

# c1

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

1. \_\_\_\_\_ refers to a company's ability to maintain and gain market share in its industry.
  - A. Outsourcing
  - B. Competitiveness
  - C. Self-service
  - D. Empowerment
  
2. \_\_\_\_\_ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.
  - A. Total quality management
  - B. Financial management
  - C. Human resource management
  - D. Production and operations management
  
3. HRM practices include all of the following EXCEPT
  - A. HR Planning
  - B. Recruiting
  - C. Employee work life balance
  - D. Employee relations
  
4. Which of the following is NOT a responsibility of HR departments?
  - A. Recruiting
  - B. Benefits
  - C. Community relations
  - D. Production and operations
  
5. Which of the following best describes a cultural steward?
  - A. Shapes the organization.
  - B. Delivers results with integrity.
  - C. Facilitates change.
  - D. Recognizes business trends and their impact on the business.

6. A strategic architect is one who:

- A. facilitates change.
- B. recognizes business trends and their impact on the business.
- C. implements workplace policies conducive to work environment.
- D. develops talent and designs reward systems.

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

- A. proactive agency.
- B. finance expert.
- C. employer advocate.
- D. administrative expert.

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

- A. It helps show that the money invested in HR programs is justified and that HR is contributing to the company's goals and objectives.
- B. 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.
- C. It requires collecting data on such metrics as productivity, turnover, accidents, employee attitudes and medical costs and showing their relationship with HR practices.
- D. It refers to demonstrating that human resources practices have a positive influence on the company's bottom line or key stakeholders.

9. Which one of the following statements about the HR profession is FALSE?

- A. A college degree is required of HR specialists, but not of generalists.
- B. Generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations.
- C. Professional certification in HRM is less common than membership in professional associations.
- D. The primary professional organization for HRM is the Society for Human Resource Management.

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

- A. the global challenge.
- B. the challenge of sustainability.
- C. the political challenge.
- D. the technology challenge.

11. \_\_\_\_\_ refers to the ability of a company to survive and succeed in a dynamic competitive environment.

- A. Outsourcing
- B. Empowerment
- C. Sustainability
- D. Resource management

12. Sustainability includes all of the following EXCEPT:

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

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

- A. Creation of jobs
- B. Slow population growth
- C. Lack of employees with the required skills
- D. Slow retirement of the aging population

14. In a Conference Board study conducted between September 2008 and January 2009, 167 employers indicated that after considering their organization's strategic objectives, their top HR challenges over the next three to five years included attracting, recruiting, and retaining employees; leadership capacity; and,

- A. the slow population growth
- B. the aging workforce
- C. the reduced number of post-secondary graduates
- D. individuals being educated with the required skills

15. 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 follow creative cost controls would you NOT be able to implement in order to prevent layoffs?

- A. restructuring benefit plans
- B. cutting training budgets
- C. suspending pension plan contributions
- D. paid leaves

16. 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 included all the following key skills except:

- A. A mix of creative problem-solving capabilities, technical know-how, and business skills, as well as an ability to interact with colleagues and customers.
- B. 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.
- C. 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.
- D. Multilingual and multicultural skills, as business operations expand on a more global basis.

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

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

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

- A. social
- B. customer
- C. human
- D. intellectual

19. A(n) \_\_\_\_\_ contract describes what an employee expects to contribute and what the company will provide to the employee for these contributions.

- A. employer
- B. employee
- C. psychological
- D. job

20. \_\_\_\_\_ is a systematic planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers.

- A. Talent management
- B. Labour management
- C. Employee management
- D. Recruitment management

21. All of the following are examples of alternative work arrangements EXCEPT:

- A. independent contractors.
- B. current labour force.
- C. on-call workers.
- D. temporary workers.

22. The balanced scorecard:

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

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

- A. its customers only.
- B. its employees only.
- C. its employees and customers only.
- D. its employees, customers, and shareholders.

24. 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. a balanced scorecard approach to business.
- B. diversity.
- C. total quality management.
- D. social responsibility.

25. TQM focuses on:

- A. designing processes to meet the needs of external customers only.
- B. reducing variability in the product or service.
- C. preventing errors rather than correcting errors.
- D. tying pay to employees' total output less rejects.

26. 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.

- A. projected
- B. secondary
- C. external
- D. internal

27. Managing cultural diversity involves:

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

28. How diversity issues are managed in companies has implications for all the following EXCEPT:

- A. knowing how to learn.
- B. creativity.
- C. retaining good employees.
- D. problem solving.

29. What areas of the legal environment have influenced HRM practices over the past 25 years?

- A. Equal employment opportunity, safety and health, pay and benefits, privacy, and job security.
- B. Executive compensation, pay and benefits, workers' compensation, safety and health, and job security.
- C. Product liability, workers' compensation, equal employment opportunity, safety and health, and labour relations.
- D. Equal employment opportunity, patent infringement, workers' compensation, safety and health, and job security.

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

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

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

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

32. Global business expansion has been made easier by

- A. improved government relations
- B. enhanced communication
- C. technology
- D. NAFTA

33. Businesses around the world are attempting to increase their competitiveness and value by

- A. increasing their global presence
- B. outsourcing current production
- C. recruiting and hiring internationally
- D. advertising

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

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

35. Developing nations such as Taiwan, Indonesia, and China may account for more than \_\_\_\_\_ percent of the world economy by \_\_\_\_\_.

- A. sixty, 2020
- B. sixty, 2050
- C. forty, 2020
- D. forty, 2050

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

- A. travel arrangements
- B. cross-cultural training
- C. guided tours
- D. cultural assimilation preparation

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

- A. insourcing.
- B. offshoring.
- C. importing.
- D. onshoring.

38. The main reason jobs are offshored is

- A. production costs
- B. material costs
- C. labour costs
- D. overhead costs

39. Initially, offshoring involved \_\_\_\_\_ manufacturing jobs with \_\_\_\_\_ tasks and \_\_\_\_\_ guidelines for how the work was to be completed.

- A. high-skilled; repeatable; general
- B. high-skilled; complex; specific
- C. low-skilled; repeatable; general
- D. low-skilled; repeatable; specific

40. 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 \_\_\_\_\_.

- A. no effect on employment in Canada
- B. a major effect on employment in Canada
- C. no effect on employment in North America
- D. a major effect on employment in North America

41. Which of the following statements about technology is FALSE?

- A. The Internet allows employees to locate and gather resources, including software, reports, photos, and videos.
- B. Technology does not allow older workers to postpone retirement.
- C. The Internet gives employees instant access to experts whom they can communicate with.
- D. Technology has made equipment easier to operate, helping companies cope with skill shortages.

42. Technology has also made equipment \_\_\_\_\_ to operate, helping companies cope with skill shortages and allowing older workers to \_\_\_\_\_ retirement.

- A. harder; move up
- B. harder; postpone
- C. easier; move up
- D. easier; postpone



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

- A. Teleconferencing
- B. Telecommuting
- C. Flexible work schedules
- D. Virtual teams

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

- A. High-efficiency work systems
- B. Virtual teams
- C. Functional work systems
- D. High-performance work systems

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

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

46. 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

- A. cyber teams.
- B. virtual teams.
- C. transnational teams.
- D. transformational teams.

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

- A. it provides teams' maximum flexibility.
- B. it helps in measuring employees' performance.
- C. it trains employees in a wide range of skills.
- D. employees can fill any of the roles needed to be performed on the team.

48. 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:

- A. virtual teams.
- B. geographically-concentrated teams.
- C. lean teams.
- D. teleworker teams.

49. Adaptive organizational structures emphasize:

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

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

- A. Electronic Human Resource Management (e-HRM)
- B. Electronic Human Resource Information Management (e-HRIM)
- C. Human Resource Interactive System (HRIS)
- D. Human Resource Information System (HRIS)

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

- A. Electronic Human Resource Management (e-HRM)
- B. Electronic Human Resource Information Management (e-HRIM)
- C. Human Resource Interactive System (HRIS)
- D. Human Resource Information System (HRIS)

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

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

53. From the manager's perspective, an HRIS can be used to perform primarily all but one of the following. Name the exception.
- A. Support strategic decision making
  - B. Avoid litigation
  - C. Evaluate programs and policies
  - D. Motivate employees
54. All of the following HR practices support high-performance work systems EXCEPT:
- A. employees participate in selection process.
  - B. jobs are designed to use a variety of skills.
  - C. employee rewards are related to company performance.
  - D. individuals tend to work separately.
55. HRM practices that support high-performance work systems include all of the following EXCEPT:
- A. Compensation
  - B. Work design
  - C. Discipline
  - D. Training
56. Transformational activities
- A. include knowledge management, cultural change, and strategic renewal.
  - B. are low in their strategic value.
  - C. are the nuts and bolts of HRM.
  - D. often form the practices and systems to ensure strategy execution.
57. Traditional HRM functions were structured around all of the following basic sub functions of HRM EXCEPT
- A. management development.
  - B. staffing.
  - C. training.
  - D. compensation.
58. Which of the following is NOT one of the questions used to determine if Human Resources are playing a strategic role in the Business?
- A. How can we reinvest in employees?
  - B. What makes an employee want to stay at our company?
  - C. What can HR do to increase the recruitment of highly skilled employees?
  - D. What's the best change we can make to prepare for the future?

59. Which of the following fall under the traditional activities of HRM?

- A. Benefits administration
- B. Employee Services
- C. Cultural change
- D. Performance management

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

- A. decreased; increased
- B. decreased; decreased
- C. increased; increased
- D. increased; decreased

61. The nuts and bolts of HRM are

- A. transactional activities.
- B. transformational activities.
- C. traditional activities.
- D. training activities.

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

- A. Transactional
- B. Transnational
- C. Transformational
- D. Traditional

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

- A. Transactional
- B. Transnational
- C. Transformational
- D. Traditional

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

- A. Transactional
- B. Transnational
- C. Transformational
- D. Traditional

65. An example of a transformational activity is

- A. benefits administration.
- B. training.
- C. compensation.
- D. management development.

66. 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 False

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

True False

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

True False

69. Advances in technology have allowed HR services to be offered more on a self-service basis than in the past.

True False

70. 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

71. Evidence-based HR provides managers with data to make decisions, instead of just relying on intuition.

True False

72. 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

73. HR functions related to areas such as employee development, performance management, and organizational development are outsourced most frequently.

True False

74. 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

75. 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

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

True False

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

True False

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

True False

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

True False

80. 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

81. 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

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

True False

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

True False

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

True False

85. Smaller entrepreneurial companies are finding that offshoring helps them expand their business.

True False

86. One of the disadvantages of technology is that it does not allow older workers to postpone retirement.

True False

87. Many companies are taking steps to reduce the amount of flexible work schedules.

True False

88. 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

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

True False

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

True False

91. Name and discuss the competencies that 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.

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

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



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

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

97. 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?

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

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.

100. 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?

## c1 Key

1. (p. 5) \_\_\_\_\_ refers to a company's ability to maintain and gain market share in its industry.

- A. Outsourcing
- B.** Competitiveness
- C. Self-service
- D. Empowerment

Competitiveness is related to company effectiveness, which is determined by whether the company satisfies the needs of stakeholders (groups affected by business practices).

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #1*

*Topic: Introduction*

2. (p. 5) \_\_\_\_\_ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

- A. Total quality management
- B. Financial management
- C.** Human resource management
- D. Production and operations management

Many companies refer to HRM as involving "people practices."

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #2*

*Topic: Introduction*

3. (p. 5) HRM practices include all of the following EXCEPT

- A. HR Planning
- B. Recruiting
- C. Employee work life balance**
- D. Employee relations

HRM practices include analyzing and designing work, determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), rewarding employees (compensation), evaluating their performance (performance management), and creating a positive work environment (employee relations).

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #3*

*Topic: Introduction*

4. (p. 6) Which of the following is NOT a responsibility of HR departments?

- A. Recruiting
- B. Benefits
- C. Community relations
- D. Production and operations**

The Responsibilities of HR departments include Employment and Recruiting, Training and Development, Compensation, Benefits, Employee services, Employee and community relations, Personnel records, Health and safety and Strategic planning.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #4*

*Topic: What Responsibilities and Roles do HR Departments Perform?*

5. (p. 8) Which of the following best describes a cultural steward?

- A. Shapes the organization.
- B. Delivers results with integrity.
- C. Facilitates change.**
- D. Recognizes business trends and their impact on the business.

Cultural steward facilitates change, develops and values the culture and helps employees navigate the culture.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #5*

*Topic: What Competencies Do HR Professionals Need?*

6. (p. 8) A strategic architect is one who:

- A. facilitates change.
- B.** recognizes business trends and their impact on the business.
- C. implements workplace policies conducive to work environment.
- D. develops talent and designs reward systems.

A strategic architect is one who recognizes business trends and their impact on the business and develops people strategies that contribute to the business strategy.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #6*

*Topic: What Competencies Do HR Professionals Need?*

7. (p. 9) Traditionally, the HRM department was primarily a(n):

- A. proactive agency.
- B. finance expert.
- C. employer advocate.
- D.** administrative expert.

The HRM department took care of employee problems, made sure employees were paid correctly, administered labor contracts, and avoided legal problems.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #7*

*Topic: Evolution of the HRM Function*

8. (p. 9-10) Which of the following statements about evidence-based HR is FALSE?

- A. It helps show that the money invested in HR programs is justified and that HR is contributing to the company's goals and objectives.
- B.** 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.
- C. It requires collecting data on such metrics as productivity, turnover, accidents, employee attitudes and medical costs and showing their relationship with HR practices.
- D. It refers to demonstrating that human resources practices have a positive influence on the company's bottom line or key stakeholders.

A study concludes that human resources is being transformed from a specialized, stand-alone function to a broad corporate competency in which human resources and line managers build partnerships to gain competitive advantage.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #8*

*Topic: Evolution of the HRM Function*

9. (p. 10) Which one of the following statements about the HR profession is FALSE?

- A.** A college degree is required of HR specialists, but not of generalists.
- B. Generalists usually perform the full range of HRM activities, including recruiting, training, compensation, and employee relations.
- C. Professional certification in HRM is less common than membership in professional associations.
- D. The primary professional organization for HRM is the Society for Human Resource Management.

A college degree is required of all HR professionals.

*BT: Comprehension*

*Difficulty: Hard*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #9*

*Topic: The HRM Profession*

10. (p. 11) All of the following competitive challenges faced by companies will increase the importance of human resource management EXCEPT:

- A. the global challenge.
- B. the challenge of sustainability.
- C. the political challenge.
- D. the technology challenge.

Three competitive challenges that companies now face will increase the importance of human resource management practices: the challenge of sustainability, the global challenge, the technology challenge.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #10*

*Topic: Competitive Challenges Influencing Human Resource Management*

11. (p. 11) \_\_\_\_\_ refers to the ability of a company to survive and succeed in a dynamic competitive environment.

- A. Outsourcing
- B. Empowerment
- C. Sustainability
- D. Resource management

Sustainability refers to a company's ability to make a profit without sacrificing the resources of its employees, the community, or the environment.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #11*

*Topic: The Sustainability Challenge*

12. (p. 11-12) Sustainability includes all of the following EXCEPT:

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

Expanding into foreign markets falls under the global challenge.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #12*

*Topic: The Sustainability Challenge*

13. (p. 12) The following are reasons that the demand for employees will exceed supply EXCEPT:

- A. Creation of jobs
- B. Slow population growth
- C. Lack of employees with the required skills
- D. Slow retirement of the aging population**

The creation of new jobs, aging employees leaving the workforce, slow population growth, and a lack of employees who have the skills needed to perform the jobs in greatest demand means that demand for employees will exceed supply. This has created a "war for talent" that has increased the attention companies pay to attracting and retaining human resources.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #13*

*Topic: The Sustainability Challenge*

14. (p. 13) In a Conference Board study conducted between September 2008 and January 2009, 167 employers indicated that after considering their organization's strategic objectives, their top HR challenges over the next three to five years included attracting, recruiting, and retaining employees; leadership capacity; and,

- A. the slow population growth
- B. the aging workforce**
- C. the reduced number of post-secondary graduates
- D. individuals being educated with the required skills

In a Conference Board study conducted between September 2008 and January 2009, 167 employers indicated that after considering their organization's strategic objectives, their top HR challenges over the next three to five years included attracting, recruiting, and retaining employees; leadership capacity; and the aging workforce.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #14*

*Topic: Economic Changes*



15. (p. 13) 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 follow creative cost controls would you NOT be able to implement in order to prevent layoffs?

- A. restructuring benefit plans
- B. cutting training budgets
- C. suspending pension plan contributions
- D.** paid leaves

Other companies have implemented creative cost control such as unpaid leaves, suspending pension plan contributions, restructuring benefit plans, and cutting training budgets. Going forward, more companies will at least closely monitor the size of their workforce, more carefully consider plans for new operations and growth, and constantly monitor human resource budgets to eliminate waste and seize opportunities.

*BT: Application*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #15*

*Topic: Economic Changes*

16. (p. 14) 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 included all the following key skills except:

- A. A mix of creative problem-solving capabilities, technical know-how, and business skills, as well as an ability to interact with colleagues and customers.
- B. 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.
- C.** 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.
- D. Multilingual and multicultural skills, as business operations expand on a more global basis.

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 included key skills such as: (a) A mix of creative problem-solving capabilities, technical know-how, and business skills, as well as an ability to interact with colleagues and customers; (b) 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; (c) Multilingual and multicultural skills, as business operations expand on a more global basis; (d) Management skills in the fields of manufacturing processes, supply chains, product and knowledge development, financing, and global business.

*BT: Knowledge*  
*Difficulty: Hard*  
*Gradable: automatic*  
*Learning Objective: 01-02*  
*Noe - Chapter 01 #16*  
*Topic: Economic Changes*

17. (p. 14) Which of the following statements about intangible assets is FALSE?

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

Intangible assets are equally or even more valuable than physical assets.

*BT: Comprehension*  
*Difficulty: Medium*  
*Gradable: automatic*  
*Learning Objective: 01-02*  
*Noe - Chapter 01 #17*  
*Topic: Economic Changes*

18. (p. 16) Tacit knowledge is an example of \_\_\_\_\_ capital.

- A. social
- B. customer
- C. human**
- D. intellectual

Tacit knowledge, Education, Work-related know how and Work-related competence are the examples of human capital.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #18*

*Topic: Economic Changes*

19. (p. 17) A(n) \_\_\_\_\_ contract describes what an employee expects to contribute and what the company will provide to the employee for these contributions.

- A. employer
- B. employee
- C. psychological**
- D. job

Unlike a sales contract, a psychological contract is not written.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #19*

*Topic: Economic Changes*

20. (p. 18) \_\_\_\_\_ is a systematic planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers.

- A. Talent management**
- B. Labour management
- C. Employee management
- D. Recruitment management

Talent management is a systematic planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #20*

*Topic: Economic Changes*

21. (p. 18) All of the following are examples of alternative work arrangements EXCEPT:

- A. independent contractors.
- B. current labour force.**
- C. on-call workers.
- D. temporary workers.

Alternative work arrangements include independent contractors, on-call workers, temporary workers, and contract company workers.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #21*

*Topic: Economic Changes*

22. (p. 19) The balanced scorecard:

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

The balanced scorecard depicts the company from the perspective of internal and external customers, employees, and shareholders.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #22*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

23. (p. 19) The balanced scorecard presents a view of company performance from the perspective of:

- A. its customers only.
- B. its employees only.
- C. its employees and customers only.
- D. its employees, customers, and shareholders.**

The balanced scorecard is important because it brings together most of the features that a company needs to focus on to be competitive.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #23*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

24. (p. 19) 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. a balanced scorecard approach to business.
- B. diversity.
- C. total quality management.
- D.** social responsibility.

Social responsibility can help boost a company's image with customers, gain access to new markets, and help attract and retain talented employees.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #24*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

25. (p. 20) TQM focuses on:

- A. designing processes to meet the needs of external customers only.
- B. reducing variability in the product or service.
- C.** preventing errors rather than correcting errors.
- D. tying pay to employees' total output less rejects.

TQM refers to a cooperative form of doing business that relies on the talents and capabilities of both labour and management to continually improve quality and productivity.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #25*

*Topic: Customer Service and Quality Emphasis*

26. (p. 20) 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.

- A. projected
- B. secondary
- C. external
- D.** internal

The labour force of current employees is often referred to as the internal labour force.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #26*

*Topic: Changing Demographics and Diversity of the Workforce*

27. (p. 21) Managing cultural diversity involves:

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

How diversity issues are managed has implications for creativity, problem solving, retaining good employees, and developing markets for the firm's products and services.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #27*

*Topic: Changing Demographics and Diversity of the Workforce*

28. (p. 21) How diversity issues are managed in companies has implications for all the following EXCEPT:

- A.** knowing how to learn.
- B. creativity.
- C. retaining good employees.
- D. problem solving.

How diversity issues are managed has implications for creativity, problem solving, retaining good employees, and developing markets for the firm's products and services.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #28*

*Topic: Changing Demographics and Diversity of the Workforce*

29. (p. 22) What areas of the legal environment have influenced HRM practices over the past 25 years?

- A.** Equal employment opportunity, safety and health, pay and benefits, privacy, and job security.
- B. Executive compensation, pay and benefits, workers' compensation, safety and health, and job security.
- C. Product liability, workers' compensation, equal employment opportunity, safety and health, and labour relations.
- D. Equal employment opportunity, patent infringement, workers' compensation, safety and health, and job security.

Attention is likely to continue to be paid to age, race, and religious discrimination, and discrimination against physically challenged employees.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #29*

*Topic: Legal and Ethical Issues*

30. (p. 22) Litigation involving job security will have a major influence on human resource management practices because:

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

An area of litigation that will continue to have a major influence on HRM practices involves job security. Since the mid-90s when companies began to close plants and lay off employees because of restructuring, technology changes or financial crisis, cases dealing with wrongful dismissal of employees have increased.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #30*

*Topic: Legal and Ethical Issues*

31. (p. 22) Which of the following is NOT a standard that human resource managers must satisfy for practices to be ethical?

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

HRM practices must result in the greatest good for the largest number of people, must respect basic human rights of privacy, due process, and free speech and they must treat employees and customers equitably and fairly.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #31*

*Topic: Legal and Ethical Issues*

32. (p. 23) Global business expansion has been made easier by

- A. improved government relations
- B. enhanced communication
- C. technology**
- D. NAFTA

Global business expansion has been made easier by technology; the Internet allows data and information to be instantly accessible around the world. The Internet, e-mail, and video conferencing enable business deals to be completed between companies thousands of miles apart.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #32*

*Topic: The Global Challenge*

33. (p. 23) Businesses around the world are attempting to increase their competitiveness and value by

- A. increasing their global presence**
- B. outsourcing current production
- C. recruiting and hiring internationally
- D. advertising

Businesses around the world are attempting to increase their competitiveness and value by increasing their global presence, often through strategic alliances, mergers, and acquisitions.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #33*

*Topic: The Global Challenge*

34. (p. 23) Many companies are entering international markets by all of the following means EXCEPT

- A. Exporting their products overseas
- B. Building manufacturing facilities or service centers in other countries
- C. Entering into alliances with foreign companies
- D. Entering into alliances with foreign governments**

Many companies are entering international markets by exporting their products overseas, building manufacturing facilities or service centers in other countries, entering into alliances with foreign companies, and engaging in e-commerce.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #34*

*Topic: Entering International Markets*



35. (p. 23) Developing nations such as Taiwan, Indonesia, and China may account for more than \_\_\_\_\_ percent of the world economy by \_\_\_\_\_.

- A.** sixty, 2020
- B. sixty, 2050
- C. forty, 2020
- D. forty, 2050

Developing nations such as Taiwan, Indonesia, and China may account for more than 60 percent of the world economy by 2020.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #35*

*Topic: Entering International Markets*

36. (p. 23) Some companies are offering \_\_\_\_\_ to better prepare their managers and their families for overseas assignments.

- A. travel arrangements
- B.** cross-cultural training
- C. guided tours
- D. cultural assimilation preparation

Some companies are also offering cross-cultural training to better prepare their managers and their families for overseas assignments, and ensuring that training and development opportunities are available for global employees.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #36*

*Topic: Entering International Markets*

37. (p. 25) Exporting jobs from developed to less developed countries is known as:

- A. insourcing.
- B.** offshoring.
- C. importing.
- D. onshoring.

The main reason for offshoring is labour costs.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #37*

*Topic: Offshoring*

38. (p. 25) The main reason jobs are offshored is

- A. production costs
- B. material costs
- C. labour costs**
- D. overhead costs

Why are jobs offshored? The main reason is labour costs. Workers in some other countries earn a fraction of the wages of North American workers performing the same job.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #38*

*Topic: Offshoring*

39. (p. 25) Initially, offshoring involved \_\_\_\_\_ manufacturing jobs with \_\_\_\_\_ tasks and \_\_\_\_\_ guidelines for how the work was to be completed.

- A. high-skilled; repeatable; general
- B. high-skilled; complex; specific
- C. low-skilled; repeatable; general
- D. low-skilled; repeatable; specific**

Initially, offshoring involved low-skilled manufacturing jobs with repeatable tasks and specific guidelines for how the work was to be completed.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #39*

*Topic: Offshoring*

40. (p. 26) 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 \_\_\_\_\_.

- A.** no effect on employment in Canada
- B. a major effect on employment in Canada
- C. no effect on employment in North America
- D. a major effect on employment in North America

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.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #40*

*Topic: Offshoring*

41. (p. 26) Which of the following statements about technology is FALSE?

- A. The Internet allows employees to locate and gather resources, including software, reports, photos, and videos.
- B.** Technology does not allow older workers to postpone retirement.
- C. The Internet gives employees instant access to experts whom they can communicate with.
- D. Technology has made equipment easier to operate, helping companies cope with skill shortages.

Technology has also made equipment easier to operate, helping companies cope with skill shortages and allowing older workers to postpone retirement.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #41*

*Topic: How and Where People Work*

42. (p. 26) Technology has also made equipment \_\_\_\_\_ to operate, helping companies cope with skill shortages and allowing older workers to \_\_\_\_\_ retirement.

- A. harder; move up
- B. harder; postpone
- C. easier; move up
- D. easier; postpone**

Technology has also made equipment easier to operate, helping companies cope with skill shortages and allowing older workers to postpone retirement.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #42*

*Topic: How and Where People Work*

43. (p. 27) \_\_\_\_\_ has the potential to increase employee productivity, encourage family-friendly work arrangements, and help reduce traffic and air pollution.

- A. Teleconferencing
- B. Telecommuting**
- C. Flexible work schedules
- D. Virtual teams

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 24 hours a day, 7 days a week.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #43*

*Topic: How and Where People Work*

44. (p. 27) \_\_\_\_\_ are work systems that maximize the fit between the company's social system and technical system.

- A. High-efficiency work systems
- B. Virtual teams
- C. Functional work systems
- D. High-performance work systems**

High-performance work systems are work systems that maximize the fit between the company's social system and technical system.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #44*

*Topic: High-Performance Work Systems*

45. (p. 28) Which of the following is NOT typically true of work teams?

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

Work teams may assume many of the activities usually reserved for managers, including selecting new team members, scheduling work, and coordinating activities with customers and other units in the company.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #45*

*Topic: High-Performance Work Systems*

46. (p. 28) 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

- A. cyber teams.
- B. virtual teams.**
- C. transnational teams.
- D. transformational teams.

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 virtual teams.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #46*

*Topic: High-Performance Work Systems*

47. (p. 28) All of the following statements about cross training are true EXCEPT:

- A. it provides teams' maximum flexibility.
- B. it helps in measuring employees' performance.**
- C. it trains employees in a wide range of skills.
- D. employees can fill any of the roles needed to be performed on the team.

The performance appraisal process measures employee performance according to departmental objectives that support the scorecard.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #47*

*Topic: High-Performance Work Systems*

48. (p. 28) 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:

- A. virtual teams.**
- B. geographically-concentrated teams.
- C. lean teams.
- D. teleworker teams.

Virtual teams refer to teams that are separated by time, geographic distance, culture, and or organizational boundaries and that rely almost exclusively on technology (e-mail, Internet, videoconferencing) to interact and complete their projects.

*BT: Application*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #48*

*Topic: High-Performance Work Systems*

49. (p. 28-29) Adaptive organizational structures emphasize:

A. efficiency, decision making by managers, and the flow of information from top to bottom of the organization.

**B.** a core set of values, and elimination of boundaries between managers, employees, and organizational functions.

C. clear boundaries between managers, employees, customers, vendors, and the functional areas, and a constant state of learning.

D. internal linking, external linking, diversification, and a core set of values.

In the adaptive organizational structure, employees are in a constant state of learning and performance improvement. Employees are free to move wherever they are needed in the company.

*BT: Comprehension*

*Difficulty: Hard*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #49*

*Topic: High-Performance Work Systems*

50. (p. 29) The processing and transmission of digitized information used in HRM is known as

**A.** Electronic Human Resource Management (e-HRM)

B. Electronic Human Resource Information Management (e-HRIM)

C. Human Resource Interactive System (HRIS)

D. Human Resource Information System (HRIS)

The processing and transmission of digitized information used in HRM is known as Electronic Human Resource Management (e-HRM).

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #50*

*Topic: High-Performance Work Systems*

51. (p. 29) \_\_\_\_\_ is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information related to a company's human resources.

- A. Electronic Human Resource Management (e-HRM)
- B. Electronic Human Resource Information Management (e-HRIM)
- C. Human Resource Interactive System (HRIS)
- D.** Human Resource Information System (HRIS)

Human Resource Information System (HRIS) is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information related to a company's human resources.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #51*

*Topic: High-Performance Work Systems*

52. (p. 29) Which of the following is FALSE about high-involvement, adaptive organizational structures?

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

Line employees are trained in multiple jobs, communicate directly with suppliers and customers, and interact frequently with engineers, quality experts, and employees from other functions.

*BT: Comprehension*

*Difficulty: Hard*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #52*

*Topic: High-Performance Work Systems*

53. (p. 29) From the manager's perspective, an HRIS can be used to perform primarily all but one of the following. Name the exception.

- A. Support strategic decision making
- B. Avoid litigation
- C. Evaluate programs and policies
- D.** Motivate employees

A systematic planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers is called talent management.

*BT: Comprehension*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #53*

*Topic: High-Performance Work Systems*



54. (p. 29) All of the following HR practices support high-performance work systems EXCEPT:

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

One of the most popular methods for increasing employee responsibility and control is work teams.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #54*

*Topic: High-Performance Work Systems*

55. (p. 29) HRM practices that support high-performance work systems include all of the following EXCEPT:

- A. Compensation
- B. Work design
- C.** Discipline
- D. Training

Human resource management practices that support high-performance work systems include employee selection, performance management, training, work design, and compensation. These practices are designed to give employees skills, incentives, knowledge, and autonomy.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-05*

*Noe - Chapter 01 #55*

*Topic: High-Performance Work Systems*

56. (p. 32) Transformational activities

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

Transformational activities create long-term capability and adaptability for the firm.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-06*

*Noe - Chapter 01 #56*

*Topic: HRM at the Crossroads*

57. (p. 32) Traditional HRM functions were structured around all of the following basic sub functions of HRM EXCEPT

- A. management development.
- B. staffing.
- C. training.
- D. compensation.

Transformational activities include knowledge management, management development, cultural change, and strategic redirection and renewal.

*BT: Comprehension  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #57  
Topic: HRM at the Crossroads*

58. (p. 31) Which of the following is NOT one of the questions used to determine if Human Resources are playing a strategic role in the Business?

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

Table 1.3 provides several questions that managers can use to determine if HRM is playing a strategic role in the business.

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #58  
Topic: HRM at the Crossroads*

59. (p. 31) Which of the following fall under the traditional activities of HRM?

- A. Benefits administration
- B. Employee Services
- C. Cultural change
- D. Performance management

Traditional activities such as performance management, training, recruiting, selection, compensation, and employee relations are the nuts and bolts of HRM.

*BT: Comprehension  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #59  
Topic: HRM at the Crossroads*

60. (p. 31) As the role of HRM in administration has \_\_\_\_\_, other roles such as practice development and strategic business partnering have \_\_\_\_\_.

- A. decreased; increased
- B. decreased; decreased
- C. increased; increased
- D. increased; decreased

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

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #60  
Topic: HRM at the Crossroads*

61. (p. 31) The nuts and bolts of HRM are

- A. transactional activities.
- B. transformational activities.
- C. traditional activities.
- D. training activities.

Traditional activities have moderate strategic value because they often form the practices and systems to ensure strategy execution.

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #61  
Topic: HRM at the Crossroads*

62. (p. 31-32) Knowledge management, management development, cultural change, and strategic redirection and renewal represent which type of HR activity?

- A. Transactional
- B. Transnational
- C. Transformational
- D. Traditional

Transformational activities have the least amount of time spent on them with a total of 5-15% of time spent on them. For more information refer to Figure 1.4 "Categories of HRM Activities and Percentages of Time Spent on Them"

*BT: Knowledge  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #62  
Topic: HRM at the Crossroads*

63. (p. 31-32) Benefits administration, record keeping and employee services represent which type of HR activity?

- A.** Transactional
- B. Transnational
- C. Transformational
- D. Traditional

Transactional activities have the most amount of time spent on them with a total of 65-75% of time spent on them. For more information refer to Figure 1.4 "Categories of HRM Activities and Percentages of Time Spent on Them"

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-06*

*Noe - Chapter 01 #63*

*Topic: HRM at the Crossroads*

64. (p. 31-32) Recruitment and selection, training, performance management, compensation and employee relations represent which type of HR activity?

- A. Transactional
- B. Transnational
- C. Transformational
- D.** Traditional

Traditional activities have a moderate amount of time spent on them with a total of 15-30% of time spent on them. For more information refer to Figure 1.4 "Categories of HRM Activities and Percentages of Time Spent on Them"

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-06*

*Noe - Chapter 01 #64*

*Topic: HRM at the Crossroads*

65. (p. 32-33) An example of a transformational activity is

- A. benefits administration.
- B. training.
- C. compensation.
- D.** management development.

Transformational activities create long-term capability and adaptability for the firm.

*BT: Comprehension*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-06*

*Noe - Chapter 01 #65*

*Topic: HRM at the Crossroads*

66. (p. 6) Companies have historically looked at HRM as a means to contribute to profitability, quality, and other business goals through enhancing and supporting business operations.

**FALSE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #66*

*Topic: What Responsibilities and Roles do HR Departments Perform?*

67. (p. 6) The human resource department is most likely to collaborate with other company functions on outplacement, labour law compliance, testing, and unemployment compensation.

**FALSE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #67*

*Topic: What Responsibilities and Roles do HR Departments Perform?*

68. (p. 7) The three product lines of HR include a) administrative services and transactions, B) financial services, and c) strategic partners.

**FALSE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #68*

*Topic: What Responsibilities and Roles do HR Departments Perform?*

69. (p. 7) Advances in technology have allowed HR services to be offered more on a self-service basis than in the past.

**TRUE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-01*

*Noe - Chapter 01 #69*

*Topic: What Competencies Do HR Professionals Need?*

70. (p. 9) 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**

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-01  
Noe - Chapter 01 #70  
Topic: Evolution of the HRM Function*

71. (p. 9) Evidence-based HR provides managers with data to make decisions, instead of just relying on intuition.

**TRUE**

*BT: Knowledge  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 01-01  
Noe - Chapter 01 #71  
Topic: Evolution of the HRM Function*

72. (p. 9) 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**

*BT: Knowledge  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 01-01  
Noe - Chapter 01 #72  
Topic: Evolution of the HRM Function*

73. (p. 10) HR functions related to areas such as employee development, performance management, and organizational development are outsourced most frequently.

**FALSE**

*BT: Knowledge  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 01-01  
Noe - Chapter 01 #73  
Topic: The HRM Profession*

74. (p. 14) Companies are now more and more interested in using intangible assets and human capital as a way to gain an advantage over competitors.

**TRUE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #74*

*Topic: The Sustainability Challenge*

75. (p. 17) 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**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #75*

*Topic: The Sustainability Challenge*

76. (p. 18) The use of alternative work arrangements, which include independent contractors, on-call workers, temporary workers, and contract company workers, is shrinking.

**FALSE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-02*

*Noe - Chapter 01 #76*

*Topic: The Sustainability Challenge*

77. (p. 19) To be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments.

**TRUE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #77*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

78. (p. 19) The balanced scorecard should not be used to link the company's human resource management activities to the company's business strategy.

**FALSE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #78*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

79. (p. 20) Corporate cultures within companies that successfully implement TQM typically emphasize individualism, hierarchy, accountability, and profits.

**FALSE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #79*

*Topic: Customer Service and Quality Emphasis*

80. (p. 20) 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**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #80*

*Topic: Changing Demographics and Diversity of the Workforce*

81. (p. 21) 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.

**FALSE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #81*

*Topic: Changing Demographics and Diversity of the Workforce*



82. (p. 21) Cultural diversity can provide a company competitive advantage regarding problem-solving.

**TRUE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-03*

*Noe - Chapter 01 #82*

*Topic: Changing Demographics and Diversity of the Workforce*

83. (p. 23) Every business must be prepared to deal with the global economy.

**TRUE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #83*

*Topic: The Global Challenge*

84. (p. 25) Initially, offshoring involved complex manufacturing jobs with little direction in how the work was to be completed.

**FALSE**

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #84*

*Topic: Offshoring*

85. (p. 26) Smaller entrepreneurial companies are finding that offshoring helps them expand their business.

**TRUE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-04*

*Noe - Chapter 01 #85*

*Topic: Offshoring*

86. (p. 26) One of the disadvantages of technology is that it does not allow older workers to postpone retirement.

**FALSE**

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-05  
Noe - Chapter 01 #86  
Topic: The Technology Challenge*

87. (p. 27) Many companies are taking steps to reduce the amount of flexible work schedules.

**FALSE**

*BT: Knowledge  
Difficulty: Easy  
Gradable: automatic  
Learning Objective: 01-05  
Noe - Chapter 01 #87  
Topic: The Technology Challenge*

88. (p. 29) 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.

**FALSE**

*BT: Comprehension  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-05  
Noe - Chapter 01 #88  
Topic: High-Performance Work Systems*

89. (p. 29) Most HR Executives have recognized the need to make the function's major role into one that is much more strategic.

**TRUE**

*BT: Knowledge  
Difficulty: Medium  
Gradable: automatic  
Learning Objective: 01-06  
Noe - Chapter 01 #89  
Topic: HRM at the Crossroads*

90. (p. 31) As the role of HRM in administration has increased, other roles such as practice development and strategic business partnering have decreased.

**FALSE**

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: automatic*

*Learning Objective: 01-06*

*Noe - Chapter 01 #90*

*Topic: HRM at the Crossroads*

91. (p. 7) Name and discuss the competencies that HR professionals need.

Answers may vary

Feedback: 1. Credible activist: delivers results with integrity, shares information, builds trusting relationships, and influences others, providing candid observation, taking appropriate risks.

2. Cultural steward: facilitates change, develops and values the culture, and helps employees navigate the culture

3. Talent manager organizational designer: develops talent, designs reward systems, and shapes the organization.

4. Strategic architect: recognizes business trends and their impact on the business, evidence-based HR, and develops people strategies that contribute to the business strategy.

5. Business ally: understands how the business makes money and the language of the business.

6. Operational executor: implements workplace policies, advances HR technology, and administers day-to-day work of managing people.

*BT: Analysis*

*Difficulty: Medium*

*Gradable: manual*

*Learning Objective: 01-01*

*Noe - Chapter 01 #91*

*Topic: What Competencies Do HR Professionals Need?*

92. (p. 11-12) 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.

Answers may vary

Feedback: (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.

*BT: Analysis*

*Difficulty: Medium*

*Gradable: manual*

*Learning Objective: 01-02*

*Noe - Chapter 01 #92*

*Topic: Competitive Challenges Influencing Human Resource Management*

93. (p. 13) Describe some of the trends in employment, occupation growth, and skill requirements.

Answers may vary

Feedback: 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. Projections indicate that although labour force growth in Canada will continue until 2011, it will sink to less than 1 percent in 2014 and continue to decline thereafter. Aging boomers will retire at an increasing rate, reaching 2.6 percent annually by 2014. The current rate of national labour force participation (67.4 percent) is now seen as a peak, and imbalances between supply and demand within various sectors are expected to become serious by 2020.

The future North American labour market will be both a knowledge economy and a service economy. 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 scientific consulting jobs work directly with customers, and customers influence the product design process. In 2006, more than 75 percent of Canadians were employed in the service sector, and this sector will continue to lead job growth until at least 2016. The most growth will occur in computer systems design and related services, professional business services, other professional services, and health. Jobs in goods-producing industries such as forestry, and manufacturing have been under downward pressure due to global competition or economic turmoil, although construction, mining and oil and gas extraction (and the support services associated with these industries) are expected to grow above the general economy-wide average.

*BT: Comprehension*

*Difficulty: Hard*

*Gradable: manual*

*Learning Objective: 01-02*

*Noe - Chapter 01 #93*

*Topic: Economic Changes*

94. (p. 17) What is the psychological contract? How has the psychological contract changed with the new type of economy?

Answers may vary

Feedback: 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 ensure that employees can find other employment opportunities. These changing expectations and an underlying cynicism felt by employees have been aggravated by the recession.

*BT: Knowledge*

*Difficulty: Medium*

*Gradable: manual*

*Learning Objective: 01-02*

*Noe - Chapter 01 #94*

*Topic: Economic Changes*

95. (p. 19) Discuss the balanced scorecard approach of measuring stakeholder performance.

Answers may vary

Feedback: 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.

*BT: Analysis*

*Difficulty: Medium*

*Gradable: manual*

*Learning Objective: 01-03*

*Noe - Chapter 01 #95*

*Topic: Meeting the Needs of Stakeholders, Shareholders, Customers, Employees, and Community*

96. (p. 22) Indicate five main areas of the legal environment that have influenced human resource management over the past 25 years.

Answers may vary

Feedback: 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.

*BT: Knowledge*  
*Difficulty: Medium*  
*Gradable: manual*  
*Learning Objective: 01-03*  
*Noe - Chapter 01 #96*  
*Topic: Legal and Ethical Issues*

97. (p. 25-26) 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?

Answers may vary

Feedback: 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?

*BT: Application*  
*Difficulty: Easy*  
*Gradable: manual*  
*Learning Objective: 01-04*  
*Noe - Chapter 01 #97*  
*Topic: Offshoring*

98. (p. 26) How has technology changed the way people work and where they work?

Answers may vary

Feedback: 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.

*BT: Application*

*Difficulty: Easy*

*Gradable: manual*

*Learning Objective: 01-05*

*Noe - Chapter 01 #98*

*Topic: How and Where People Work*

99. (p. 31) 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.

Answers may vary

Feedback: (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 1.3 "Questions Used to Determine if Human Resources Are Playing a Strategic Role in the Business."

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: manual*

*Learning Objective: 01-06*

*Noe - Chapter 01 #99*

*Topic: HRM at the Crossroads*

100. (p. 26) 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?

Answers may vary

Feedback: 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.

*BT: Knowledge*

*Difficulty: Easy*

*Gradable: manual*

*Learning Objective: 01-06*

*Noe - Chapter 01 #100*

*Topic: HRM at the Crossroads*



## c1 Summary

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Difficulty: Hard	5
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