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

**1)** Recent changes to Old Age Security forces workers to wait until what age to claim OAS?

A) 47   
 B) 87  
 C) 77  
 D) 67  
 E) 57

**2)** Which of the following is a possible outcome of employers installing workout facilities within the organization's physical space?

A) a decrease in employee morale   
 B) an increase in health benefits claims  
 C) a decrease in expenses associated with sick days  
 D) a decrease in time savings for employees  
 E) an increase in the number of employees leaving the office early

**3)** Which of the following is the product of all of an organization's features and how they are arranged?

A) organizational structure   
 B) organizational mores  
 C) organizational hierarchy  
 D) organizational strategy  
 E) organizational objectives

**4)** Which of the following credentialing bodies is responsible for Ontario-specific accreditation of HR professionals?

A) Chartered Professional in Human Resources   
 B) Corporate Council on Education  
 C) Human Resource Professional Association  
 D) Business Development Bank of Canada  
 E) Organization for Economic Co-operation and Development

**5)** Which of the following tasks would a human resource manager carry out during a recessionary period?

A) Providing better benefits   
 B) Implementing employee layoffs  
 C) Creating a culture of innovation within the organization  
 D) Recruiting employees with new skill sets  
 E) Order managers in other departments to reduce expenditures

**6)** Which of the following is an activity that HR professionals must continually focus on when making choices about formulating an HR strategy?

A) Monitoring demographic trends   
 B) Adjusting the organizational mission  
 C) Conducting program evaluations  
 D) Analyzing the organizational culture  
 E) Identifying opportunities, risks, and challenges

**7)** Which of the following is causing increased expectations of human groups departments within organizations?

A) The decreasing retirement age   
 B) The high cost of actively disengaged employees  
 C) Canada's low ranking among exporting nations  
 D) The lower quality in production due to automation  
 E) The lack of multiculturalism in Canada

**8)** What strategic step might an organization take to protect their sensitive data?

A) Move all their storage to the cloud   
 B) Hire a cyber-security expert  
 C) Continuously back-up data  
 D) Only permit employees to use corporate-issued hardware  
 E) Ensuring its employees have hacking skills

**9)** Which of the following is of great importance in organizations that have flexible structures?

A) Preserving the existing division of work   
 B) Hiring specialists for each division  
 C) Creating an organization-wide perspective  
 D) Introducing training systems that foster functional expertise  
 E) Establishing narrow job classes

**10)** Which of the following is defined as "the use of rules, competition, and teamwork to encourage engagement by mimicking games"?

A) Cultural mosaic   
 B) Gamification  
 C) Automation  
 D) Demographic management  
 E) Situational approach

**11)** Which of the following is defined as "an examination of the human resource policies, practices, and systems of a firm (or division) to eliminate deficiencies and improve ways to achieve goals"?

A) A human resource audit   
 B) An environmental scan  
 C) Knowledge management  
 D) A mission statement  
 E) Demographic change

**12)** Which of the following is a sociocultural challenge facing Canadian organizations today?

A) Gender balance in the workforce   
 B) Global trade  
 C) The shift towards knowledge workers  
 D) Ethics  
 E) The generational shift

**13)** Which of the following is an outcome of HR strategy evaluation?

A) Firms abandon practices with low performance potential   
 B) Legal compliance takes longer  
 C) Human resource costs increase  
 D) Making improvements to the information system become more challenging  
 E) Alignment with the organizational strategy is disrupted

**14)** Gains in productivity give managers the ability to do which of the following?

A) Focus more on predicting employee performance   
 B) Save scarce resources  
 C) Improve working conditions  
 D) Increase employee benefits  
 E) Provide better pay to employees

**15)** "Using ethical practices" is an example of which type of organizational goal?

A) Not-for-profit   
 B) Leadership  
 C) Social  
 D) Technological  
 E) Ergonomic

**16)** Which of the following is an example of a service industry?

A) Education   
 B) Mining  
 C) Fishing  
 D) Forestry  
 E) Agriculture

**17)** Which of the following is a technological force that allows for more flexibility in operations?

A) Automation   
 B) Connectivity  
 C) Flexible work design  
 D) Knowledge management  
 E) Global trade

**18)** The ratio of an organization's outputs (goods and services) to its inputs (people, capital, materials, energy) describes which of the following?

A) Sociocultural forces   
 B) Mechanization  
 C) Flexible work design  
 D) Automation  
 E) Productivity

**19)** Human resource audits involve which of the following activities?

A) Setting a corporate mission   
 B) Monitoring labour market trends  
 C) Analyzing organizational character  
 D) Optimizing for high performance  
 E) Program evaluation

**20)** Which of the following describes an outcome associated with moving to a mechanized process?

A) Decreased standards of quality in production   
 B) Increased cost  
 C) Increased effort to change setups for small production batches  
 D) Decreased operational flexibility  
 E) Increased reliability in operations

**21)** Which of the following is a challenge associated with automation?

A) Lower predictability in operations   
 B) Lower standards of quality in production  
 C) Decreased reliability in operations  
 D) Negative union attitudes  
 E) Less flexibility in operations

**22)** Canada exports more than the United States on a per capita basis due to the combination of a relatively small population and a large natural resource base. Which economic force is this an example of?

A) Productivity improvement   
 B) Economic cycles  
 C) Innovation improvement  
 D) Global trade  
 E) Connectivity

**23)** Which of the following is a continuously changing internal factor that makes it important for human resource strategies to be evaluated regularly?

A) Technology   
 B) Environments  
 C) Government policies  
 D) Role definitions  
 E) Demographics

**24)** Which of the following indicates that that the importance of human resource management activity is being recognized?

A) The varied capability of practicing HR experts   
 B) The higher status given to human resource experts in job ads  
 C) The lack of growth in the field of human resource management  
 D) The limited professional opportunities for human resource specialists today  
 E) The ability to become certified in human resources

**25)** Which of the following describes the role of proactive human resource management?

A) It allows staff to ensure their family or friends are hired by the organization   
 B) It focuses on how to best deploy HR activities to solve problems as they arise  
 C) It allows minor problems to become major ones  
 D) It focuses only on identifying challenges arising outside of the organization  
 E) It anticipates problems before they impact the organization

**26)** Which of the following is describes the role of a human resource department?

A) It is critical to the success and survival of the organization   
 B) It has the authority to order other managers to accept their ideas  
 C) Its contribution should be kept at a level appropriate to an organization's needs and resources  
 D) It is a required department within all organizations  
 E) It eliminates the need for individual managers to take responsibility for the day-to-day management of human resources

**27)** A department which has staff authority has which of the following?

A) Control over the organization's entire staff   
 B) The ability to direct manager decisions about how to best handle staffing issues  
 C) The authority to make decisions about production  
 D) The power to advise managers in other departments  
 E) The authority to order managers to accept their ideas

**28)** An organization's mission statement does which of the following?

A) It specifies what activities the organization has pursued in the past   
 B) It is the product of all organizational features and how they are arranged  
 C) It systematically reviews the current state of human resource practices in an organization  
 D) It identifies which not-for-profits will benefit from the organization's success  
 E) It gives the organization its own special identity, character, and path of development

**29)** Organizational strategies are

A) small-scale.   
 B) responsive to uncertain environments.  
 C) past-oriented.  
 D) designed to focus on short-term value.  
 E) very similar, especially within the same market.

**30)** Which of the following is a benefit of conducting a human resource audit?

A) It ensures timely compliance with legal requirements   
 B) It aligns the HR department goals with the goals of other departments  
 C) It reveals corrupt activities in other departments  
 D) It stimulates variety in the application of human resource policies  
 E) It increases human resource costs

**31)** The participation rate of biologically female workers is higher than that of biologically male workers in which of the following industries?

A) Wholesale trade   
 B) Oil and gas  
 C) Transportation  
 D) Manufacturing  
 E) Health care

**32)** Giving a department the right to make decisions usually made by line managers or top management is an example of

A) functional authority.   
 B) a regulation.  
 C) line authority.  
 D) human resource management.  
 E) staff authority.

**33)** Which of the following is an example of a demographic challenge facing Canadian organizations?

A) Automation   
 B) Diversity  
 C) Knowledge workers  
 D) Global trade  
 E) Aging population

**34)** How often should human resource strategies be evaluated?

A) Once a year   
 B) Once every 5 years  
 C) Once they have been evaluated they do not need to be re-evaluated  
 D) Continuously  
 E) When a new human resource manager is hired

**35)** The decline in Canada's competitiveness in the international marketplace is an example of which economic force?

A) Economic cycles   
 B) Global trade  
 C) Productivity improvement  
 D) Connectivity  
 E) Innovation improvement

**36)** What progressive human resource management strategy is being used to create a culture of innovation within organizations?

A) Data and analytics   
 B) Encouraging higher educational attainment  
 C) Recruiting innovative staff  
 D) Automation  
 E) Human resource audits

**37)** Which of the following is a benefit of remote work arrangements?

A) There is a lower risk of data breaches   
 B) Less training is needed  
 C) Work requiring special equipment can be performed away from the workplace  
 D) Greenhouse gases are reduced  
 E) It is easier to ensure employee workstations are safe

**38)** Which of the following is an example of unethical business practices?

A) Avoiding conflict of interest   
 B) High executive salaries  
 C) Security of information  
 D) Insider trading  
 E) Environmental protection

**39)** Which of the following is a group of human resource activities that are now more critical to competitive survival than ever before?

A) Compensation   
 B) Benefit packages  
 C) Succession planning  
 D) Automation  
 E) Employee development

**40)** Which of the following is defined as the shift toward converting work that was traditionally done by hand to being completed by mechanical or electronic devices?

A) Automation   
 B) Diversity  
 C) Demographic changes  
 D) Email  
 E) Sociocultural forces

**41)** Workers who fall below adequate levels of literacy

A) make up less than 10 percent of Canadians aged 16 or over.   
 B) may be major contributors to safety violations.  
 C) increase overall productivity levels.  
 D) are in high demand.  
 E) are not recognized as a problem.

**42)** Managers with line authority are

A) responsible for ensuring compliance with organizational policies.   
 B) involved in planning and organizing activities related to hiring a new employee.  
 C) responsible for promotions and job assignments.  
 D) required to establish grievance handling procedures.  
 E) active in negotiations with the bargaining unit.

**43)** Which of the following describes Generation X employees?

A) They are averse to hard work   
 B) Their biggest fear is boredom  
 C) They prefer being passive participants in decision making  
 D) They show disdain for a "command and control" culture  
 E) They place little value on work-life balance

**44)** Which of the following characteristics make Generation X employees very different from baby boomer employees?

A) They view work as a career   
 B) They are impressed by power  
 C) They are team-oriented  
 D) They seek ongoing feedback  
 E) They mistrust most businesses

**45)** Which of the following is a key area identified in the Chartered Professional in Human Resources Competency Framework?

A) Operations management   
 B) Strategy  
 C) Product development  
 D) Promotions  
 E) defining job roles

**46)** Which of the following is one of the 6 stages of moral development identified by Kohlberg as guiding ethical behaviour?

A) Advancement   
 B) Reciprocity  
 C) Transitional  
 D) Learning  
 E) Psychological factors

**47)** Faced with an aging population, which of the following is a challenge that awaits human resource specialists in the future?

A) a need for more compensation   
 B) Pressure to hire the children of senior executives  
 C) increased demand for fixed work schedules  
 D) Coordination of government benefits with company benefits  
 E) The declining age of retirement

**48)** People are the core of all social organizations.

⊚ true  
 ⊚ false

**49)** Organizational goals are the organization's short- and long-term outcomes that human resource management aims to support and enable.

⊚ true  
 ⊚ false

**50)** The field of human resource management is unrelated to key organizational goals, product-market plans, technology, and innovation.

⊚ true  
 ⊚ false

**51)** All organizations have a dedicated human resource department.

⊚ true  
 ⊚ false

**52)** A new venture or micro-business might initially have the entrepreneur perform HR related tasks.

⊚ true  
 ⊚ false

**53)** Human resource management operates separately from the framework of an organization.

⊚ true  
 ⊚ false

**54)** Employee salaries account for a maximum of 30% of organizational operating expenses.

⊚ true  
 ⊚ false

**55)** A single HR strategy can accomplish different corporate strategies.

⊚ true  
 ⊚ false

**56)** Many organizations now include organizational strategies that directly consider their employees.

⊚ true  
 ⊚ false

**57)** Economic boom and bust business cycles are experienced the same way across the country.

⊚ true  
 ⊚ false

**58)** The economic forces facing Canadian organizations include big data trends.

⊚ true  
 ⊚ false

**59)** Canada's international trade advantage is due to its large population.

⊚ true  
 ⊚ false

**60)** HR professionals can directly contribute to improved productivity by improving the quality of work life for employees.

⊚ true  
 ⊚ false

**61)** Recruiting innovative staff to create a culture of innovation within the organization is an example of a progressive human resource strategy.

⊚ true  
 ⊚ false

**62)** Firms with nonroutine production processes (such as advertising firms), benefit more from flexible human resource practices than those that focus on predicting employee performance.

⊚ true  
 ⊚ false

**63)** Integrating digital information systems has allowed for more effective knowledge management.

⊚ true  
 ⊚ false

**64)** Extractive industries (e.g., mining, fishing, oil and gas) currently account for most of the national wealth in Canada.

⊚ true  
 ⊚ false

**65)** The recent shift away from employment in extractive industries has increased the need for innovative thinking within organizations.

⊚ true  
 ⊚ false

**66)** The move towards a knowledge-based economy is a trend witnessed only in North America.

⊚ true  
 ⊚ false

**67)** Employees are hiding and withholding knowledge now that organizations rely more on knowledge workers.

⊚ true  
 ⊚ false

**68)** Educational attainment is defined as "the average academic level required to work at a particular job."

⊚ true  
 ⊚ false

**69)** Educational attainment is keeping pace with the growing knowledge-based economy.

⊚ true  
 ⊚ false

**70)** Personal management skills were identified by the Corporate Council on Education as foundational for employability in the future.

⊚ true  
 ⊚ false

**71)** The aging population impacts human resource management the same way across all geographical locations.

⊚ true  
 ⊚ false

**72)** There is a growing population of youth workers entering the Canadian workforce.

⊚ true  
 ⊚ false

**73)** In today's workplace, leaders may be faced with up to five generations of workers.

⊚ true  
 ⊚ false

**74)** Sociocultural forces are defined as "challenges facing a firm's decision makers because of cultural differences among employees or changes in core cultural or social values occurring at the societal level."

⊚ true  
 ⊚ false

**75)** Canada continues to be a two-language nation, where the majority of Canadians have either English or French as their mother tongue.

⊚ true  
 ⊚ false

**76)** When an ethical decision is based on the decision-maker's personal values and preferences, the decision-maker is using the situational approach to determine the ethically "right" behaviour.

⊚ true  
 ⊚ false

**77)** Cyber espionage is an example of an ethical issue confronting Canadian firms today.

⊚ true  
 ⊚ false

**78)** When objectives can be achieved in several acceptable ways, the key to success is choosing the path that best aligns with individual stakeholder needs.

⊚ true  
 ⊚ false

**79)** Seniority-based pay is an example of an HR practice that would work best when organizations are consciously making an effort to create an egalitarian, participative, and entrepreneurial work climate.

⊚ true  
 ⊚ false

**80)** New workers usually fit the organization's needs exactly, reducing the need for training.

⊚ true  
 ⊚ false

**81)** HR managers should focus on evaluating past performance to develop a future orientation.

⊚ true  
 ⊚ false

**82)** Human Resource audits can be performed for one division or an entire company.

⊚ true  
 ⊚ false

**83)** Human resource managers must constantly scan their professional and social environment for clues about the future.

⊚ true  
 ⊚ false

**84)** Departments become less specialized as an organization becomes more complex.

⊚ true  
 ⊚ false

**85)** When an HR team is created, the manager no longer has a key role in administering HR practices.

⊚ true  
 ⊚ false

**86)** Human resource managers do not have the authority to order other managers in other departments to accept their ideas.

⊚ true  
 ⊚ false

**87)** Functional authority gives the HR department the right to make decisions usually made by line managers or top management.

⊚ true  
 ⊚ false

**88)** Human resource professionals need to be well versed in data-driven decision making and financial operations.

⊚ true  
 ⊚ false

**89)** The Certified Human Resources Professional (CHRP) accreditation is granted by each provincial HR association.

⊚ true  
 ⊚ false

**Answer Key**Test name: Schwind13ceCh01

1) D

2) C

3) A

4) C

5) B

6) E

7) B

8) B

9) C

10) B

11) A

12) D

13) A

14) B

15) C

16) A

17) A

18) E

19) E

20) E

21) D

22) D

23) D

24) B

25) E

26) C

27) D

28) E

29) B

30) A

31) E

32) A

33) E

34) D

35) B

36) C

37) D

38) D

39) C

40) A

41) B

42) C

43) D

44) E

45) B

46) B

47) D

48) TRUE

49) TRUE

50) FALSE

51) FALSE

52) TRUE

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