Student name:\_\_\_\_\_\_\_\_\_\_

**TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.
1)** Companies have historically looked at HRM as a means to contribute to profitability and quality.

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**4)** Senior Living Co. has contracted with Truck to Go for relocation services. This type of practice is not the norm for outsourcing.

 ⊚ true
 ⊚ false

**5)** When a firm shifts to evidence-based HRM, it should stop using workforce analytics.

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**7)** In exchange for working longer hours without job security, employees want companies to provide flexible work schedules and comfortable working conditions.

 ⊚ true
 ⊚ false

**8)** Central Services, Inc. is faced with a decision to hire part-time employees or more full-time employees. Management has heard that part-time employee 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

**9)** To be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments.

 ⊚ true
 ⊚ false

**10)** Donlon & Sons Bakery has decided to adopt total quality management (TQM). In doing so, training in quality was offered to only the employees who oversee the ovens and baking.

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**12)** Workers with disabilities can be a source of competitive advantage.

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**14)** 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

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

 ⊚ true
 ⊚ false

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

 ⊚ true
 ⊚ false

**MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.
17)** Rachel, who is responsible for \_\_\_\_\_\_\_\_, deals with record keeping, workforce analytics, social media, intranet and Internet access.

 A) legal compliance
 B) employee data and information systems
 C) business strategy support
 D) performance management
 E) analysis and design of work

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

 A) legal compliance.
 B) outplacement.
 C) record keeping.
 D) performance management.
 E) unemployment compensation.

**19)** \_\_\_\_\_\_\_\_ demonstrates that HR practices have a positive influence on the company’s bottom line or key stakeholders.

 A) Shared services
 B) Performance management
 C) Workforce management
 D) Workforce analytics
 E) Evidence-based HR

**20)** \_\_\_\_\_\_\_\_ refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

 A) Total quality management
 B) Financial management
 C) Human resource management
 D) Production and operations management
 E) Competency management

**21)** The training and development function of an HR department includes

 A) job analysis.
 B) orientation.
 C) performance measures.
 D) attitude surveys.
 E) policy creation.

**22)** Jamal was hired recently by his firm to provide coaching to a work unit that is underperforming. This is part of the \_\_\_\_\_\_\_\_ function of HR.

 A) recruitment and selection
 B) compensation and benefits
 C) employee relations
 D) personnel policies
 E) performance management

**23)** Raoul is unsure of which 401K and retirement plan will meet his needs. He should make an appointment to see a counselor who works with

 A) training and development.
 B) employee relations.
 C) compensation benefits.
 D) employee data and information systems.
 E) legal compliance.

**24)** Often someone new to HR will be assigned to the \_\_\_\_\_\_\_\_ HR department to manage employee data and information systems functions.

 A) job analysis and description
 B) record keeping and workforce analytics
 C) attitude surveys and labor law compliance
 D) orientation and skills training
 E) talent and change management

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

 A) It deals with implementation of business plans and talent management.
 B) It emphasizes knowing the business and exercising influence.
 C) It emphasizes the knowledge of HR and of the business and competition.
 D) It contributes to the business strategy based on considerations of business capabilities.
 E) It deals with functions such as compensation, hiring, and staffing.

**26)** When Simone responded to Nathan’s email about how to find information on benefits and compensation, Simone was providing

 A) performance management.
 B) self-service.
 C) employee engagement.
 D) talent management.
 E) shared service.

**27)** HR Resources, Inc. provides HR services to small companies that do not need full-time HR. Contracting with HR Resources is known as

 A) e-commerce.
 B) reshoring.
 C) downsizing.
 D) benchmarking.
 E) outsourcing.

**28)** Traditionally, the HRM department was primarily a(n)

 A) proactive agency.
 B) finance expert.
 C) employer advocate.
 D) administrative expert.
 E) payroll expert.

**29)** Which of the following is true of workforce analytics?

 A) It relies on qualitative measures to evaluate employer performance.
 B) It collects and analyzes information only from external databases.
 C) It does not aid in evidence-based human resource decisions.
 D) It does not include information from HR databases and financial reports.
 E) It can show that HR practices influence an organization's profits.

**30)** Which of the following HR competencies focuses on the ability to apply the principles of HR management to contribute to the success of a business?

 A) relationship management
 B) HR technical expertise
 C) organizational navigation
 D) ethical practice
 E) consultation

**31)** Which of the following HR competencies focuses on the ability to manage interactions with and between others with the specific goal of providing service and organizational success?

 A) relationship management
 B) HR technical expertise
 C) organizational navigation
 D) ethical practice
 E) business acumen

**32)** 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

 A) organizational navigation.
 B) HR technical expertise and practice.
 C) global and cultural effectiveness.
 D) business acumen.
 E) critical evaluation.

**33)** Lionel is evaluated on how well he understands organizational metrics and their relationship to business success. In this case, he is being evaluated on his competency in

 A) relationship management.
 B) organizational navigation.
 C) business acumen.
 D) business communication.
 E) ethical practice.

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

 A) critical evaluation
 B) consultation
 C) business acumen
 D) communication
 E) ethical practice

**35)** As part of Curt’s small business loan application, he has to demonstrate the “triple bottom line” of economic, social, and environmental benefits. In doing so, his business is seen as

 A) futuristic.
 B) corporate.
 C) sustainable.
 D) communal.
 E) profit.

**36)** A company competing through sustainability is likely to

 A) place increased value on tangible assets.
 B) avoid social and environmental responsibilities.
 C) emphasize productivity more than quality.
 D) adapt badly to changes in the labor force.
 E) provide high-quality products and services.

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

 A) social responsibility.
 B) environmental issues.
 C) expansion into foreign markets.
 D) development of HR dashboards.
 E) integration of technology and social systems.

**38)** Typically when a company is in the news, it is because the company failed to be sustainable. Which of the following best describes its failure?

 A) The company is able to meet the business needs at the cost of environmental responsibilities.
 B) The company is pursuing economic goals despite social and ethical concerns.
 C) The company has developed socially responsible strategies at the cost of profits.
 D) The company is willing to sacrifice the business and other needs to support the needs of its competitors.
 E) The company is unable to meet the business needs without sacrificing the ability of future generations to meet theirs.

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

 A) Wanda, the owner of several restaurants
 B) Roberto, the HR manager for a biotech research firm
 C) Sarita, the director of a mobile advertising company
 D) Francesca, the HR director for a foodservice compnay
 E) Ethan, the owner of a large cattle farm

**40)** As part of today’s job culture new employees are assigned mentors who guide the new employee through on-the-job training as well as the culture of the company. This is known as \_\_\_\_\_\_\_\_ capital.

 A) social
 B) customer
 C) human
 D) intellectual
 E) financial

**41)** In a(n) \_\_\_\_\_\_\_\_, improvements in product or service quality do not stop when formal training is completed.

 A) shared services model
 B) learning organization
 C) evidence-based organization
 D) performance management model
 E) self-service model

**42)** Distribution channels are an example of \_\_\_\_\_\_\_\_ capital.

 A) social
 B) customer
 C) human
 D) intellectual
 E) financial

**43)** Cesar was being recruited by a competitor due to his success at his current company in getting several new patents. This is an example of \_\_\_\_\_\_\_\_ capital.

 A) social
 B) customer
 C) human
 D) intellectual
 E) financial

**44)** 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?

 A) Claire, who gives clear instructions to her subordinates and expects them to follow the orders exactly as given
 B) Shannon, who asks her subordinates to always check with her before making any decisions
 C) Yao, who prefers that members of his team always report to him what they do throughout the day
 D) Meri, who assigns responsibility to her subordinates and intervenes only when there is a need
 E) Jordan, who assigns complete authority to his subordinates and does not offer any guidance

**45)** According to emerging changes in the employment relationship, which of the following benefits do employees typically not expect to be provided by employers?

 A) flexible work schedules
 B) comfortable working conditions
 C) more autonomy
 D) employability
 E) job security

**46)** O’Donnell & Co. employs the practice of team building and thinking outside the box. They are likely to have \_\_\_\_\_\_\_\_ compared to a company with low engagement.

 A) lower retention
 B) lower empowerment
 C) poorer customer service
 D) lower productivity
 E) lower turnover

**47)** \_\_\_\_\_\_\_\_ is a systematic, planned strategic effort by a company to attract, retain, develop, and motivate highly skilled employees and managers.

 A) Performance appraisal
 B) Workforce analytics
 C) Talent management
 D) Training and development
 E) Employee engagement

**48)** Which of the following is true of a balanced scorecard?

 A) It indicates the value of a company based on its competitive demands.
 B) It depicts a company from the perspective of internal and external customers.
 C) It measures a company's performance based on the business strategy adopted by it.
 D) It should not be used to link HRM activities and a company's business strategy.
 E) It guides companies to increase the time spent on new product and service development.

**49)** \_\_\_\_\_\_\_\_ should be used to link a company's human resource management activities to the company's business strategy.

 A) The balanced scorecard
 B) Social responsibility
 C) Evidence-based HR
 D) Performance management
 E) Sustainability

**50)** Since the baby boomers are getting closer to retirement,

 A) the U.S. workforce is predicted to decrease in age.
 B) college graduates will have a harder time finding entry-level jobs.
 C) the U.S. workforce is predicted to increase in age.
 D) their productivity will probably decrease.
 E) the need for continuing education will decrease.

**51)** The \_\_\_\_\_\_\_\_ imposes criminal penalties for corporate governing and accounting lapses.

 A) Fair Labor Standards Act
 B) Sarbanes-Oxley Act
 C) Equal Employment Opportunity Commission
 D) Dodd-Frank Act
 E) Whistleblower Protection Act

**52)** 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.

 A) learning
 B) internal
 C) financial
 D) customer
 E) innovation

**53)** 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) a balanced scorecard approach.
 B) performance management.
 C) total quality management.
 D) social responsibility.
 E) cultural responsibility.

**54)** \_\_\_\_\_\_\_\_ is a companywide effort to continuously improve the ways people, machines, and systems accomplish work.

 A) The Six Sigma process
 B) Total quality management
 C) Quality control
 D) The process decision program
 E) The activity network

**55)** A company competes for the Malcolm Baldrige National Quality Award. If it is evaluated based on how senior executives create and sustain vision, values, and mission, it is likely that the company is being judged on the criterion of

 A) strategic planning.
 B) workforce focus.
 C) customer and market focus.
 D) operation focus.
 E) leadership.

**56)** Which of the following is the objective of the Six Sigma process?

 A) It focuses on the end product of employee satisfaction.
 B) It terminates once the processes have been brought within the Six Sigma standards.
 C) It strives to attain quality through supervision of daily work, not through training.
 D) It discourages employees from lean thinking.
 E) It aims to create a total business focus on serving the customer.

**57)** When a company participates in lean thinking they evaluate current practices to

 A) do minimal work with highest attention and care for details.
 B) deliver the best customer service while compromising on volume and quantity.
 C) create quality products and services using maximum resources.
 D) do more with less effort, time, space, and equipment.
 E) discourage training and quality programs.

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

 A) Desiree, who works for Jos Air Filtration as a full-time employee
 B) Tanisha, who works for Jos Air Filtration and is looking for a new job
 C) Wang, who is an employee at a direct competitor of Jos Air Filtration and is not looking for a new job
 D) Carlos, who is unemployed and not looking for employment
 E) Kelban, who works for GoodAir Inc. and is seeking employment elsewhere

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

 A) Immigration will cease to affect the size and diversity of the workforce.
 B) The largest proportion of the labor force is expected to be in the age group of 16–24 years.
 C) The percentage of highly skilled immigrants will continue to remain lower than the percentage of low-skilled immigrants.
 D) The median age of the labor force will increase to the highest number ever.
 E) The high cost of health insurance and a decrease in health benefits will cause many employees to quit working.

**60)** Which of the following statements is true about Generation X?

 A) It includes people who were born between 1925 and 1945.
 B) Its members grew up much before the personal computer was invented.
 C) Its members value skepticism and informality.
 D) It is called the "me" generation.
 E) Its members prefer close supervision and has a lot of patience.

**61)** Today’s workforce is changing. Which of the following is true at companies dealing with older employees?

 A) Older employees do not want to learn new skills.
 B) There are no additional increases in benefit or healthcare costs.
 C) Worker performance will decrease.
 D) Some employees will choose a working retirement.
 E) There is no problem with age discrimination.

**62)** Which of the following is a characteristic of Millennials?

 A) They are not comfortable with using computers and the Internet.
 B) They are pessimistic and cynical.
 C) They have low levels of self-esteem.
 D) They are eager to learn, work, and please.
 E) They are not narcissistic.

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

 A) Millennials may think Generation X managers are good delegators.
 B) Generation X managers may think that Millennials lack self-confidence.
 C) Millennials might believe that Baby Boomers do not comply with company rules.
 D) Traditionalists may believe that Millennials don't have a strong work ethic.
 E) Baby Boomers may consider Millennials to be technologically illiterate.

**64)** Which of the following argument states that insight and cultural sensitivity that diverse employees bring to the marketing effort should help the company enter new markets and develop products and services for diverse populations.

 A) system flexibility argument
 B) marketing argument
 C) employee attraction and retention argument
 D) problem-solving argument
 E) creativity argument

**65)** Which of the following arguments emphasizes that it’s critical to integrate workers as organization become more diverse?

 A) cost argument
 B) marketing argument
 C) employee attraction and retention argument
 D) problem-solving argument
 E) creativity argument

**66)** Which of the following arguments states that diversity of perspectives and less emphasis on conformity to norms of the past should improve the level of resourcefulness?

 A) system flexibility argument
 B) marketing argument
 C) employee attraction and retention argument
 D) problem-solving argument
 E) creativity argument

**67)** Which of the following arguments states that heterogeneity in decisions potentially produces better decisions through a wider range of perspectives and critical analysis?

 A) system flexibility argument
 B) marketing argument
 C) employee attraction argument
 D) problem-solving argument
 E) creativity argument

**68)** Which of the following arguments states that companies develop reputations on favorability as prospective employers for women and ethnic minorities?

 A) system flexibility argument
 B) marketing argument
 C) employee attraction argument
 D) problem-solving argument
 E) creativity argument

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

 A) The emphasis on eliminating discrimination is likely to end.
 B) The focus will turn away from preemployment tests.
 C) There will be less focus on criminal background screening.
 D) There are likely to be fewer challenges to race discrimination.
 E) There will be less emphasis on discrimination against veterans.

**70)** 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?

 A) Workplace safety will receive less attention.
 B) HR professionals will work independently without legal counsel.
 C) There will be no penalty for not providing health care coverage.
 D) Reporting and inspection requirements will decrease.
 E) Security of intellectual property will receive more attention.

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

 A) The company gets the best deals, even to the detriment of its vendors.
 B) It has a vision that employees may relate to but cannot use in their day-to-day work.
 C) The company emphasizes mutual benefits in its relationship with customers, clients, and vendors.
 D) It works on the belief that one's own interest comes before the interest of others.
 E) It allows flexibility of ethical norms when the financial stakes involved are very high.

**72)** 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?

 A) Gramm-Leach-Bliley Act
 B) Glass-Steagall Act
 C) Sarbanes-Oxley Act
 D) Dodd-Frank Act
 E) McCarran-Ferguson Act

**73)** Which of the following statements is true about the Sarbanes-Oxley Act of 2002?

 A) In case of noncompliance, it limits charges to heavy fines; it does not include prison terms for executives.
 B) Organizations spend millions of dollars each year to comply with regulations under the Sarbanes-Oxley Act.
 C) It imposes no criminal penalty for corporate governing and accounting lapses.
 D) Retaliation against whistle-blowers is not included as a violation under the law.
 E) It was passed in response to illegal and unethical behavior by employees toward the management.

**74)** Which of the following is a core value of TQM?

 A) Methods are designed to meet the needs of external customers, not internal customers.
 B) A few, select employees in an organization are given training in quality.
 C) Processes are designed such that errors are detected and corrected immediately after they occur.
 D) The company promotes cooperation with vendors and customers to hold down costs.
 E) Managers measure progress with feedback based on qualitative observations.

**75)** 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

 A) insourcing.
 B) offshoring.
 C) reshoring.
 D) onshoring.
 E) homesourcing.

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

 A) suppressed knowledge sharing.
 B) creation of online expert communities.
 C) loss of expert knowledge.
 D) no sharing of best practices.
 E) lower productivity.

**77)** \_\_\_\_\_\_\_\_ tools can help prevent the loss of expert knowledge that occurs due to retirement.

 A) Automation
 B) Workplace analytics
 C) Social networking
 D) High performance work system
 E) Work design

**78)** 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

 A) AI streamlining complex tasks.
 B) technology enhancing a person’s job.
 C) robots eliminating someone’s job.
 D) automation that works in collaboration with humans.
 E) robots providing skills that are hard to find.

**79)** \_\_\_\_\_\_\_\_ maximize(s) the fit between the company’s social system (employees) and its technical system.

 A) Virtual teams
 B) Performance management
 C) Work design
 D) Employee training
 E) High performance work systems

**80)** Which of the following is true of virtual teams?

 A) They are typically situated in the same location.
 B) They usually work in the same time zone.
 C) They can work well without relying on technology.
 D) They do not include partnership with competitors.
 E) They combine top talent to solve tough challenges.

**81)** How does employees’ use of mobile devices offer an advantage to companies?

 A) Companies do not need to lease storage space in the cloud.
 B) Employees have access to work information at any time or location.
 C) Companies can decrease spending on desktop computers and software.
 D) The devices facilitate automation of key HR and business practices.
 E) It minimizes social networking by employees during business hours.

**82)** In high-performance work systems,

 A) previously established boundaries between employees and customers remain intact.
 B) managers and employees work together, while vendors and suppliers work independently.
 C) line employees are trained to specialize in individual tasks.
 D) employees do not communicate directly with suppliers and customers.
 E) line employees interact frequently with quality experts and engineers.

**83)** An HR dashboard is a series of indicators that

 A) only HR managers have access to.
 B) requires communication via an extranet.
 C) allows the public to understand the HR policies of a company.
 D) enables workforce analytics and evidence-based HR.
 E) helps managers hire new employees based on secondary data.

**84)** Which of the following HRM practices involves helping employees understand how their jobs contribute to the finished product?

 A) work design
 B) performance management
 C) training
 D) staffing
 E) compensation

**85)** Which of the following HRM practices involves peer interviews?

 A) work design
 B) staffing
 C) training
 D) performance management
 E) compensation

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

 A) work design
 B) performance management
 C) training
 D) staffing
 E) compensation

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

 A) vision and mission of human resources
 B) managing the human resource environment
 C) acquiring and preparing human resources
 D) compensating human resources
 E) assessment and development of human resources

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

 A) vision and mission of human resources
 B) managing the human resource environment
 C) acquiring and preparing human resources
 D) compensating human resources
 E) assessment and development of human resources

**89)** Pay structure and benefits are a part of the \_\_\_\_\_\_\_\_ function of HR.

 A) recruiting
 B) training
 C) development
 D) compensation
 E) assessment

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

 A) training employees to have the skills needed to perform their jobs
 B) identifying human resource requirements
 C) ensuring that HRM practices comply with federal, state, and local laws
 D) creating an employment relationship and a work environment that benefit the company
 E) creating pay systems as well as providing employees with benefits

**ESSAY. Write your answer in the space provided or on a separate sheet of paper.
91)** 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.

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

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

**94)** Discuss the balanced scorecard approach of measuring stakeholder performance.

**95)** 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.

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

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

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

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

**100)** Outline the four dimensions of human resource management practices.

**Answer Key**Test name: Unnamed Test 1

1) FALSE

2) TRUE

3) TRUE

4) FALSE

5) FALSE

6) FALSE

7) TRUE

8) FALSE

9) TRUE

10) FALSE

11) TRUE

12) TRUE

13) TRUE

14) FALSE

15) FALSE

16) TRUE

17) B

18) D

19) E

20) C

21) B

22) E

23) C

24) B

25) E

26) B

27) E

28) D

29) E

30) B

31) A

32) C

33) C

34) E

35) C

36) E

37) C

38) E

39) C

40) A

41) B

42) B

43) D

44) D

45) E

46) E

47) C

48) B

49) A

50) A

51) B

52) D

53) D

54) B

55) E

56) E

57) D

58) E

59) D

60) C

61) D

62) D

63) D

64) B

65) A

66) E

67) D

68) C

69) E

70) E

71) C

72) C

73) B

74) D

75) B

76) E

77) C

78) E

79) E

80) E

81) B

82) E

83) D

84) A

85) B

86) E

87) C

88) B

89) D

90) D

91) 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.

92) Following are the nine competencies HR professionals need to have: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.Relationship management: It is the ability to manage interactions with and between others with the specific goal of providing service and organizational success.Consultation: It is providing guidance to stakeholders such as employees and leaders seeking expert advice on a variety of circumstances and situations.Organizational leadership and navigation: It is the ability to direct initiatives and processes within an organization and gain buy-in from stakeholders.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.Global and cultural effectiveness: It is the ability to manage human resources both within and across boundaries.Ethical practice: It includes integration of core values, integrity, and accountability throughout all organizational and business practices.Critical evaluation: It involves the skills required to interpret information to determine return on investment and organizational impact in making recommendations and business decisions.Business acumen: It is the ability to understand business functions and metrics within an organization and industry.Refer To: Figure 1.3

93) 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, e-mail, and other tools for communicating, collecting, and sharing information.

94) 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.

95) 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.Refer To: Table 1.9

96) Following are the ways in which managing cultural diversity can provide a competitive advantage: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.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.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.Creativity argument: Diversity of perspectives and less emphasis on conformity to norms of the past improve the level of creativity.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.System flexibility argument: Diversity brings greater flexibility when reacting to changes in customer preferences and tastes.Refer To: Table 1.12

97) 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, e-mail, 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.

98) 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.

99) 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 form 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.

100) Managing the human resource environment: Managing internal and external environmental factors allows employees to make the greatest possible contribution to company productivity and competitiveness.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.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.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.