Chapter 4 - Complete the statements - Questions

1 The concept of strategic human resource management tends to focus on (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ human resource concerns and addresses issues that are related to the firm's business both (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ term and (c)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ term.

2 For the HR function to operate at the strategic level, the existing HR admin function must be reorganised into three distinct levels. Once the new HR structure has been finalised, it is important that proper (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ links are established with (b) \_\_\_\_\_\_\_\_\_\_\_\_\_. This relationship can be enhanced by having (c) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with these managers, circulating relevant HR reports to them and establishing a (d)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that allows access by all stakeholders.

3 Tichy suggests that organisations design three systems to solve their problems. The technical system will include all aspects required to solve the (a) \_\_\_\_\_\_\_\_\_\_ problem. The political system will contain all the practices, activities and elements involved in the (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ problem. The cultural system will contain all the symbols, values and elements necessary to address the (c) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ problem within the organisation.

4 The use of HR practices can be successful only if a commitment to employees is made in the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ statement. According to Nininger, the people in the organisation should be managed in such a manner as to generate a (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of opportunity and challenge for each employee in which each individual can contribute to the fulfilment of his or her (c) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and those of the organisation.

5 HR strategy will express the (a)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of an organisation about how it should (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ its human resources.

6 Two dominant approaches to the integration of the organisational strategy with HRM have been developed. The first is the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ role of HRM, in which strategy dictates HR policies, and the second is a (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ role, in which HRM is involved in the strategy-formulation process itself.

7 Baird & Meshoulam's functional strategic human resource management content model dictates two strategic fits, namely an external fit, where HRM practices fit the (a)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ stage of the organisation, and the internal fit, whereby the components of HRM (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and (c)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ each other.

8 Many strategic human resource management models have been developed to help with the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ process, but only a few present a total (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ process.

9 With the existence of organisation flexibility, the rigid tight fit approach has been supplemented by a (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ arrangement, whereby numerous (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are generated to address the challenges from an ever- (c)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ environment.

10 In Wright & Snell's fit/flexibility strategic human resource management model, 'fit' is seen as an interface between an (a)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ variable, while 'flexibility' is seen to have only an (c)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ focus.

11 One of the benefits of the strategic human resource management process is that the cooperation between the human resource department and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2 words) improves.

12 According to Dyer & Holder strategic human resource management consists of three major tasks. The first task is to assure that the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ issues and implications of various alternatives or proposals are fully considered. The next task involves establishing HR (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and action plans - that is HR strategies - to support the business strategies. And the final task requires working with (c) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as principal clients to ensure that established action plans are indeed implemented.

13 Before the SHRM process can function successfully, two major aspects/issues need to be in place, namely the presence of a strategic management (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and the (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the HRM function itself.

14 At the strategic level, HR professionals fulfil their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2 words) role and are involved in corporate and human resource planning.

15 Culture consists of (a)\_\_\_\_\_\_\_\_\_\_\_\_\_\_, (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and (c)\_\_\_\_\_\_\_\_\_\_\_\_\_ shared by the employees within the company.

16 Tichy suggests that for the three systems to work certain aids are required, these are the (a) \_\_\_\_\_\_\_\_\_\_\_\_ and strategy of the company, the (b)\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the organisation and the (c) \_\_\_\_\_\_\_\_\_\_\_\_\_ of the company.

**17 In the political system (according to Tichy) the organisational structure will focus on how \_\_\_\_\_\_\_\_\_\_ will be distributed throughout the structure.**

18 The four essential components that should be included in an HR strategy includes (a) \_\_\_\_\_\_\_\_\_\_\_ statement, (b) proposed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ structure, (c) programme portfolio to outline priorities and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and (d) a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to address the issue of resource allocation.

19 A strategy can be seen as a plan of action that includes both (a)\_\_\_\_\_\_\_\_\_\_\_ and (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

20 Swamy indicates that strategic imperatives can be categorised into two broad categories, the first being (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ imperative which consists of two components namely a (b) \_\_\_\_\_\_\_\_\_\_\_ imperative and an (c) \_\_\_\_\_\_\_\_\_\_\_\_\_-imperative. The second category is the (d) \_\_\_\_\_\_\_\_\_\_\_\_ imperative. This imperative comes from (e) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ forces.

21 Several SHRM models have been developed which describe how the company strategy and HRM should be linked but two dominant approaches to integration can be found. The first approach is the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ role of HRM, in which strategy dictates HR policies, and the second is a (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ role, in which HRM is involved in the strategy formulation process itself.

22 In order to understand the SHRM models found in the literature a classification method designed by Dyer can be applied. Dyer suggests in his four-quadrant model that two dichotomies are important to consider. The first is to separate the organisational- from the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ -level HR concerns, and the second, to differentiate between content and (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ elements.

23 Miles & Snow, in their functional SHRM content model, identify three company strategies which according to them can be found in every company - namely (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_, (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and (c)\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

24 Some of the functional SHRM content models are based on the life-cycle concept where development occurs in a relatively predictable manner namely birth, (a) \_\_\_\_\_\_\_\_\_\_\_\_\_, decline and (b) \_\_\_\_\_\_\_\_\_\_\_\_\_.

25 Nininger's organisational SHRM process model, provides a framework to enhance organisational effectiveness by integrating the (a) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ planning and management function with (b) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ resources.

4.3.2 Chapter 4 - Complete the statements – Answers

1. (a) organisation-wide (b) short- (c) long-, (sec 4.1)

2. (a) communication (b) line management (c) regular meetings (d) computerised HR system, (sec 4.1)

3. (a) production (b) allocation (c) ideology, (sec 4.2)

4. (a) mission (b) climate (c) goals, (sec 4.3)

5. (a) intentions (b) manage, (sec 4.3)

6. (a) reactive (b) proactive, (sec 4.4)

7. (a) development (b) complement (c) support, (sec 4.4.2)

8. (a) implementation (b) integrated, (Summary of chapter 4)

9. (a) flexible (b) alternatives (c) changing, (Summary of chapter 4)

10. (a) internal (b) external (c) internal, (sec 4.4.6)

11. line managers, (Introduction)

12. (a) HR (b) goals (c) line managers, (sec 4.1)

13. (a) process (b) restructuring, (sec 4.1)

14. strategic partner, (sec 4.1)

15. (a) values (b) beliefs (c) views, (sec 4.2)

16. (a) mission (b) structure (c) HRM systems, (sec 4.2)

17. power, (sec 4.2.2)

18. (a) mission (b) organisation (c) policies (d) budget, (sec 4.3)

19. (a) means (b) ends, (sec 4.3)

20. (a) aspiration-driven (b) growth (c) efficiency (d) situation-driven (e) external, (sec 4.3)

21. (a) reactive (b) proactive, (sec 4.4)

22. (a) functional (b) process, (sec 4.4)

23. (a) defender (b) prospector (c) analyser, (sec 4.4)

24. (a) maturity (b) death, (sec 4.4.2)

25. (a) strategic (b) human, (sec 4.4.3)

The end!!!