time jobs in Canada over the last ten years.  
\_\_\_\_\_
115. Computers have allowed some employees, known as \_\_\_\_\_ to work without leaving their homes.  
\_\_\_\_\_
116. \_\_\_\_\_ is the process of capturing organizational knowledge and making it available for sharing and building new knowledge.  
\_\_\_\_\_
117. One advantage of automation, it is said, is that machines never ask for raises, nor ever go out on \_\_\_\_\_.  
\_\_\_\_\_
118. Automation may also provide better service to the customer through increased \_\_\_\_\_ and \_\_\_\_\_ in operations and \_\_\_\_\_ of quality in production.  
\_\_\_\_\_
119. Increasing numbers of women in the workforce, better educated workers, and older employees all represent \_\_\_\_\_ challenges to Canadian business.  
\_\_\_\_\_
120. Those people involved in the production of ideas or expert opinions, such as a scientist or consultant, are called \_\_\_\_\_.  
\_\_\_\_\_
121. One of the issues facing HR managers regarding the age of the Canadian workforce, has been called the \_\_\_\_\_ by Maclean.  
\_\_\_\_\_
122. Generation \_\_\_\_\_ are unfazed by power and authority while \_\_\_\_\_ are impressed and attracted by it.  
\_\_\_\_\_
123. Ethnic diversity is a \_\_\_\_\_ challenge for Canadian businesses.  
\_\_\_\_\_
124. A(n) \_\_\_\_\_ involves a close look at the organization's overall mission and goals, and is a second integral aspect of identifying human resource strategies.  
\_\_\_\_\_
125. Step 1 in strategic human resource management is a(n) \_\_\_\_\_ analysis.  
\_\_\_\_\_
126. Step 2 in strategic human resource planning is an analysis of organizational \_\_\_\_\_ and \_\_\_\_\_.  
\_\_\_\_\_
127. The third step in planning a human resource strategy is to examine the organization's \_\_\_\_\_ and \_\_\_\_\_.  
\_\_\_\_\_
128. \_\_\_\_\_ is the product of all the organization's features: its employees, its objectives, its technology, its size, its age, its unions, its policies, its successes, and its failures.  
\_\_\_\_\_
129. Reviewing an organization's \_\_\_\_\_ is the fourth step in strategic human resource planning.  
\_\_\_\_\_

130. Choice and implementation of human resource strategies is step # \_\_\_\_\_ in strategic HR planning.  
\_\_\_\_\_
131. Firms can pursue at least three generic strategy formats: A cost leadership strategy, a differentiation strategy, and a \_\_\_\_\_ strategy.  
\_\_\_\_\_
132. In order to maintain and increase employee productivity, employee \_\_\_\_\_ is a concern in human resource strategy planning.  
\_\_\_\_\_
133. \_\_\_\_\_ is done in organizations to forecast the future demand for and supply of employees.  
\_\_\_\_\_
134. \_\_\_\_\_ is the process of finding and attracting capable job applicants.  
\_\_\_\_\_
135. The \_\_\_\_\_ process is a series of specific steps used to decide which recruits should be hired and aims to match job requirements and applicants' capabilities.  
\_\_\_\_\_
136. The HR activity that evaluates the performance of the employees is called \_\_\_\_\_.  
\_\_\_\_\_
137. Review and evaluation of human resource strategies is necessary to provide \_\_\_\_\_ on whether the strategy is effective or needs correcting.  
\_\_\_\_\_
138. Within an organization, HR departments are \_\_\_\_\_ and support departments that exist to assist employees, managers, and the organization.  
\_\_\_\_\_
139. Generally, human resource departments only hold \_\_\_\_\_ authority within an organization.  
\_\_\_\_\_
140. The \_\_\_\_\_ of \_\_\_\_\_ is the collaborative effort of the HR Associations across Canada.  
\_\_\_\_\_
141. The professional designation for human resource personnel is \_\_\_\_\_.  
\_\_\_\_\_
142. Discuss what it means to manage HR strategically.
143. Describe the challenges facing Canadian organizations.

144. What is the definition of productivity? How can we improve it? How do we measure it?
145. Discuss the implications of outsourcing. What is outplacement? How is it related to outsourcing?
146. What are the advantages of technology? Describe its impact on organizations.
147. Automation had a major impact on organizations. What are its effects? The text infers that technology is the answer to many problems but in fact it is not. Why not?
148. Canadian companies face a number of demographic challenges. Describe at least three.
149. Discuss, with as much detail as possible, two cultural challenges that Canadian companies are being faced with today.

150. Describe the steps in strategic HRM.

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

152. List six of the ten benefits of a human resources audit listed in the text book.

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

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

155. Human Resource Managers are faced with ever-increasing challenges, list and describe three key competencies these managers should possess to effectively meet these needs.

## ch01 Key

1. (p. 3) A
2. (p. 3) B
3. (p. 3) C
4. (p. 4) A
5. (p. 5) C
6. (p. 7, Fig 1-2) E
7. (p. 6) E
8. (p. 7, Fig 1-2) E
9. (p. 7) E
10. (p. 7) C
11. (p. 7) E
12. (p. 7) D
13. (p. 8) C
14. (p. 9) B
15. (p. 9) E
16. (p. 9, Fig 1-4) A
17. (p. 9) A
18. (p. 9) D
19. (p. 11) A
20. (p. 11) A
21. (p. 11) C
22. (p. 11) C
23. (p. 11) B
24. (p. 11) A
25. (p. 11-12) E
26. (p. 11-16) E
27. (p. 11-16) A
28. (p. 12) C
29. (p. 12) C
30. (p. 13) C
31. (p. 14) C
32. (p. 15-16) E
33. (p. 15) A
34. (p. 16) A
35. (p. 19) C
36. (p. 19) A

37. (p. 20) B
38. (p. 22-23) E
39. (p. 22-23) D
40. (p. 22-23) A
41. (p. 24) E
42. (p. 25- 26) A
43. (p. 27) A
44. (p. 28) E
45. (p. 29) D
46. (p. 29-30, Fig 1-17) D
47. (p. 31) B
48. (p. 31) C
49. (p. 3) FALSE
50. (p. 3) TRUE
51. (p. 6) TRUE
52. (p. 3-4) FALSE
53. (p. 4) TRUE
54. (p. 4) FALSE
55. (p. 5) FALSE
56. (p. 5) TRUE
57. (p. 5) TRUE
58. (p. 5) FALSE
59. (p. 6) TRUE
60. (p. 6) FALSE
61. (p. 7) TRUE
62. (p. 9) TRUE
63. (p. 9) FALSE
64. (p. 9) FALSE
65. (p. 9) TRUE
66. (p. 9) FALSE
67. (p. 10) FALSE
68. (p. 10) FALSE
69. (p. 11) TRUE
70. (p. 10-11) FALSE
71. (p. 11) TRUE
72. (p. 11) TRUE
73. (p. 12-16) TRUE
74. (p. 12) FALSE

75. (p. 12) TRUE
76. (p. 13) FALSE
77. (p. 15) FALSE
78. (p. 16) FALSE
79. (p. 16-18) FALSE
80. (p. 16) TRUE
81. (p. 17) FALSE
82. (p. 17) FALSE
83. (p. 17) TRUE
84. (p. 19) TRUE
85. (p. 20) FALSE
86. (p. 27) FALSE
87. (p. 22-23) TRUE
88. (p. 27) TRUE
89. (p. 29) FALSE
90. (p. 29-30,(Figure: 1-17)) FALSE
91. (p. 31) TRUE
92. (p. 31-32) FALSE
93. (p. 31-32) FALSE
94. (p. 3) human resources
95. (p. 3) creatively
96. (p. 3) human resources
97. (p. 4) strategy or strategic planning or strategic human resources management
98. (p. 5) Proactive
99. (p. 5) reactive
100. (p. 6) economic cycles
101. (p. 6) bust
102. (p. 7) more
103. (p. 8) Productivity
104. (p. 8) workplace innovation
105. (p. 9) productivity
106. (p. 9) increases
107. (p. 9,(Figure: 1-4)) inputs
108. (p. 9) output
109. (p. 9) workers or people or employees
110. (p. 10) competitiveness
111. (p. 10) technology
112. (p. 11) automation

113. (p. 9) Contract (or Contingent) workers
114. (p. 9) part; full
115. (p. 10) telecommuters
116. (p. 11) Knowledge management
117. (p. 11) strike
118. (p. 11) predictability; reliability; higher standards
119. (p. 12-16) demographic
120. (p. 12) knowledge workers
121. (p. 15) old age crisis
122. (p. 16) x-ers; baby boomers
123. (p. 16) cultural
124. (p. 19) organizational analysis
125. (p. 6) environmental
126. (p. 19) mission; goals
127. (p. 19) character; culture
128. (p. 19) Organizational character
129. (p. 20) strategies
130. (p. 20-21) 5; five
131. (p. 20) focus
132. (p. 22) motivation
133. (p. 22) Human resource planning
134. (p. 22) Recruitment
135. (p. 22) selection
136. (p. 22) performance appraisal
137. (p. 23-24) feedback
138. (p. 29) service
139. (p. 29) staff
140. (p. 31) canadian council human resource associations
141. (p. 31) certified human resources professionals
142. (p. 4-5) Answers will vary
143. (p. 6-16) Answers will vary (Key points will be found in Figure 1-2)
144. (p. 8-9) Answers will vary
145. (p. 9) Answers will vary
146. (p. 10-12) Answers will vary
147. (p. 11-12) Answers will vary
148. (p. 12-16) Answers will vary
149. (p. 16-18) Answers will vary
150. (p. 6-27) Answers will vary and each step is discussed in detail throughout the chapter

151. (p. 22-23) Answers will vary

152. (p. 24) Answers will vary

153. (p. 28 see. Figs 1-15,1-16) Answers will vary

154. (p. 29) Answers will vary

155. (p. 31) Answers will vary

# ch01 Summary

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Difficulty: Easy	26
Difficulty: Hard	13
Difficulty: Medium	54
Learning Objective: 01-01 Discuss the objectives of human resource management.	20
Learning Objective: 01-02 Identify steps in strategic management of human resources.	116
Learning Objective: 01-03 Explain how human resource departments are organized and function.	12
Learning Objective: 01-04 Discuss the role of human resource professionals in today's organization	7
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