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| --- |
| True / False |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. To achieve a sustainable competitive advantage through people, an organization’s employees’ skills, knowledge, and capabilities must be widely available in the labour market.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 2. Having a good understanding of HRM is important for managers and entrepreneurs of all types, not just human resources (HR) personnel.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 3. The knowledge, skills, and capabilities that impact a company’s performance but do not necessarily appear on its balance sheet are known as human capital.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 4. Organizations own their human capital, including investments made in training and development.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 5. Only human resource managers are responsible for the activities that are classified under the category of HRM.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 6. HR professionals do not need to fully understand the economic and financial matters pertaining to their organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 7. Human capital is a tangible asset.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 8. Although most employees understand that change is continuous, employees often resist change.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 9. COVID-19 has resulted in one of the most extreme organizational transformations of the past century.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 10. “Six Sigma” refers to the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, service, and speed.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 11. Organizations that have been successful in engineering change link the change to the business strategy.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 12. An example of a reactive change is when managers take advantage of targeted opportunities, particularly in fast-changing industries in which followers are not successful.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 13. Reengineering is a statistical method of translating customer needs into separate tasks and defining the best way to perform each task.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 14. In the past, HR departments focused mainly on managing administrative issues.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 15. The contemporary HR manager’s role is more focused on administrative implementation than on strategic partnership.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 16. HR managers help their organizations with business strategies, mergers, and acquisitions.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 17. “Brexit” is the term used to refer to the United States renegotiating NAFTA as USMCA.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 18. Employees and the public at large are demanding that employers demonstrate greater social responsibility.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 19. The introduction of advanced technology tends to increase the number of jobs that require basic skills.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 20. Wikis, Google Docs, online chat, and video conferencing are examples of human resources information systems.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 21. In general, many companies are realizing a decreasing demand for “touch labour” and an increasing demand for “knowledge workers.”   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 22. A human resources information system (HRIS) provides current and accurate data for control and decision making by managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 23. The most frequent use of human resources information systems (HRIS) includes automating the recruitment and selection process   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 24. An important hidden cost of layoffs is a loss of institutional memory and trust in management.  ​   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 25. Amidst COVID-19, many industries have had to resort to downsizing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 26. Outsourcing has been one of the most prominent trends in HR for the past 15 years.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 27. Historically, layoffs tend to affect white-collar workers in particular.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 28. Methods of reducing labour costs include downsizing, outsourcing, and employee leasing.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 29. Off-shoring is also called “global sourcing.”   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 30. An example of outsourcing occurs when a company hires an accounting firm to handle their financial services.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 31. Employee leasing refers to employing workers in their homes rather than within the traditional office environment.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 32. Employee leasing shifts administrative costs from the company to a professional employer organization.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 33. Employee productivity is the result of a combination of employees’ abilities, motivation, and work environment, and the technology they use to work.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 34. The investment approach involves organizations increasing their productivity by reducing their inputs.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 35. Older workers are now choosing to work past traditional retirement age.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 36. Today, a larger percentage of university graduates are women compared to men.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 37. Women comprise nearly one-quarter of the workforce in Canada.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 38. Many organizations struggle to sufficiently attend to the needs and issues that transgender and gender-nonconforming people face.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 39. The most recent census (2016) shows that more Canadians have a university or college education than in the past.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 40. The 2016 Census confirmed that higher education is not necessarily a gateway to higher earnings.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 41. Employees today are less likely to define success only in terms of financial gain.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 42. “Family friendly” options include flexible work hours, part-time work, job sharing, and assistance with family problems.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 43. Most human resources issues have little relevance for line managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 44. Offering family-friendly options is helpful, but is not typically associated with being able to better attract and retain top-calibre people.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 45. One of the responsibilities of HR managers is to provide advice and counsel to supervisors, managers, and executives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 46. An HR manager is typically expected to function as an in-house consultant to supervisors, managers, and executives.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 47. Line managers and HR managers essentially have the same set of responsibilities.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 48. Top management increasingly expects HR managers to reduce their level of involvement in the overall strategy of the organization and concentrate on improving administrative efficiency.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | False | |

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| 49. One of the roles of HR managers is to act as an employee advocate, despite their position as management.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| 50. Business mastery is a key competency of HR managers.   |  |  |  | | --- | --- | --- | |  | a. | True | |  | b. | False |  |  |  | | --- | --- | | *ANSWER:* | True | |

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| Multiple Choice |

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| 51. Which area of human resources management is responsible for full-cycle recruitment, promotions, and terminations?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | labour relations | b. | total rewards | |  | c. | workforce planning | d. | risk management | |  | e. | performance management |  |  |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 52. Which term refers to the knowledge, skills, and capabilities of individuals that have economic value for an organization?   |  |  |  | | --- | --- | --- | |  | a. | competitive advantage | |  | b. | human capital | |  | c. | human resources | |  | d. | strategic advantage | |  | e. | corporate social value |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 53. In the overall framework for human resources management, what is classified as a competitive challenge?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | job security | b. | globalization | |  | c. | healthcare | d. | diversity issues | |  | e. | work–life balance |  |  |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 54. Dave Ulrich, a professor of business, is quoted as saying that, in terms of learning and development, “Learning capability is g times g….” What does this mean?   |  |  |  | | --- | --- | --- | |  | a. | an employee’s knowledge, measured as g, multiplied by the employer’s goodwill | |  | b. | an organization’s goodwill multiplied by its generosity to employees in terms of salaries and benefits | |  | c. | an organization’s grand image and brand multiplied by its goodwill | |  | d. | an organization’s ability to generate new ideas multiplied by its proficiency for generalizing them throughout the company | |  | e. | an employee’s general intelligence, also known as *g,* multiplied by the organization’s goodwill |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 55. What are the components of human capital?   |  |  |  | | --- | --- | --- | |  | a. | employees’ skills, capabilities, and behaviours | |  | b. | employees’ knowledge, skills, and capabilities | |  | c. | employees’ knowledge, skills, and behaviours | |  | d. | employees’ knowledge, capabilities, and behaviours | |  | e. | employees’ knowledge, experience, and education |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 56. HRM plays an important role in organizations by balancing the sometimes competing demands of which of the following?   |  |  |  | | --- | --- | --- | |  | a. | competitive challenges and employee concerns | |  | b. | international challenges and employee concerns | |  | c. | employee concerns and employer challenges | |  | d. | competitive concerns and employer challenges | |  | e. | organizational strategy and employee concerns |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 57. Which of the following best reflects the impact of the COVID-19 pandemic on the workplace?   |  |  |  | | --- | --- | --- | |  | a. | setting and achieving corporate social responsibility and sustainability goals | |  | b. | responding strategically to crisis, changes, and disruptions in the local and global marketplace | |  | c. | advancing HRM with technology | |  | d. | containing costs while retaining top talent and maximizing productivity | |  | e. | managing diversity and inclusion considerations during a labour shortage |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 58. Compared with the past, what are two areas to which contemporary HR managers add value?   |  |  |  | | --- | --- | --- | |  | a. | streamlining costs and helping with business strategies | |  | b. | performing administrative issues and streamlining costs | |  | c. | performing administrative issues and adhering to employment laws | |  | d. | dealing with unions and streamlining costs | |  | e. | gathering data and dealing with unions |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 59. Which term refers to a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, service, and speed?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | reengineering | b. | downsizing | |  | c. | Six Sigma | d. | change management | |  | e. | rightsizing |  |  |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 60. What was the first major trade agreement of the twentieth century to establish rules and guidelines for global commerce?   |  |  |  | | --- | --- | --- | |  | a. | NAFTA (North American Free Trade Agreement) | |  | b. | GATT (General Agreement on Tariffs and Trade) | |  | c. | FTAA (Free Trade Area of the Americas) | |  | d. | USMCA (United States–Mexico–Canada Agreement) | |  | e. | WTO (World Trade Organization) |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 61. A company has decided to hire someone from outside the company to perform tasks that could be done internally. What is this practice called?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | contracting | b. | outplacement | |  | c. | employee leasing | d. | outsourcing | |  | e. | distributing |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 62. What type of change is initiated to take advantage of targeted opportunities?   |  |  |  | | --- | --- | --- | |  | a. | strategic | |  | b. | reactive | |  | c. | cultural | |  | d. | proactive | |  | e. | competitive |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 63. Which term refers to a systematic way of bringing about and managing both organizational changes and changes on the individual level?   |  |  |  | | --- | --- | --- | |  | a. | reengineering | |  | b. | strategic change | |  | c. | Six Sigma | |  | d. | change management | |  | e. | downsizing |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 64. Which term refers to the planned elimination of jobs?   |  |  |  | | --- | --- | --- | |  | a. | downsizing | |  | b. | outsourcing | |  | c. | reengineering | |  | d. | rightsizing | |  | e. | change management |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 65. An organization is attempting to manage reactive change within the organization. This organization is radically changing every process through redesigning and rethinking each process. The firm needs a dramatic change to survive. What is this organization implementing?   |  |  |  | | --- | --- | --- | |  | a. | Six Sigma | |  | b. | continuous improvement | |  | c. | reengineering | |  | d. | total quality management | |  | e. | offshoring |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 66. An organization decided to lay off a relatively large proportion of their employees due to poorer-than-anticipated financial performance. What is this an example of?   |  |  |  | | --- | --- | --- | |  | a. | proactive change | |  | b. | transformational change | |  | c. | transitional change | |  | d. | reactive change | |  | e. | unexpected change |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 67. To take advantage of a market opportunity, Apple designed the iPhone using an open-source format so that anyone can develop and sell an iPhone application. What is this an example of?   |  |  |  | | --- | --- | --- | |  | a. | proactive change | |  | b. | reactive change | |  | c. | managing change | |  | d. | transformational change | |  | e. | innovative change |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 68. An organization is planning to sell its products to new markets outside North America in anticipation of changes in the United States–Mexico–Canada Agreement (USMCA). What type of change management is this organization practicing?   |  |  |  | | --- | --- | --- | |  | a. | inertia | |  | b. | proactive | |  | c. | reactive | |  | d. | passive | |  | e. | cultural |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 69. Which of the following is NOT a key benefit of corporate social responsibility?   |  |  |  | | --- | --- | --- | |  | a. | avoiding lawsuits | |  | b. | improving earnings | |  | c. | attracting more applicants | |  | d. | improving pay for employees | |  | e. | increasing competitive position |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 70. Which of the following is an example of corporate social responsibility?   |  |  |  | | --- | --- | --- | |  | a. | providing career counselling to outsourced employees to increase their ability to find work | |  | b. | installing noise-reduction barriers in plants to decrease anticipated community complaints | |  | c. | sharing knowledge freely throughout the organization to improve employee efficiency and workflow | |  | d. | providing speed-reading courses for front-line staff to improve their abilities in absorbing new information | |  | e. | providing health and safety training for all employees to ensure compliance and maximize safety |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 71. Which type of work would a knowledge worker most likely engage in?   |  |  |  | | --- | --- | --- | |  | a. | deciding which type of fertilizer to buy wholesale for a landscaping business | |  | b. | counting the number of grocery items in carts leaving a wholesale store | |  | c. | monitoring children on new daycare playground equipment | |  | d. | installing new ink cartridges in colour photocopiers in an office environment | |  | e. | completing point of sales transactions in a retail organization |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 72. Information technology impacts HRM practices in several important ways. Which of the following is one such way?   |  |  |  | | --- | --- | --- | |  | a. | Paper waste from employee files is drastically decreased. | |  | b. | Convenience in general has increased. | |  | c. | Employee monitoring of all types is more efficient. | |  | d. | Many HR functions can now be considered “self-service.” | |  | e. | Organizational decision making has been drastically improved. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 73. Human resources information systems in some organizations help managers to connect with employees and with the HR data they need. What type of technological effect is this?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | relational | b. | operational | |  | c. | transformational | d. | configurational | |  | e. | functional |  |  |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 74. Human resources information systems in some organizations are changing the way HR processes are designed and executed. What type of technological effect is this?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | relational | b. | operational | |  | c. | transformational | d. | configurational | |  | e. | inspirational |  |  |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 75. Which of the following is an application of “big data” and workforce analytics in human resources management?   |  |  |  | | --- | --- | --- | |  | a. | using trade data to predict unemployment figures | |  | b. | using job applicant data to predict performance | |  | c. | using sales data to segment markets | |  | d. | using exit interviews to predict unemployment figures |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 76. To prevent downsizing its employees, an organization has asked its staff to accept reduced pay. What strategy is this organization using?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | furloughing | b. | employee leasing | |  | c. | reduced downsizing | d. | outsourcing | |  | e. | productivity enhancements |  |  |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 77. Which statement best reflects the current view on the effectiveness of offshoring as a cost reduction measure?   |  |  |  | | --- | --- | --- | |  | a. | While organizations can save with this practice, hidden costs, such as productivity loss during the transition, can minimize the financial gains. | |  | b. | The practice of offshoring has been one of the most positive HR trends of the past ten years. | |  | c. | The continuous shifting of global economies makes offshoring a necessary function for organizations to survive. | |  | d. | Offshoring only works if top managers begin early in the process to plan their key strategies, such as alternative talent pools and workforce training. | |  | e. | Offshoring represents the best way for organizations to reduce costs while still improving organizational effectiveness. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 78. An organization wants to contain its costs while still maintaining working relationships with the employees while also shifting administrative costs to another firm. What is this situation an example of?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | professional employer organization | b. | gain sourcing | |  | c. | employee leasing | d. | outsourcing | |  | e. | offshoring |  |  |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 79. Which statement best describes a major strength of employee leasing?   |  |  |  | | --- | --- | --- | |  | a. | Employee leasing shifts employment costs to the professional employer organization. | |  | b. | With employee leasing, the professional employer organization allows organizations to increase their productivity. | |  | c. | Employee leasing allows organizations to offer better job security through the strength of the professional employer organization. | |  | d. | With employee leasing, the professional employer organization can manage employee issues. | |  | e. | Employee leasing reduces labour costs and increases productivity. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 80. Which of the following is a key motivator for offshoring?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | increased productivity | b. | better just-in-time operations | |  | c. | better access to technology | d. | decreased labour costs | |  | e. | improved organizational effectiveness |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 81. Which of the following is NOT an approach generally used by organizations to try to lower labour costs?   |  |  |  | | --- | --- | --- | |  | a. | employee development | |  | b. | outsourcing | |  | c. | employee leasing | |  | d. | relocating aspects of their operations to countries in the developing world | |  | e. | furloughing |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 82. Many Canadian firms are shifting some of their work and jobs to overseas locations. What is this business practice called?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | nearshoring | b. | offshoring | |  | c. | employee leasing | d. | downsizing | |  | e. | furloughing |  |  |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 83. Which of the following is a critical demographic-related problem impacting Canadian firms?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | an increasingly similar population | b. | retirement of baby boomers | |  | c. | migration from Ontario | d. | increasing salaries for employees | |  | e. | lack of skilled workers |  |  |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 84. What are millennials also known as?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | Generation A | b. | Generation B | |  | c. | Generation X | d. | Generation Y | |  | e. | Generation Z |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 85. A bank is experiencing rapid retirement of baby boomers. The bank needs to retain its employment levels because of the volume of work, and it does not want to increase the workload of its employees. Which statement outlines the best strategy for the bank to pursue to address this situation?   |  |  |  | | --- | --- | --- | |  | a. | Do nothing as the situation will rectify itself through attrition. | |  | b. | Offer higher compensation packages to attract qualified candidates. | |  | c. | Downsize the firm to save on labour costs. | |  | d. | Increase production efforts to gain more revenue. | |  | e. | Implement more effective training efforts for current employees. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 86. Which of the following is a key benefit for organizations when they rehire retirees?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | lower health care costs | b. | better strategic planning | |  | c. | improved group performance | d. | lower turnover | |  | e. | reduced training costs |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 87. What is the Canadian workforce expected to exhibit by 2036?   |  |  |  | | --- | --- | --- | |  | a. | about the same demographic mix as it does today | |  | b. | a decrease in ethnic diversity | |  | c. | an increase in ethnic diversity | |  | d. | a decrease in retirements | |  | e. | a decrease in the supply of workers |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 88. Which of the following trends is causing a major organizational concern that the expertise of employees will be rapidly leaving their companies?   |  |  |  | | --- | --- | --- | |  | a. | Generation nexus is thus far not demonstrating a dedication to training and education. | |  | b. | There is an increase of uneducated labour entering the workforce. | |  | c. | Recruitment of lower-skilled immigrant workers is increasing. | |  | d. | Large proportions of some workforces are nearing retirement. | |  | e. | Increased proportions of ethnic minorities in the workforce. |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 89. According to the text, which generation would make the most sense for organizations to target for recruitment via social media?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | baby boomers | b. | echo boomers | |  | c. | Generation X | d. | Generation Z | |  | e. | Generation Y |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 90. Which statement best describes the relationship among gender, education, and pay?   |  |  |  | | --- | --- | --- | |  | a. | Women generally earn less than men do; however, when women have an advanced degree, they earn the same amount as men. | |  | b. | Men and women generally earn the same amount except when neither group has any higher education. | |  | c. | Women consistently and in every category earn less than men with an equivalent amount of education. | |  | d. | Men with a university degree earn approximately the same as women with an advanced degree. | |  | e. | Women typically spend less time obtaining educational credentials and therefore earn less money than men. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 91. According to the text, which group is responsible for building an organization’s skilled and motivated workforce?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | HR managers | b. | line managers and supervisors | |  | c. | department managers | d. | HR and line managers | |  | e. | top leadership |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 92. Which of the following is a key responsibility of the human resources manager?   |  |  |  | | --- | --- | --- | |  | a. | ensuring the credit rating of the organization | |  | b. | balancing the organization’s accounts | |  | c. | policy formulation and implementation | |  | d. | securing new markets | |  | e. | recruitment and selection |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 93. Which responsibility of the HR manager involves listening to employee concerns and representing their needs to managers?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | strategic advice and counsel | b. | employee service | |  | c. | policy formulation and implementation | d. | employee advocacy | |  | e. | negotiation and mediation |  |  |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 94. What are the major activities for which an HR manager is typically responsible?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | corporate social responsibility, downsizing, offshoring, and outsourcing | b. | collaborative software, employee leasing, and furloughing | |  | c. | business mastery, HR mastery, personal credibility, and change mastery | d. | homeshoring, globalization, and workforce analytics | |  | e. | homeshoring, globalization, and workforce analytics |  |  |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| Scenario 1.1  ​  Canada Proud is a small food processing company located in northern British Columbia. Recently, it has faced pressures from competitors who have been able to produce similar products more cheaply. The owners of Canada Proud are looking into the possibility of starting a branch of the company in Mexico. Trade agreements among countries around the globe help companies like Canada Proud in becoming globally competitive. However, the company is aware that there may be opposition to such a move, especially if it affects the future viability of its current operations. |

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| 95. Refer to Scenario 1.1. Which trade agreement would be applicable in Canada Proud’s case?   |  |  |  | | --- | --- | --- | |  | a. | the General Agreement on Tariffs and Trade (GATT) | |  | b. | the United States–Mexico–Canada Agreement (USMCA) | |  | c. | the North American Economic Cooperation (NAEC) | |  | d. | the Canada–Mexico Free Trade Agreement (CMFTA) | |  | e. | Asia-Pacific Economic Cooperation (APEC) |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 96. Refer to Scenario 1.1. How can locating a new division in Mexico help the company become more competitive?   |  |  |  | | --- | --- | --- | |  | a. | It can reduce labour costs. | |  | b. | It will help the image of the company. | |  | c. | It will help the company become larger and better able to challenge competitors. | |  | d. | It can enable access to Latin American markets for its products. | |  | e. | It will allow the company to create new products. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 97. Refer to Scenario 1.1. What would be the most significant international challenge for Canada Proud’s HRM professionals if the company decides to open a division in Mexico?   |  |  |  | | --- | --- | --- | |  | a. | convincing the Canadian government that it would be better to do business in Mexico | |  | b. | acquiring the physical facilities in Mexico | |  | c. | laying off workers in its current operations | |  | d. | hiring employees in Mexico with the relevant skills | |  | e. | overcoming cultural differences between Canadian and Mexican businesses |  |  |  | | --- | --- | | *ANSWER:* | d | |

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| 98. Refer to Scenario 1.1. How can setting up a branch in Mexico affect the future viability of Canada Proud’s current operations?   |  |  |  | | --- | --- | --- | |  | a. | Trade agreements do not allow companies to run exactly the same operations in two countries. | |  | b. | Public pressure in Canada would force the closure of the current operations. | |  | c. | The cost advantages in Mexico may lead the company to close its operations in British Columbia. | |  | d. | The pressure to manage more than one set of operations is always too much for a single company. | |  | e. | Differences in production technologies may cause unsuccessful international expansion. |  |  |  | | --- | --- | | *ANSWER:* | c | |

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| 99. Refer to Scenario 1.1. One way to avoid or reduce criticism of potential exploitation of Mexican workers through the use of low wages would be to practise “good citizenship.” Which term describes such “good citizenship”?   |  |  |  |  |  | | --- | --- | --- | --- | --- | |  | a. | corporate social responsibility | b. | corporate citizenship | |  | c. | organizational citizenship | d. | corporate philanthropy | |  | e. | corporate policy |  |  |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| Scenario 1.2  ​  The leadership at ABS Inc. has been considering the use of higher levels and intensity of technology in their operations. The organization has a close group of about 200 employees and a strong organizational culture. It is worried that its employees could become dependent on technology and this would affect the culture. The firm is also worried about the costs to implement the technology and whether the employees can be trained. |

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| 100. Refer to Scenario 1.2. While ABS is worried about technology’s effect on its culture, there is another potentially negative effect for some workers. What is it?   |  |  |  | | --- | --- | --- | |  | a. | There would be less need for unskilled workers. | |  | b. | The organization would become more inefficient. | |  | c. | The image of the firm would be adversely affected. | |  | d. | There would be pay cuts. | |  | e. | There would be layoffs. |  |  |  | | --- | --- | | *ANSWER:* | a | |

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| 101. Refer to Scenario 1.2. What is a key advantage for ABS Inc. if they install better human resources information systems?   |  |  |  | | --- | --- | --- | |  | a. | They will outperform all competitors. | |  | b. | HR personnel can concentrate on strategic issues. | |  | c. | Employees will be better paid. | |  | d. | Application rates will increase. | |  | e. | Employee retention will increase. |  |  |  | | --- | --- | | *ANSWER:* | b | |

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| 102. What are the competitive challenges facing human resources management departments?   |  |  | | --- | --- | | *ANSWER:* | The six competitive challenges facing human resources departments are: (1) changes in the marketplace and economy, (2) globalization, (3) sustainability, (4) technology, (5) productivity and cost challenges, and (6) leveraging employee differences. | |

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| 103. Describe the key responsibilities of HR managers.   |  |  | | --- | --- | | *ANSWER:* | HR managers have the following key responsibilities:  1. Strategic advice and counsel. The HR manager often serves as an in-house consultant to supervisors, managers, and executives. 2. Service. HR managers perform a host of service activities, such as recruiting, selecting, testing, planning and conducting training programs, and hearing employee concerns and complaints.  3. Policy formulation and implementation. HR managers generally propose and draft new policies or policy revisions to address recurring problems or to prevent anticipated problems.  4. Employee advocacy. One of the enduring roles of HR managers is to serve as an employee advocate listening to employees’ concerns and representing their needs to managers.  5. Business mastery. HR professionals need to know the business of their organization thoroughly. This requires an understanding of its economic and financial capabilities so that they can become a key member of the team of business managers to develop the firm’s strategic direction.  6. HR mastery. HR professionals should develop expert knowledge in the areas of staffing, development, appraisals, rewards, team building, and communication.  7. Change mastery. HR professionals must be able to manage change processes so that their firms’ HR activities are effectively merged with the business needs of their organizations.  8. Personal credibility. Like other management professionals, HR professionals must establish personal credibility in the eyes of their internal and external customers. | |