

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

Companies have historically looked at human relations management (HRM) as a means to contribute to profitability and quality.

true

false

The three product lines of human resources (HR) as a business are administrative services and transactions, business partner services, and strategic partner roles.

true

false

The amount of time that the human relations management (HRM) function devotes to administrative tasks is decreasing, and its role as a strategic business partner is increasing.

true

false

Senior Living Company has contracted with Truck to Go to handle all of its employee relocation services to enable its company's HR department to focus on other critical activities. This is an example of outsourcing.

true

false

When a firm shifts to evidence-based human relations management (HRM), it should stop using workforce analytics.

true

false

Intangible assets are less valuable than financial and physical assets, but they are difficult to duplicate or imitate.

true

false

You have been hired as a consultant by senior management at a senior care services company that is experiencing issues with low employee satisfaction and high turnover. In your meeting with management, you recommend to them that in exchange for working longer hours without job security, employees want companies to provide flexible work schedules and comfortable working conditions. This is a valid recommendation that you made to management.

true

false

Central Services Incorporated is faced with a decision to hire part-time employees or more full-time employees. Management has heard that part-time employees make the job easier to fill but take longer to train. On the other hand, it is easier to terminate full-time employees.

true

false

You have been hired by senior management at a major electric vehicle manufacturer to help them design and implement a balanced scorecard to evaluate the company's business performance. In your meeting with management, you recommend to them that to be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments. This is a valid recommendation that you made to management.

true

false

Equinox Manufacturing Corporation has decided to adopt total quality management (TQM) to enhance the global competitiveness of the company. In doing so, training in quality was only offered to the production employees who worked on the production line. Based on TQM, this was an effective approach to implementing a quality program.

true

false

Big data used in evidence-based HR gathers information from many different sources.

true

false

Workers with disabilities can be a source of competitive advantage.

true

false

When it comes to problem-solving, cultural diversity can provide companies with a competitive advantage.

true

false

Lean is a new way to envision the work. Projects using lean methodology emphasize only new skills to improve and do not encourage the use of old skills in new ways.

true

false

Management at the Pinnacle Corporation sought to develop a work system that aligned the company's strategies, structures, and processes with the people and culture in the company. This is an example of a high-performance work system.

true

false

As part of updating the HR resources available to employees and managers, Alban Company creates an intranet of useful materials that include performance evaluation metrics. This is an example of an HR dashboard.

true

false

In the case “Peanut Butter and Jelly at the Core of JM Smucker Business and Return to Work Policy,” Smuckers uses a unique approach for dealing with return-to-work policies in which employees are required to work at the office 50 percent of the time each month.

true

false

According to the “Evidence-Based HR” case study on IBM, the company attributes its success in upskilling and reskilling employees to the use of digital badges.

true

false

Based on the case “Mental Health Is Worth the Costs,” the vast majority of companies in the United States do not have any formal initiatives to help employees with mental health concerns.

true

false

In the case “HR Practices Benefit Both Low-Wage Workers and Their Employers,” employers who pay higher than the minimum wage for low-level jobs find it to be sufficient for addressing labor shortages and high employee turnover.

true

false

According to the case “Garment Makers and Artificial Intelligence Developers Share a Common Practice,” OpenAI outsourced work to people in Kenya to build filters for inappropriate content to train the ChatGPT AI system because they were well educated and yet could also be paid a lower wage.

true

false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

Martina Zgonzalez, an HR specialist, is responsible for recordkeeping, workforce analytics, social media, intranet, and Internet access. This corresponds with the _____ function of human resources.

legal compliance

employee data and information systems

business strategy support

performance management

analysis and design of work

The HR department is *most* likely to collaborate with other company functions on

legal compliance.

outplacement.

recordkeeping.

performance management.

unemployment compensation.

The HR Department at the Empire Corporation spends a lot of time and resources on collecting, analyzing, and evaluating data to demonstrate that HR practices have a positive influence on the company's bottom line or key stakeholders. This is an example of

shared services.

performance management.

workforce management.

workforce analytics.

evidence-based HR.

_____ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

Total quality management

Financial management

Human resource management

Production and operations management

Competency management

The training and development function of an HR department includes

job analysis.

orientation.

performance measures.

attitude surveys.

policy creation.

Alexa Patel was hired recently as a consultant by an insurance company to facilitate the administration of coaching and systematic feedback for all employees in its marketing division. This is part of the _____ function of HR.

recruitment and selection

compensation and benefits

employee relations

personnel policies

performance management

Vanessa Jones, a chemical engineer at an industrial products manufacturer, is unsure of which health insurance plan will meet her long-term needs. To address her concern, she should make an appointment to see an HR specialist who works with

training and development.

employee relations.

compensation benefits.

employee data and information systems.

legal compliance.

Often someone new to HR will be assigned to _____ in the HR department to manage employee data and information systems functions.

job analysis and description

recordkeeping and workforce analytics

attitude surveys and labor law compliance

orientation and skills training

talent and change management

Which of the following is true about the product line administrative services and transactions?

It deals with implementation of business plans and talent management.

It emphasizes knowing the business and exercising influence.

It emphasizes the knowledge of HR and of the business and competition.

It contributes to the business strategy based on considerations of business capabilities.

It deals with functions such as compensation, hiring, and staffing.

When Simone responded to Nathan's email about how to find information on benefits and compensation, Simone was providing

performance management.

self-service.

employee engagement.

talent management.

shared service.

HR Resources, Incorporated, manages employee benefits and staffing services for small and medium-sized companies that have limited HR staff to handle these activities. Contracting with HR Resources is known as

e-commerce.

reshoring.

downsizing.

benchmarking.

outsourcing.

Traditionally, the human relations management (HRM) department was primarily a(n)

proactive agency.

finance expert.

employer advocate.

administrative expert.

payroll expert.

You have been hired as a consultant by the vice president of HR at the Victory Corporation to advise them on how to integrate workforce analytics into their strategy to be a strategic business partner to senior management at the company. When you meet with the VP of HR, which of the following would be an accurate statement to make about workforce analytics?

It relies on qualitative measures to evaluate employer performance.

It collects and analyzes information only from external databases.

It does not aid in evidence-based human resource decisions.

It does not include information from HR databases and financial reports.

It can show that HR practices influence an organization's profits.

The HR Department at the BlueSky Corporation, a health care organization, focuses a lot of its time and resources on keeping up to date on changes in employment laws and regulations and new best practices in the field. This is an example of which HR competency?

relationship management

HR technical expertise

organizational navigation

ethical practice

consultation

The HR Department at the AmTech Corporation focuses a significant amount of its time and resources on sending out communications to the organization about changes in HR policies as well as new HR initiatives in areas such as diversity, equity, inclusion, and employee engagement. This is an example of which HR competency?

relationship management

HR technical expertise

organizational navigation

ethical practice

business acumen

When an HR professional is evaluated on how well she embraces inclusion and how effectively she works with diverse populations, she is being evaluated on her competency in

organizational navigation.

HR technical expertise and practice.

global and cultural effectiveness.

business acumen.

critical evaluation.

Linda Chu, an applicant for the HR rotational program at the CMX Corporation, has extensive previous work experience using business and HR analytics to drive improvements in organizational performance and results. Linda appears to possess a high level of which HR competency?

relationship management

organizational navigation

business acumen

business communication

ethical practice

Which competency is an HR professional said to have if he is able to act personally and professionally with integrity and accountability?

critical evaluation

consultation

business acumen

communication

ethical practice

COMPX, a major computer hardware manufacturer, has been working to update its strategic plan so that it reflects an emphasis on achieving superior results in terms of the “triple bottom line” of economic, social, and environmental benefits. In doing so, the COMPX business is seen as

futuristic.

corporate.

sustainable.

communal.

profit.

A company competing through sustainability is likely to

place increased value on tangible assets.

avoid social and environmental responsibilities.

emphasize productivity more than quality.

adapt badly to changes in the labor force.

provide high-quality products and services.

When a corporate organization competes through globalization, as opposed to technology, it is likely to put *most* of its efforts into

social responsibility.

environmental issues.

expansion into foreign markets.

development of HR dashboards.

integration of technology and social systems.

Senior management at the TXM Corporation, a computer software developer, met for its quarterly cabinet meeting. In reviewing the company's performance, management concluded that the company failed to meet its objectives for sustainability. Which of the following is the *most* likely underlying cause of the company's failure?

The company is able to meet the business needs at the cost of environmental responsibilities.

The company is pursuing economic goals despite social and ethical concerns.

The company has developed socially responsible strategies at the cost of profits.

The company is willing to sacrifice the business and other needs to support the needs of its competitors.

The company is unable to meet its business needs without sacrificing the ability of future generations to meet theirs.

Over the next decade, which of the following people will have the *most* difficulty attracting talented employees due to a skills deficit?

Wanda, the owner of several restaurants

Roberto, the HR manager for a biotech research firm

Sarita, the director of a mobile advertising company

Francesca, the HR director for a foodservice company

Ethan, the owner of a large cattle farm

New employees at the Optimus Corporation, a medical equipment manufacturer, are assigned mentors who guide them through on-the-job training as well as provide an orientation to the culture of the company. This is known as _____ capital.

social

customer

human

intellectual

financial

The Star Corporation, a biotech company that engages in a lot of R&D, conducts research to identify improvements in product or service quality, trains workers on associated best practices, and then conducts ongoing meetings to pinpoint specific takeaways for future improvements in their work processes. This company is an example of a(n)

shared services model.

learning organization.

evidence-based organization.

performance management model.

self-service model.

Distribution channels are an example of _____ capital.

social

customer

human

intellectual

financial

Cesar Lopez, a brilliant scientist in the field of epidemiology at the VOX Corporation, was aggressively recruited by a key competitor due to his success in getting several breakthrough patents at the company. This is an example of a strategy that is focused on _____ capital.

social

customer

human

intellectual

financial

Otto, the CEO of a company, appraises his managers based on how well they empower their employees. Which of the following managers is Otto likely to rate the highest in this regard?

Claire, who gives clear instructions to her subordinates and expects them to follow the orders exactly as given

Shannon, who asks her subordinates to always check with her before making any decisions

Yao, who prefers that members of his team always report to him what they do throughout the day

Meri, who assigns responsibility to her subordinates and intervenes only when there is a need

Jordan, who assigns complete authority to his subordinates and does not offer any guidance

The Concord Corporation, a food and beverage conglomerate, is facing severe staffing shortages for many positions in the company. HR leaders at the company are desperately trying to formulate a recruiting strategy to effectively attract high-quality job applicants. According to emerging changes in the employment relationship, which of the following benefits should the company *not* emphasize as something it can offer to employees?

flexible work schedules

comfortable working conditions

more autonomy

employability

job security

O'Donnell & Company employs the practice of team building and thinking outside the box. They are likely to have _____ compared to a company with low engagement.

lower retention

lower empowerment

poorer customer service

lower productivity

lower turnover

Senior management at the Wellington Corporation have hired you as a consultant. When you meet with them, they state that they need you to help them develop an HR strategy that is a systematic, planned strategic effort, which will enhance the company's ability to attract, retain, develop, and motivate highly skilled employees and managers. Based on this, which HR system would you recommend to management?

performance appraisal

workforce analytics

talent management

training and development

employee engagement

Which of the following is true of a balanced scorecard?

It indicates the value of a company based on its competitive demands.

It depicts a company from the perspective of internal and external customers.

It measures a company's performance based on the business strategy adopted by it.

It should not be used to link HRM activities and a company's business strategy.

It guides companies to increase the time spent on new product and service development.

HR leaders at the USP Corporation have launched a new initiative to maximize the alignment between HR activities and the business strategy of the company. Based on this situation, the company should use

a balanced scorecard.

social responsibility.

evidence-based HR.

performance management.

sustainability.

Which of the following is an important change that is projected in the demographics and diversity of the workforce?

The average age of the workforce will increase.

The workforce will become less diverse in terms of gender, race, and generations.

Immigration will not affect the size and diversity of the workforce.

The proportion of workers age 55 and older will decrease from 23 to 18 percent by 2026.

The labor force participation of those 55 years and older will continue to decrease.

The _____ imposes criminal penalties for corporate governing and accounting lapses.

Fair Labor Standards Act

Sarbanes–Oxley Act

Equal Employment Opportunity Commission

Dodd–Frank Act

Whistleblower Protection Act

When considering a balanced scorecard that depicts a company from a(n) _____ perspective, the critical HR indicators are employee satisfaction with HR department services and employee perceptions of the company as an employer.

learning

internal

financial

customer

innovation

Doscent Power provided funds to clean up the production wastes it had pumped into the ground. This shows that the company was recognizing the importance of

a balanced scorecard approach.

performance management.

total quality management.

social responsibility.

cultural responsibility.

Senior management at the RBZ Corporation, a manufacturer of advanced medical systems, has concluded that it is badly lagging its global competition in terms of efficiency, defect rates, costs, and the like. The company needs a comprehensive overhaul to what it does and how it does it in order to become a world-class competitor again. Based on this situation, the company should implement

the Six Sigma Process.

total quality management.

quality control.

a process decision program.

activity network management.

CARZ, a global automobile manufacturer, is competing for the Malcolm Baldrige National Quality Award. Part of the evaluation of the company involves assessing the degree to which senior executives create and sustain vision, values, and mission. This reflects a focus on which category of the Malcolm Baldrige National Quality Award?

strategic planning

workforce focus

customer and market focus

operation focus

leadership

Which of the following is the objective of the Six Sigma process?

It focuses on the end product of employee satisfaction.

It terminates once the processes have been brought within the Six Sigma standards.

It strives to attain quality through supervision of daily work, not through training.

It discourages employees from lean thinking.

It aims to create a total business focus on serving the customer.

Senior management at ELZ Corporation, an athletic shoe manufacturer, has hired you as a consultant to help them develop a strategy to enhance the ability to be efficient and to minimize costs in a brutally competitive and price-sensitive industry. When meeting with management, the CEO asks you about the possibility of pursuing a lean-thinking strategy and what it attempts to do. Your response should be that when a company participates in lean thinking, it evaluates current practices to

do minimal work with highest attention and care for details.

deliver the best customer service while compromising on volume and quantity.

create quality products and services using maximum resources.

do more with less effort, time, space, and equipment.

discourage training and quality programs.

Which of the following people would be categorized as part of the external labor market with regard to Jos Air Filtration?

Desiree, who works for Jos Air Filtration as a full-time employee

Tanisha, who works for Jos Air Filtration and is looking for a new job

Wang, who is an employee at a direct competitor of Jos Air Filtration and is not looking for a new job

Carlos, who is unemployed and not looking for employment

Kelban, who works for GoodAir Incorporated and is seeking employment elsewhere

Which of the following statements is true about the composition of the U.S. labor force in the next decade?

Immigration will cease to affect the size and diversity of the workforce.

The largest proportion of the labor force is expected to be in the age group of 16–24 years.

The percentage of highly skilled immigrants will continue to remain lower than the percentage of low-skilled immigrants.

The median age of the labor force will increase to the highest number ever.

The high cost of health insurance and a decrease in health benefits will cause many employees to quit working.

Which of the following statements is true about Generation X?

It includes people who were born between 1925 and 1945.

Its members grew up much before the personal computer was invented.

Its members value skepticism and informality.

It is called the "me" generation.

Its members prefer close supervision and have a lot of patience.

Today's workforce is changing. Which of the following is true at companies dealing with older employees?

Older employees do not want to learn new skills.

There are no additional increases in benefit or healthcare costs.

Worker performance will decrease.

Some employees will choose a working retirement.

There is no problem with age discrimination.

Which of the following is a characteristic of Millennials?

They are not comfortable with using computers and the Internet.

They are pessimistic and cynical.

They have low levels of self-esteem.

They are eager to learn, work, and please.

They are not narcissistic.

Which of the following is true of how different generations view each other?

Millennials may think Generation X managers are good delegators.

Generation X managers may think that Millennials lack self-confidence.

Millennials might believe that Baby Boomers do not comply with company rules.

Traditionalists may believe that Millennials don't have a strong work ethic.

Baby Boomers may consider Millennials to be technologically illiterate.

From a staffing perspective, HR practices for supporting workforce diversity include
ensuring that tests used to select employees are not biased against minority ethnic groups.
generating a large pool of qualified applicants.

developing generic recruiting strategies that are used for all job applicants.

being creative in finding job applicants in nontraditional sources.

offering job applicants starting salaries that are above the industry average.

From a work-design perspective, HR practices for supporting workforce diversity include
designing jobs that are specialized and routine.

paying employees the industry average for performing their jobs.

providing online training options for learning job skills.

providing employees with flexible work schedules so they can address nonwork needs.

recruiting employees who are from a single racial/ethnic group.

From a training perspective, HR practices for supporting workforce diversity include
ensuring that training enables workers to learn about the damaging effects of stereotyping.

paying workers above the industry average for performing their jobs.

evaluating the performance of employees based on multiple objective criteria.

recruiting workers with a high ability to learn.

selecting employees based on personality tests.

_____ refers to the systematic planned strategic effort by a company to use bundles of human relations management (HRM) practices to attract, retain, develop, and motivate highly skilled employees and managers.

Compensation

Talent management

The balanced scorecard

Social responsibility

Total quality management

VUCA is

volatility, uncertainty, complexity, and ambiguity.

value, certainty, complexity, and analysis.

variances, uncertainty, simplicity, and ambiguity.

volatility, certainty, complexity, and ambiguity.

a creativity argument.

Which of the following is a prediction about legal issues regarding employment in the United States?

The emphasis on eliminating discrimination is likely to end.

The focus will turn away from preemployment tests.

There will be less focus on criminal background screening.

There are likely to be fewer challenges to race discrimination.

There will be less emphasis on discrimination against veterans.

With technology constantly changing and employers attempting to keep talented employees away from their competition, which legal issue may be on the rise in the United States?

Workplace safety will receive less attention.

HR professionals will work independently without legal counsel.

There will be no penalty for not providing health care coverage.

Reporting and inspection requirements will decrease.

Security of intellectual property will receive more attention.

Which of the following is one of the four characteristics of an ethical, successful company?

The company gets the best deals, even to the detriment of its vendors.

It has a vision that employees may relate to but cannot use in their day-to-day work.

The company emphasizes mutual benefits in its relationship with customers, clients, and vendors.

It works on the belief that one's own interest comes before the interest of others.

It allows flexibility of ethical norms when the financial stakes involved are very high.

Which of the following acts sets strict rules for businesses, especially for accounting practices that require more open and consistent disclosure of financial data and CEOs' assurance that the data is completely accurate?

Gramm–Leach–Bliley Act

Glass–Steagall Act

Sarbanes–Oxley Act

Dodd–Frank Act

McCarran–Ferguson Act

Which of the following statements is true about the Sarbanes–Oxley Act of 2002?

In case of noncompliance, it limits charges to heavy fines; it does not include prison terms for executives.

Organizations spend millions of dollars each year to comply with regulations under the Sarbanes–Oxley Act.

It imposes no criminal penalty for corporate governing and accounting lapses.

Retaliation against whistle-blowers is not included as a violation under the law.

It was passed in response to illegal and unethical behavior by employees toward the management.

Which of the following is a core value of TQM?

Methods are designed to meet the needs of external customers, not internal customers.

A few, select employees in an organization are given training in quality.

Processes are designed such that errors are detected and corrected immediately after they occur.

The company promotes cooperation with vendors and customers to hold down costs.

Managers measure progress with feedback based on qualitative observations.

Sampson Lighting was struggling to make a quality product and meet its payroll. The costs for labor were too high. They visited several countries and then decided to move the production side of the business. This is called

insourcing.

offshoring.

reshoring.

onshoring.

homesourcing.

Many companies today are having to redo their personnel policies to address the issue of social networking. This is due to a fear of

suppressed knowledge sharing.

creation of online expert communities.

loss of expert knowledge.

no sharing of best practices.

lower productivity.

_____ tools can help prevent the loss of expert knowledge that occurs due to retirement.

Automation

Workplace analytics

Social networking

High-performance work system

Work design

Bricklaying contractors are unable to find enough bricklayers. A semi-automated mason (SAM) can help perform some, but not all, of the human mason's tasks. This is an example of

AI streamlining complex tasks.

technology enhancing a person's job.

robots eliminating someone's job.

automation that works in collaboration with humans.

robots providing skills that are hard to find.

_____ maximize(s) the fit between the company's social system (employees) and its technical system.

Virtual teams

Performance management

Work design

Employee training

High-performance work systems

Which of the following is true of virtual teams?

They are typically situated in the same location.

They usually work in the same time zone.

They can work well without relying on technology.

They do not include partnership with competitors.

They combine top talent to solve tough challenges.

How does employees' use of mobile devices offer an advantage to companies?

Companies do not need to lease storage space in the cloud.

Employees have access to work information at any time or location.

Companies can decrease spending on desktop computers and software.

The devices facilitate automation of key HR and business practices.

It minimizes social networking by employees during business hours.

In high-performance work systems,

previously established boundaries between employees and customers remain intact.

managers and employees work together, while vendors and suppliers work independently.

line employees are trained to specialize in individual tasks.

employees do not communicate directly with suppliers and customers.

line employees interact frequently with quality experts and engineers.

An HR dashboard is a series of indicators that

only HR managers have access to.

requires communication via an extranet.

allows the public to understand the HR policies of a company.

enables workforce analytics and evidence-based HR.

helps managers hire new employees based on secondary data.

Which of the following human relations management (HRM) practices involves helping employees understand how their jobs contribute to the finished product?

work design

performance management

training

staffing

compensation

Which of the following HRM practices involves peer interviews?

work design

staffing

training

performance management

compensation

Which of the following HRM practices involves rewarding employees based on their team's performance?

work design

performance management

training

staffing

compensation

Which of the following major dimensions of HRM practices involves training employees to have the skills needed to perform their jobs?

vision and mission of human resources

managing the human resource environment

acquiring and preparing human resources

compensating human resources

assessment and development of human resources

Which of the following dimensions of HRM practices involves ensuring that HRM practices comply with federal, state, and local laws?

vision and mission of human resources

managing the human resource environment

acquiring and preparing human resources

compensating human resources

assessment and development of human resources

Pay structure and benefits are a part of the _____ function of HR.

recruiting

training

development

compensation

assessment

Which of the following activities is part of the assessment and development of the human resources dimension of HRM practices?

training employees to have the skills needed to perform their jobs

identifying human resource requirements

ensuring that HRM practices comply with federal, state, and local laws

creating an employment relationship and a work environment that benefit the company

creating pay systems as well as providing employees with benefits

In the case “Charlie My Helper,” which of the following is true about the virtual agent Charlie at Home Serve USA Corporation?

Charlie is used to support human agents by answering questions from customers.

Charlie is used to replace human agents in talking to customers.

Charlie is used to analyze inventory and to place orders when it is low.

Charlie is used to monitor then company's stores for theft of merchandise.

Charlie is used to check out customers when they want to pay for their purchases.

According to the case "Peanut Butter and Jelly at the Core of JM Smucker Business and Return to Work Policy," which of the following is true?

The company has mandated that employees work at the office full time.

The company is allowing workers to work virtually on a full-time basis.

The company is requiring workers to work at the office 50 percent of the time.

The company only requires employees to work at the office for 22 core weeks per year.

The company uses compressed work schedules where workers work at the office three days a week.

Based on the case "Evidence-Based HR" on IBM, the outcomes associated with employees earning badges include

higher levels of employee engagement.

higher levels of innovation.

lower levels of stress.

lower levels of retention.

higher levels of cultural intelligence.

In the case "HR Practices Benefit Both Low-Wage Workers and Their Employers," which of the following is true?

Most companies value the importance of low-wage workers.

Low-wage workers make up about 40 percent of the workforce in the United States.

A low-wage worker can be viewed as two-thirds or less of the median wage for workers in their prime.

Workers who receive the federal minimum wage would not be considered to be low-wage earners.

Paying higher than the minimum wage has enabled employers to reduce employee retention issues.

Based on the case, “Garment Makers and Artificial Intelligence Developers Share a Common Space,” which of the following is true?

Garment workers in Bangladesh make \$208/ month.

Bangladesh officials are pushing Western companies with production facilities in the country to raise wages.

ChatGPT has been used to replace workers in the garment industry.

Brands are often reluctant to agree to wage reforms that could lead to higher prices for their products.

ChatGPT is too costly to implement in most other countries.

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

What are the two challenges that HR managers face? Discuss how the shared service model and the self-service model help them overcome the two challenges.

Discuss the competencies, according to the Society for Human Resource Management, that HR professionals require to be successful.

What is meant by *empowering*, and what type of training must be conducted to make it effective?

Discuss the balanced scorecard approach of measuring stakeholder performance.

What is the purpose of the Malcolm Baldrige Award? Describe the application and evaluation process, and list the seven characteristics that companies are scored for in the examination.

Discuss how managing cultural diversity can provide a competitive advantage to a firm.

Discuss what companies should do to compete in the global marketplace.

What is a human resource information system (HRIS)? Explain the benefits of using an HRIS.

What is an HR dashboard? Explain a few ways in which it supports managers and employees.

Outline the four dimensions of human resource management practices.

Discuss how employers are helping employees to address mental health issues.

Discuss various ways in which AI is supporting or completing HR tasks and activities.

Answer Key

Test name: ch1 Human Resources e13

FALSE

TRUE

TRUE

TRUE

FALSE

FALSE

TRUE

FALSE

TRUE

FALSE

TRUE

TRUE

TRUE

When it comes to problem-solving, the benefit that cultural diversity offers is heterogeneity in decisions and problem-solving groups. This potentially produces better decisions through a wider range of perspectives and a more thorough critical analysis of issues.

FALSE

TRUE

TRUE

FALSE

Smuckers actually only requires its employees to work six days per month or 22 weeks per year, which they refer to as core weeks.

TRUE

FALSE

FALSE

TRUE

B

Recordkeeping, HR information systems, workforce analytics, social media, intranet, and Internet access are responsibilities of those involved in the employee data and information systems functions of HR.

D

The HR department is most likely to collaborate with other company functions on employment interviewing, performance management and discipline, and efforts to improve quality and productivity.

E

Evidence-based HR refers to the demonstration that human resources practices have a positive influence on the company's bottom line or key stakeholders.

C

Human resource management refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices."

B

The training and development function of an HR department includes orientation, skills training, development programs, and career development.

E

Performance measures, the preparation and administration of performance appraisals, feedback and coaching, and discipline are performed as part of the performance management function of an HR department.

C

Wage and salary administration, incentive pay, insurance, vacation, retirement plans, profit sharing, health and wellness, and stock plans are part of the compensation and benefits function of an HR department.

B

The employee data and information systems function of an HR department focuses on several responsibilities, including recordkeeping, HR information systems, workforce analytics, social media, and intranet and Internet access.

E

Administrative services and transactions deals with compensating, hiring, and staffing employees. It emphasizes resource efficiency and service quality.

B

Self-service refers to giving employees online access to information about HR issues such as training, benefits, compensation, and contracts; online enrollment in programs and services; and completion of online attitude surveys.

E

Outsourcing is the practice of having another company (a vendor, third party, or consultant) provide services. The major reasons that company executives choose to outsource HR practices include cost savings, increased ability to recruit and manage talent, improved HR service quality, and protection of the company from potential lawsuits by standardizing processes such as selection and recruitment.

D

Traditionally, the HRM department, also known as "Personnel" or "Employee Relations," was primarily an administrative expert and employee advocate. The department took care of employee problems, made sure employees were paid correctly, administered labor contracts, and avoided legal problems.

E

HR or workforce analytics refers to the practice of using quantitative methods and scientific methods to analyze data from human resource databases, to make evidence-based HR decisions, and show that HR practices influence an organization's bottom line, including profits and costs.

B

The competency of HR technical expertise and practice focuses on the ability to apply the principles of human resource management to contribute to the success of a business. It includes behaviors such as remaining updated on relevant laws, legal rulings, and regulations and developing and utilizing best practices.

A

The HR competency of relationship management focuses on the ability to manage interactions with and between others with the specific goal of providing service and organizational success. It includes behaviors such as providing customer service to organizational stakeholders and ensuring alignment within HR when delivering services and information to an organization.

C

An HR professional having competency in global and cultural effectiveness is effective at managing human resources both within and across boundaries. Two of the behaviors that a professional with this competency exhibits are embracing inclusion and working effectively with diverse cultures and populations.

C

An HR professional who is competent in business acumen is able to understand business functions and metrics within an organization and industry. She demonstrates a capacity for understanding the business operations and functions within the organization. She understands organizational metrics and their relationship to business success.

E

An HR professional is said to be competent in ethical practice if he is able to integrate core values as well as act with integrity and accountability throughout all organizational and business practices. Two of the behaviors that a professional with this competency exhibits are maintaining confidentiality and acting professionally.

C

Sustainability refers to a company's ability to meet its needs without sacrificing the ability of future generations to meet their needs. Organizations pursuing a sustainable strategy pursue the "triple bottom line": economic, social, and environmental benefits.

E

When a company competes through sustainability, it is likely to provide a return to shareholders and provide high-quality products, services, and work experience for employees. Such companies also place increased value on intangible assets and human capital, are socially and environmentally responsible, and adapt to the changing characteristics and expectations of the labor force.

C

A company that competes through globalization is likely to focus on expanding into foreign markets and preparing employees to work in foreign locations.

E

Sustainability is a company's ability to meet its needs without sacrificing the ability of future generations to meet their needs. Organizations pursuing a sustainable strategy pursue the "triple bottom line": economic, social, and environmental benefits.

B

Many businesses today have difficulty attracting employees who possess the knowledge and skills necessary to perform successfully on the job. There is a significant shortage of people with skills in science, technology, engineering, and math (STEM).

A

Corporate culture, management philosophy, management practices, informal networking systems, and coaching/mentoring relationships are examples of social capital.

B

A learning organization embraces a culture of lifelong learning, enabling all employees to continually acquire and share knowledge. Improvements in product or service quality do not stop when formal training is completed.

B

Customer capital includes customer relationships, brands, customer loyalty, and distribution channels.

D

Intellectual capital includes patents, copyrights, trade secrets, and intellectual property.

D

Empowering means giving employees responsibility and authority to make decisions regarding all aspects of product development or customer service. Employees are then held accountable for products and services; in return, they share the rewards and losses of the results.

E

New or emergent business strategies have resulted in changes in the employment relationship. Employees realize that companies cannot provide job security, so they want employability—that is, they want their company to provide training and job experiences to help ensure that employees can find other employment opportunities. In exchange for top performance and working longer hours without job security, employees want companies to provide flexible work schedules, comfortable working conditions, and more autonomy in accomplishing work.

E

Employee engagement is the degree to which employees are fully involved in their work and the strength of their commitment to their job and the company. Employees who are engaged in their work and committed to the company they work for give companies competitive advantage, including higher productivity, better customer service, and lower turnover.

C

Talent management is the systematic, planned strategic effort by a company to use bundles of human resource management practices, including acquiring and assessing employees, learning and development, performance management, and compensation to attract, retain, develop, and motivate highly skilled employees and managers.

B

A balanced scorecard gives managers an indication of the performance of a company based on the degree to which stakeholder needs are satisfied; it depicts the company from the perspective of internal and external customers, employees, and shareholders. The balanced scorecard differs from traditional measures of company performance by emphasizing that the critical indicators chosen are based on the company's business strategy and competitive demands.

A

The balanced scorecard should be used to

1. link a company's human resource management activities to the company's business strategy, and
2. evaluate the extent to which the HRM function is helping the company meet its strategic objectives.

A

Three important changes in the demographics and diversity of the workforce are projected. First, the average age of the workforce will increase. Second, the workforce will become more diverse in terms of gender, race, and generations. Third, immigration will continue to affect the size and diversity of the workforce.

B

The Sarbanes–Oxley Act of 2002 sets strict rules for corporate behavior and sets heavy fines and prison terms for noncompliance. It imposes criminal penalties for corporate governing and accounting lapses, including retaliation against whistle-blowers reporting violations of Securities and Exchange Commission rules.

D

A balanced scorecard gives managers an indication of the performance of a company based on the degree to which stakeholder needs are satisfied. When considering a balanced scorecard that depicts a company from a customer perspective, the critical HR indicators are employee satisfaction with HR department services and employee perceptions of the company as an employer.

D

Companies are recognizing that social responsibility can help boost a company's image with customers, gain access to new markets, and help attract and retain talented employees. Companies thus try to meet the shareholders' and general public's demands that they be more socially, ethically, and environmentally responsible.

B

Total quality management is a companywide effort to continuously improve the ways people, machines, and systems accomplish work. It is a cooperative form of doing business that relies on the talents and capabilities of both labor and management to continually improve quality and productivity.

E

Leadership is one of the categories for the Malcolm Baldrige National Quality Award Examination. It is evaluated based on how senior executives create and sustain vision, values, and mission.

E

The Six Sigma process consists of measuring, analyzing, improving, and then controlling processes once they have been brought within the narrow Six Sigma quality tolerances or standards. The objective of Six Sigma is to create a total business focus on serving the customer—that is, to deliver what customers really want when they want it.

D

Lean thinking is a way to do more with less effort, time, equipment, and space but still provide customers with what they need and want. Part of lean thinking includes training workers in new skills or how to apply old skills in new ways so they can quickly take over new responsibilities or use new skills to help fill customer orders.

E

The labor force of current employees is often referred to as the internal labor force. Employers identify and select new employees from the external labor market through recruiting and selection. The external labor market includes persons actively seeking employment. Kelban is the only person in this scenario who is not currently employed by Jos Air Filtration and is seeking a new job.

D

The median age of the labor force will increase to 42.4 years old. The labor force is expected to increase by 8 million in the next decade, reaching 164 million in 2024.

C

The members of Generation X, born between 1965 and 1980, value skepticism, informality, and practicality; they seek work/life balance and dislike close supervision.

D

The aging labor force means companies are likely to employ a growing share of older workers. Older people want to work, and many say they plan a working retirement. Despite myths to the contrary, worker performance and learning are not adversely affected by aging. Older employees are willing and able to learn new technology. An aging workforce means that employers will struggle with how to control the rising costs of benefits and health care.

D

Millennials grew up with access to computers at home and school, as well as access to the Internet. Millennials are characterized as being optimistic, willing to work and learn, eager to please, technology literate, and globally aware. They value diversity and are believed to have high levels of self-esteem and narcissism.

D

Traditionalists and Baby Boomers believe that Millennials don't have a strong work ethic because they are too concerned with work–life balance.

A

If an employer wants to attract and hire diverse job applicants, it will need to ensure that the selection tests used do not create bias and unfair treatment of members of protected classes.

D

If an employer wants to support workforce diversity, it needs to provide flexibility to workers of diverse backgrounds who may have a variety of personal needs that need to be addressed.

A

If a company wants to support workforce diversity, then it needs to provide training for all employees that will enable them to understand how to act and make decisions that value diversity in the workplace.

B

Talent management refers to the systematic planned strategic effort by a company to use bundles of HRM practices to attract, retain, develop, and motivate highly skilled employees and managers.

A

Change is due to companies experiencing volatility, uncertainty, complexity, and ambiguity, also known as VUCA.

E

There will likely be development and debate of new employment laws and regulations, as well as increased emphasis on enforcing specific aspects of current laws and regulations. An emphasis on eliminating discrimination in recruitment and hiring will continue. The focus will likely be on preemployment tests and criminal background screening.

E

Recent highly publicized leaks of classified documents have raised awareness of the need to carefully scrutinize data security practices. HR practices may increase the use of electronic monitoring and the surveillance of knowledge workers to protect an organization's intellectual property.

C

Ethical, successful companies can be characterized by the following principles. In their relationships with customers, vendors, and clients, these companies emphasize mutual benefits. Employees assume responsibility for the actions of the company.

C

The Sarbanes–Oxley Act of 2002 is a congressional act passed in response to illegal and unethical behavior by managers and executives. The act sets stricter rules for businesses, especially accounting practices. It requires more open and consistent disclosure of financial data, CEOs' assurance that the data is completely accurate, and provisions that affect the employee–employer relationship.

B

The Sarbanes–Oxley Act is a congressional act passed in response to illegal and unethical behavior by managers and executives. It sets strict rules for corporate behavior and sets heavy fines and prison terms for noncompliance; organizations are spending millions of dollars each year to comply with regulations under the Sarbanes–Oxley Act.

D

One of the core values of TQM is the company promoting cooperation with vendors, suppliers, and customers to improve quality and hold down costs.

B

Offshoring is exporting jobs from developed countries, such as the United States, to countries where labor and other costs are lower. The main reason for this is labor costs.

E

Issues that can be addressed by social networking include the loss of expert knowledge due to retirement, the promotion of innovation and creativity, the reinforcement of learning, and the need to identify and connect with promising job candidates. Despite its potential advantages, many companies are uncertain as to whether they should embrace social networking. They fear that social networking will result in employees wasting time or offending or harassing their coworkers.

C

Social networking resolves the issue of loss of expert knowledge from retirement through knowledge sharing, capturing, and storing.

E

The use of AI and robots can affect jobs in several different ways. One way is that they can provide skills that are difficult to find. For example, bricklaying contractors are unable to find enough bricklayers. But a semi-automated mason (SAM) can help perform some, but not all, of the human mason's tasks.

E

High-performance work systems maximize the fit between the company's social system (employees) and its technical system.

E

Virtual teams are teams that are separated by time, geographic distance, culture, and/or organizational boundaries and that rely almost exclusively on technology (email, Internet, videoconferencing) to interact and complete their projects. Options for talent are not limited by geography, so the best people can collaborate in virtual teams to address difficult problems.

B

Mobile devices such as smartphones and tablets provide employees with anytime, anywhere access to HR applications and other work-related information.

E

In high-performance work systems, previously established boundaries between employees and customers and the various functions within a company are abandoned. Employees, managers, vendors, customers, and suppliers work together; line employees are trained in multiple jobs. They communicate directly with suppliers and customers and interact frequently with engineers and quality experts.

D

An HR dashboard is a series of indicators or metrics that managers and employees have access to on a company's intranet or human resource information system. The HR dashboard provides access to important HR metrics for conducting workforce analytics. As a result, the use of dashboards is critical for evidence-based HR.

A

In the context of HRM practices supporting high-performance work systems, employees' understanding of how their jobs contribute to the final product is a part of work design.

B

In the context of HRM practices supporting high-performance work systems, employees participate in selecting new employees, for example, peer interviews, as part of staffing.

E

The ways in which compensation supports high-performance work systems are team-based performance pay. A part of compensation may be based on company or division financial performance.

C

Acquiring and preparing human resources deals with identifying human resource requirements, which includes recruiting employees and selecting employees. It also deals with training employees to have the skills needed to perform their jobs.

B

Managing internal and external environmental factors allows employees to make the greatest possible contribution to company productivity and competitiveness. Creating a positive environment for human resources in a company involves linking HRM practices to the company's business objectives (i.e., strategic human resource management); ensuring that HRM practices comply with federal, state, and local laws; designing work that motivates and satisfies employees; and maximizes customer service, quality, and productivity.

D

The assessment and development function involves measuring employees' performance. The compensation function of HR deals with pay structure decisions and benefits to reward employees' performance. Identifying human resource requirements addresses human resource planning, recruiting employees, and selecting employees.

D

Managers need to ensure that employees have the necessary skills to perform current and future jobs. As part of the assessment and development of human resources dimension of HRM practices, the HR department creates an employment relationship and a work environment that benefit both the company and the employee.

A

Charlie is used to support human agents by answering phone calls and routing them to the appropriate department.

D

Smucker's requires workers to be at the office only for 22 core weeks per year, which has been well received by employees.

A

The positive outcomes associated with IBM workers who earn more badges include higher levels of employee engagement and a lower likelihood of leaving the company.

C

Generally, one way to view a low-wage worker is as an individual earning two-thirds or less of the median wage for workers in their prime working years.

D

Many Western companies with production facilities in Bangladesh would not be in favor of raising employee pay as it would make their products more expensive.

Essay

The amount of time that the HRM function devotes to administrative tasks is decreasing, and its roles as a strategic business partner, a change agent, and an employee advocate are increasing. HR managers face two important challenges: shifting their focus from current operations to strategies for the future and preparing non-HR managers to develop and implement human resource practices. To ensure that human resources contributes to a company's competitive advantage, many HR departments are organized based on a shared service model. The shared service model can help control costs and improve the business relevance and timeliness of HR practices. A shared service model is a way to organize the HR function that includes centers of expertise or excellence, service centers, and business partners. Centers of expertise or excellence include HR specialists in areas such as staffing or training who provide their services companywide. Service centers are a central place for administrative and transactional tasks such as enrolling in training programs or changing benefits that employees and managers can access online. The availability of the Internet has decreased the HRM role in maintaining records and providing *self-service* to employees. Self-service refers to giving employees online access to information about HR issues such as training, benefits, compensation, and contracts; online enrollment in programs and services; and completion of online attitude surveys.

Essay

Following are the nine competencies HR professionals need to have:

1. Human resource technical expertise and practice: It is the ability to apply the principles of human resource management to contribute to the success of a business.
2. Relationship management: It is the ability to manage interactions with and between others with the specific goal of providing service and organizational success.
3. Consultation: It is providing guidance to stakeholders such as employees and leaders seeking expert advice on a variety of circumstances and situations.
4. Organizational leadership and navigation: It is the ability to direct initiatives and processes within an organization and gain buy-in from stakeholders.
5. Communications: It is the ability to effectively exchange and create a free flow of information with and among various stakeholders at all levels of an organization to produce meaningful outcomes.
6. Global and cultural effectiveness: It is the ability to manage human resources both within and across boundaries.
7. Ethical practice: It includes integration of core values, integrity, and accountability throughout all organizational and business practices.
8. Critical evaluation: It involves the skills required to interpret information to determine return on investment and organizational impact in making recommendations and business decisions.
9. Business acumen: It is the ability to understand business functions and metrics within an organization and industry.

Essay

Empowering means giving employees responsibility and authority to make decisions regarding all aspects of product development or customer service. Employees are then held accountable for products and services; in return, they share the resulting rewards and losses of the results. For empowerment to be successful, managers must be trained to link employees to resources within and outside the company, help employees interact with their fellow employees and managers throughout the company, and ensure that employees are updated on important issues and cooperate with each other. Employees must also be trained to use the Web, email, and other tools for communicating, collecting, and sharing information.

Essay

The balanced scorecard gives managers an indication of the performance of a company based on the degree to which stakeholder needs are satisfied; it depicts the company from the perspective of internal and external customers, employees, and shareholders. The balanced scorecard is important because it brings together most of the features that a company needs to focus on to be competitive. The balanced scorecard should be used to

1. link human resource management activities to the company's business strategy and
2. evaluate the extent to which the HRM function is helping the company meet its strategic objectives. Communicating the scorecard to employees gives them a framework that helps them see the goals and strategies of the company, how these goals and strategies are measured, and how they influence the critical indicators.

Essay

The Baldrige Award, created by public law, is the highest level of national recognition for quality that a U.S. company can receive. It was established to promote quality awareness, to recognize quality achievements of U.S. companies, and to publicize successful quality strategies. To become eligible for the Baldrige, a company must complete a detailed application with basic information about the firm, as well as an in-depth presentation of how it addresses specific criteria related to quality improvement. Applications are reviewed by an independent board of about 400 examiners, who come primarily from the private sector. One of the major benefits of applying for the Baldrige Award is the feedback report from the examining team noting the company's strengths and areas for improvement. The categories that are evaluated for scoring are leadership; measurement, analysis, and knowledge management; strategic planning; workforce focus; operations focus; results; and customer focus.

Essay

Following are the ways in which managing cultural diversity can provide a competitive advantage:

1. Cost argument: As organizations become more diverse, the cost of a poor job in integrating workers will increase. Those who handle this well will thus create cost advantages over those who do not.
2. Employee attraction and retention argument: Companies will develop reputations as prospective employers for women and ethnic minorities. Those with the best reputations for managing diversity will win the competition for talent. This will be especially important as the labor pool shrinks and changes composition.
3. Marketing argument: The insight and cultural sensitivity that diverse employees bring to the marketing effort help a company enter new markets and develop products and services for diverse populations.
4. Creativity argument: Diversity of perspectives and less emphasis on conformity to norms of the past improve the level of creativity.
5. Problem-solving argument: Heterogeneity in decisions and problem-solving groups potentially produces better decisions through a wider range of perspectives and a more thorough critical analysis of issues.
6. System flexibility argument: Diversity brings greater flexibility when reacting to changes in customer preferences and tastes.

Essay

Companies are finding that to survive they must compete in international markets as well as fend off foreign corporations' attempts to gain ground in the United States. To meet these challenges, U.S. businesses must develop global markets, use their practices to improve global competitiveness, and better prepare employees for global assignments. Every business must be prepared to deal with the global economy. Global business expansion has been made easier by technology. The Internet allows data and information to be instantly accessible and sent around the world. The Internet, email, social networking, and videoconferencing enable business deals to be completed between companies thousands of miles apart. Globalization is not limited to any particular sector of the economy, product market, or company size. Businesses around the world are attempting to increase their competitiveness and value by increasing their global presence, often through mergers and acquisitions.

Essay

Companies continue to use human resource information systems to store large quantities of employee data, including personal information, training records, skills, compensation rates, absence records, and benefits usages and costs. A human resource information system (HRIS) is a computer system used to acquire, store, retrieve, and distribute information related to a company's human resources. An HRIS can support strategic decision-making, help a company avoid lawsuits, provide data for evaluating policies and programs, and support day-to-day HR decisions. Managers use the system to track employees' vacation and sick days and to make changes in staffing and pay. Using the HRIS, managers can request the HRIS system to automatically prepare a personnel report; they no longer have to contact the HR department to request one.

Essay

One of the most important uses of Internet technology is the development of HR dashboards. An HR dashboard is a series of indicators or metrics that managers and employees have access to on their company's intranet or human resource information system. The HR dashboard provides access to important HR metrics for conducting workforce analytics. HR dashboards are important for determining the value of HR practices and how they contribute to business goals. As a result, the use of dashboards is critical for evidence-based HR management. For example, a company may view building talent as a priority, so it adds to its dashboard of people measures a metric to track how many people move and the reasons. This allows the firm to identify divisions that are developing new talent. Sophisticated systems such as the HR dashboard can extend management applications to decision-making in areas such as compensation and performance management. Managers can schedule job interviews or performance appraisals guided by the system to provide the necessary information and follow every step called for by the procedure.

Essay

1. Managing the human resource environment: Managing internal and external environmental factors allows employees to make the greatest possible contribution to company productivity and competitiveness.
2. Acquiring and preparing human resources: It involves determining the number and type of employees needed, a value that is influenced by customer needs, terminations, promotions, and retirements. Managers also need to identify current or potential employees to fill those needs.
3. Assessment and development of human resources: Managers must ensure that employees have the necessary skills to perform current and future jobs. Work may be redesigned to be performed by teams. Companies need to create a supportive work environment.
4. Compensating human resources: Pay and benefits are important incentives to offer employees in exchange for contributing to productivity, quality, and customer service. They are also used to reward employees' membership and to attract new employees.

Essay

Companies have implemented a variety of policies and practices to address employee mental health, including

- removing the stigma associated with mental health issues.
- providing employees with benefits that pay for therapy.
- reducing work stressors such as unrealistic deadlines and unnecessary meetings.
- giving employees scheduling flexibility to balance work and life demands.

Essay

AI is being used in a variety of ways to support or perform HR tasks and activities, including

- screening and ranking résumés, writing job descriptions.
- analyzing video interviews, score games, and simulations.
- helping managers provide legal and accurate comments in performance reviews.
- helping employees choose training courses that fit their interests and skill needs.
- recommending base pay increases based on employee performance.
- helping employees make best benefit plan choices.
- answering employee administrative questions about benefits, payroll, etc.