# Test Bank for Human Resource Management in Health Care 3rd Edition by McConnell

THIRD EDITION

# Human Resource Management in Health Care

## Principles and Practice

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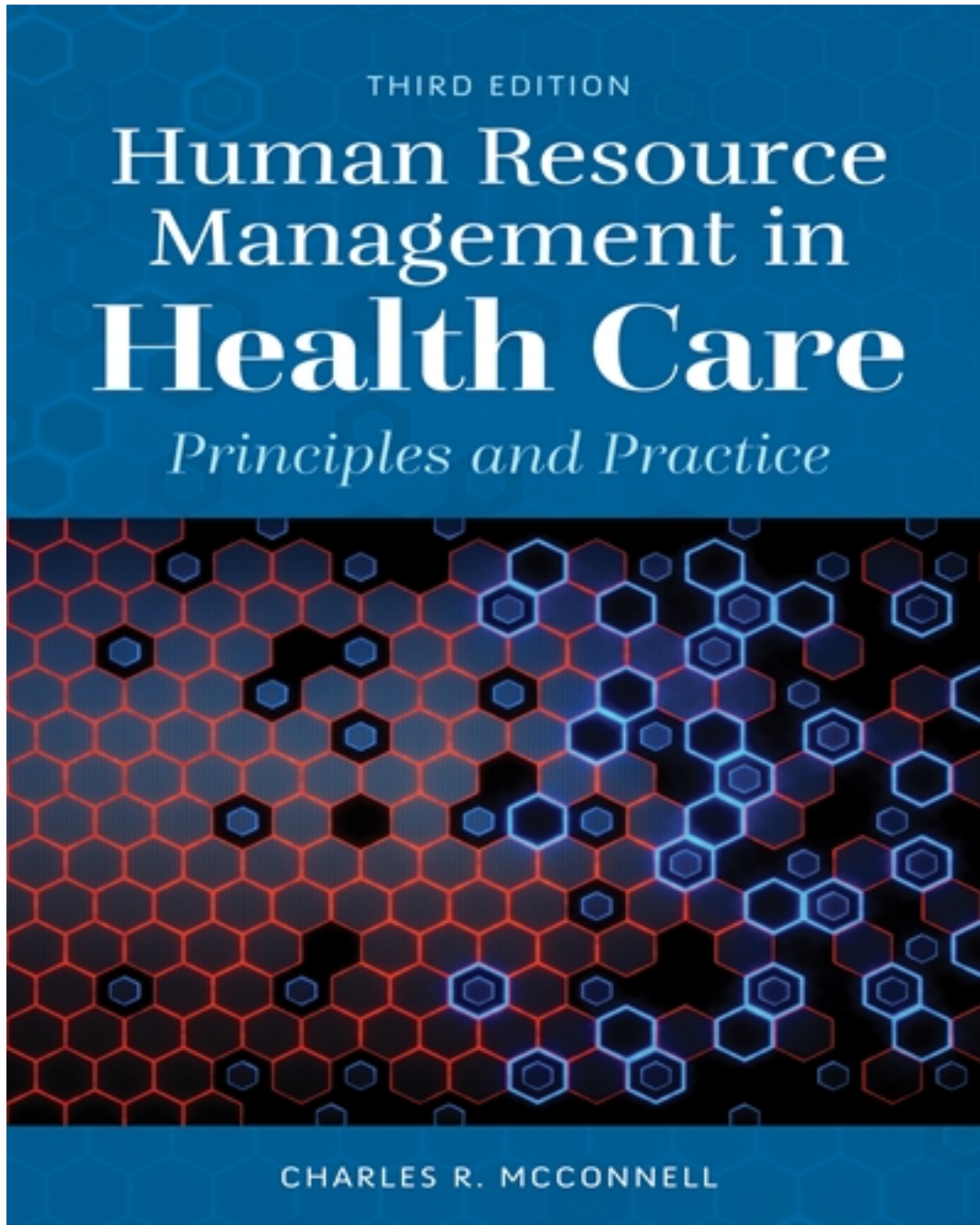
# Test Bank

Human Resource Management in Health Care: Principles and Practice, Second Edition
By L. Fleming Fallon and Charles R. McConnell
Chapter 2, Test Banks
**Chapter 2: How Human Resources Fits Into an Organization**

True or False

1. The most common and popular ~~operating~~ model for ~~a~~ human resources departments is known as "the clerical model."

Ans: False

2. ~~It is always recommended to~~ Employee ~~have employee~~ assistance program ~~(EAP)~~ referral should bes handled by someone external to the organization for the sake of employee confidentiality.

Ans: False

3. Every human resource department must be staffed by ~~a number of~~ specialists, one or more for each area of activity (employment, compensation and benefits, employee relations, etc.).

Ans: False

4. Reengineering has brought about a two-fold increase in the size of the average health care human resource department.

Ans: False

5. In a significant number of organizations human resources is regarded as bureaucratic and inflexible.

Ans: True

6. Technological changes ~~are always good for the organization because they~~ almost always lead to reductions in the cost of delivering health care~~..)~~

Ans: False

7. The present method of performing any particular task is the most important factor to consider in reengineering that task.

Ans: False

8. A professional employer organization (PEO) provides the means for some smaller organizations to obtain most of their human resource services externally.

Ans: True

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9. On issues of employee conduct it is the responsibility of human resources to initiate action and tell department managers what they must do.

Ans: False

10. Competition is increasing in health care in part because elements of a shrinking hospital system are struggling to acquire or retain a specific market share.

Ans: True


Multiple Choice


1. What is t~~T~~he principal difference between "line" and "staff activities"? ~~is:~~

A. A line activity supports all other activities in getting the actual work done.
B. Line activities do the work; staff activities support the line activities.
C. There is essentially no difference between line and staff.
D. Employees in staff activities do the actual work of the organization.

Ans: B

2. The most effective reporting relationship for the human resources director is:

A. Reporting to the chief operating officer ~~(COO).~~
B. Reporting to the organization's financial executive~~.~~
C. Reporting to the chief executive officer ~~(CEO).~~
D. Reporting to the board~~Any of the above.~~

Ans: C

3. ~~The~~ What is the best description of the principal role of human resources? ~~s may best be described as:~~

A. Exerting control and direction over other organizational elements~~.~~
B. Serving as the organization's primary resource on employment-related legal issues~~.~~
C. Providing service and advice to other organizational elements~~.~~
D. Keeping all employees in line with policies and work rules~~.~~

Ans: C

4. Which~~The~~ human resource model operates most commonly in hospitals and other labor-intensive service organizations? ~~is the:~~

A. Counseling model.
B. Clerical model.
C. Consulting model.
D. Financial model.

Ans: A

5. ~~The majority of~~What do most chief executive officers s (CEOs) ordinarily expect their human resource departments to do under ordinary circumstances?.

A. Supervise recruitment, administer compensation and benefits, and maintain personnel records.
B. Provide ~~advice and counsel on employee matters.~~legal counsel
C. Predict needed hiring patterns in the coming decade ~~Keep the organization out of employment-related legal trouble.~~
D. ~~All of the above.~~Monitor board opinion

Ans: A~~D~~

Short-Answer

1. Why are outplacement services almost always subject to outsourcing?

Ans: They are infrequently needed, making it more efficient and cost-effective to use outsourcing..

2. Which model of human resources service delivery is commonly considered to represent the "personnel department" prior to 1964?

Ans: The clerical model, which is often subject to negative stereotypes..

3. What are the three kinds of changes facing today's health care organizations?

Ans: Technological change, financial change, and social change

4. Define the essence of reengineering in as few words as possible.

Ans: The systematic redesign of a business's core processes starting with desired outcomes and developing the most efficient possible processes to achieve those outcomes.

5. What are the usual components of the "clearance" that must occur before a newly hired employee can begin work?

Ans:

Answers: Reference checks, pre-employment physical exam, and sometimes background checks are often part of the clearance process.