Chapter 4 - True/False - Questions

1. The linking of human resource management practices, systems and policies with the strategic initiatives of the company is known in the literature as strategic human resource management.

2. If the organisation has no process by which to engage in strategic management at corporate and business level, it will not be possible for the HR function to develop a strategic thrust, since the HR strategy flows from the corporate or business strategy.

3. HRM practices, systems and policies must be in line with the strategic initiatives of the organisation. For example, each of the HRM activities must be considered from a technical, political and cultural perspective, and on a strategic, operational and functional level.

4. To implement the strategic human resource management process, one needs HR strategies.

5. Labelle's investigation found that company strategy was not the determining factor for the content of the organisational HR strategy.

6. The traditional strategic human resource management models focus on two types of fit, namely vertical fit, which involves the alignment of HRM practices and the strategic management process, and horizontal fit, which implies a congruence or fit among the various HRM practices.

7. Two major issues or aspects need to be in place within an organisation before the strategic human resource management process can function successfully. The first of these is the presence of a strategic management process, and the second is the restructuring of the HRM function itself.

8. In Odiorne's model the performance capability of an individual is determined by a management-by-objectives (MBO) approach and the individual's potential by assessment centres.

9. To operationalise the process of effectively linking strategic management and strategic human resource management, HR strategies need to be designed to support organisational strategies. These strategies must consist of means (e.g. HR practices, policies) and ends (e.g. HR productivity goals).

10. Wright & Snell's fit/flexibility model of strategic human resource management starts with the mission and goals of the organisation but does not include an examination of the internal resources and external developments.

11. The HR system must have its operational house in order before it can afford the luxury of concentrating on the formulation and implementation of an HR strategy.

12. At the strategic level, HR professionals fulfil their strategic partner role and are involved in only human resource planning.

13. One of the features of the strategic partner role is that senior human resource professionals meet regularly with their counterparts in line management to formulate and to review broad human resource strategies.

14. One of the features of the strategic partner role is that human resource professionals at all levels work closely with line managers on an ongoing basis to assure that all components of the business strategy are implemented adequately.

15. Organisations strive to manage their people in such a manner that a general climate of opportunity and challenge is created whereby every employee can contribute to the realisation of his/her own goals as well as the goals of the organisation. The organisation should have a clear understanding of all the qualities of each employee, such as skills, knowledge, potential, aspirations and limitations.

16. When designing an HR strategy a number of aspects need to be taken into consideration. One of the key aspects is to understand the strategic imperatives behind important decisions taken in the HR Department and the company.

17. According to Tichy’s technical problem all companies continually face a production problem as a result of the external threats and opportunities and the internal strengths and weaknesses of companies.

18. According to Tichy the following is needed to ensure that the technical, political and cultural systems work. (1) Mission and strategy which refers to the setting of goals and the development of a strategy (2) the structure will include the tasks, the manner in which workers are grouped and coordinated to perform the tasks, and the management processes of control and information to enable the organisation to function properly (3) the HRM system will include all the activities such as recruitment, selection, performance appraisal, training and development and compensation.

19. The organisation structure under the cultural system in Tichy’s HR management cube firstly implies that a style of management should be developed to fit the political and technical structure and secondly that different subcultures must be developed within the organisation.

20. In Smith and Stybel’s building blocks the management style in the mature stage will be entrepreneurial whilst cutting, reorganising and surviving.

21. Functional HR strategies are seen as narrow focussed involved with the strategic management of HR divisions or departments.

22. According to Labelle, company strategy is the determining factor for the content of the organisational HR strategy and both the content of the organisational HR strategy and the company strategy are only influenced by external environmental factors.

23. The organisational SHRM process models focuses on overcoming the problem of identifying and analysing the appropriate information.

24. Vertical fit involves the alignment of HRM practices and the strategic management process.

25. Flexibility can be defined as a firm’s ability to respond to the various demands from dynamic competitive environments.

4.2.2 Chapter 4 – True/False - Answers

1. True, (Introduction)

2. True, (Sec 4.1)

3. True, (Sec 4.2.3)

4. True, (Sec 4.3)

5. False, (Sec 4.4.1)

6. True, (Sec 4.4.6)

7. True, (Sec 4.1)

8. True, (Sec 4.4.4)

9. True, (Summary of chapter 4)

10. False, (Figure 4.6)

11. True, (Sec 4.1)

12. False, (Sec 4.1)

13. True, (Sec 4.1)

14. True, (Sec 4.1)

15. True, (Sec 4.3)

16. True, (Sec 4.3)

17. True, (Sec 4.2)

18. True, (Sec 4.2)

19. True, (Sec 4.2)

20. False, (Table 4.3)

21. True, (Sec 4.3)

22. False, (Sec 4.4.1)

23. False, (Sec 4.4.3)

24. True, (Sec 4.4.6)

25. True, (Sec 4.4.6)