***Human Resource Management***

**Managing Employees for Competitive Advantage**

1.1 Multiple Choice

1) HR Practices:

A) are the sole responsibility of the human resources department.

B) detail the financial cost of human capital within an organization.

C) are determined by the organization and carried out by all management staff.

D) are defined as the recruitment and selection processes of a company.

E) determine what term an organization uses to refer to its workforce.

Answer: C

2) A human resources department may provide all of the following functions EXCEPT:

A) employee benefits administration.

B) payroll processing.

C) placing recruitment advertisements.

D) delivering training programs.

E) providing legal advice to employees.

Answer: E

3) \_\_\_\_\_\_\_\_ is created by providing a customer with greater value than a competitor relative to how much it costs to create the product or service.

A) Customer service

B) Asset management

C) Economies of scale

D) Competitive advantage

E) Employee satisfaction

Answer: D

4) Sharon's manager rarely provides any feedback to her regarding her performance and never praises her with she does well with a project. Sharon will most likely:

A) receive positive feedback about her customer skills from her clients.

B) be unmotivated to do a good job on future projects assigned to her.

C) seek out training opportunities to enhance her skills.

D) request to work on projects where she may be able to excel and impress her manager.

E) remain with the organization for several more years.

Answer: B

5) RST Associates has experienced a decrease in employee turnover during the past 12 months. All of the following could be contributing to this EXCEPT:

A) a leadership development series was completed by all management staff.

B) updated equipment was installed which eliminated my frustrating manual processes.

C) employees were given the responsibility to create their own work schedules.

D) an improved employee orientation program was implemented.

E) the tuition assistance program was replaced with an on-site GED program.

Answer: E

6) You are considering starting your own IT consulting firm. As part of the planning process you complete an analysis of the costs that may be involved in managing your own staff. All of the following items would most likely be included on your list EXCEPT:

A) supplies and equipment.

B) recruitment advertising.

C) vacation and sick time.

D) annual merit increases.

E) new hire orientation.

Answer: A

7) You interview a job candidate who demonstrates professionalism and provides answers to your questions which lead you to believe they have a positive attitude, are self motivated, and have great attention to detail. Based on their background they seem like a viable candidate. However, their computer skills are somewhat lacking and you are concerned about the additional training they may need. Which of the following is the most appropriate conclusion to come to regarding your hiring decision?

A) You need to hire for skill and can always teach someone how to pay attention to details, how to remain motivated and how to have a positive attitude.

B) Finding an employee with the right attitude and professional demeanor is a challenge and you would rather hire this person and provide the necessary computer training than have to deal with a less than positive employee.

C) Computer skills are too important and you can't waste time training someone if you can find someone who is already proficient.

D) This person reminds you a lot of yourself when you first started out and you should give them a chance.

E) The candidate needs to have all of the necessary knowledge, skills and abilities and should not be considered if one of those piece is missing.

Answer: B

8) The strategic management of employees:

A) centers around the constant monitoring of regulations and legislative issues.

B) helps an organization achieve competitive advantage.

C) must involve aligning HR activities in order for employees to perform well.

D) focuses on workforce planning and identifying labor force trends.

E) Both B and C

Answer: E

9) Work design and work force planning is one of the primary HR activities. What else is considered to be a primary HR activity?

A) Benefits and compensation

B) Health and safety

C) Managing employee competencies

D) Recruitment and selection

E) Negotiating labor agreements

Answer: C

10) Darcy wrote a letter to her manager explaining the need for she and her coworkers to have additional help on their shift. The letter described the challenges faced by the team in being able to complete all of their assigned tasks by the end of their shift. The letter went on to say how management does not understand the "line staff" and that they treat them like "slaves" and never provide feedback or acknowledge their good work. If you were Darcy's manager which issues do you need to address when you meet with Darcy to discuss the letter?

A) Employee competency and work design

B) Workforce planning and employee attitudes

C) Work design and workforce planning

D) Employee attitudes and behaviors

E) Employee attitudes and employee competency

Answer: B

11) Which of the following are identified as HR challenges?

A) Regulations and organizational demands

B) Managing employee competencies and designing training programs

C) Workforce planning and regulations

D) Benefits administration and employee wellness

E) Globalization and workforce planning

Answer: A

12) An organization is installing a state of the art computer system in order to increase efficiencies and remain competitive with similar organizations who operate abroad. By which HR challenge has this organization been most impacted?

A) Organizational demands

B) Environmental influences

C) Competitive advantage

D) Work design

E) Regulatory issues

Answer: B

13) Susan, the HR Manager for ZRT Industries, has been put in charge of detailing how HR activities will be organized as part of the expansion that the organization will be doing. ZRT is adding a new division line which will require recruiting 25 additional employees into jobs which ZRT does not currently have. The basic out line of Susan's plan would most likely look like which of the following?

A) Recruit appropriate staff to fill the jobs, train the employees how to perform the work, identify appropriate methods of compensation for the employees.

B) Research any regulatory issues that may be encountered by adding employees, train management staff how to handle employee issues, create a competitive benefits and compensation package.

C) Create required competencies for each job, train employees about those competencies, reward employees for completing competencies.

D) Identify how the jobs will be designed to meet the divisions needs, train the employees to ensure competency to perform the jobs, identify ways to motivate the employees to achieve productivity.

E) Create a strategic plan for the new division, determine the types of jobs that are required, recruit and select appropriate individuals to fill the jobs.

Answer: D

14) When designing a job, the manager should ask several questions related to which of the following items?

A) Tasks

B) Equipment

C) Training

D) Time

E) Technology

Answer: A

15) Workforce planning is primarily impacted by all of the following factors EXCEPT:

A) a new product being rolled out.

B) high employee turnover in one department.

C) organizational restructuring.

D) low customer satisfaction scores.

E) a decrease in product sales.

Answer: D

16) EFG Transport expanded its customer service area to include three additional states. After hiring 75 employees to help support operations in this area EFG learned of an additional competitor which entered the market shortly after they did and due to this the demand for their services was not at the level which was expected or budgeted. Due to this EFG may consider using all of the following to deal with their labor force issue EXCEPT:

A) hire temporary employees.

B) offer early retirement options.

C) transfer employees to another region.

D) lay off employees.

E) leave positions vacant when someone resigns.

Answer: A

17) Sarah has a bachelor's degree and eight years of experience working as a computer programmer. These things define her:

A) work design.

B) recruitment value proposition.

C) internal alignment.

D) competencies.

E) competitive advantage.

Answer: D

18) You need to recruit for a new secretary for your department. Which of the following methods may be the best approach for advertising for the position?

A) Hang a poster at the local grocery store.

B) Contact a local secretarial school for names of recent graduates.

C) Place an advertisement in the newspaper of the large city which is 25 miles away.

D) Review resumes you have on file from when the position was vacant a year ago.

E) Place an advertisement in a professional journal for your industry.

Answer: B

19) You have interviewed four Sales Manager candidates. You have compared their knowledge, skills and abilities and have determined who the most qualified is and are ready to make an offer of employment. You are now engaging in the \_\_\_\_\_\_\_\_ process.

A) recruitment

B) interviewing

C) performance management

D) workforce planning

E) selection

Answer: E

20) You have advertised in the local newspaper for an electrician, however you have not had a good response. In order to expand your recruiting efforts you may want to try all of the following approaches EXCEPT:

A) Hold a career fair at a local trade school.

B) Contact the local unemployment office to post the job.

C) Offer an internal transfer to a current employee who needs to be trained.

D) Contact a local employer who you know may be laying off electricians.

E) Offer an employee referral bonus program.

Answer: C

21) The main purpose of recruitment and selection is to:

A) fill all vacant positions within an organization in a timely fashion.

B) ensure that new hires are offered the most competitive benefits and compensation package.

C) find employees who can be trained to meet the needs of the organization.

D) hire employees who have the knowledge, skills and abilities to help the company succeed.

E) use "one best way" to find and hire employees.

Answer: D

22) \_\_\_\_\_\_\_\_ ensure(s) that new and current employees have the knowledge, skills, and abilities to succeed in their jobs and that they are aware of how the organization operates on a day to day basis.

A) Training programs

B) Selection

C) Competencies

D) Recruitment

E) Work design

Answer: A

23) John was recently hired as the Production Manager for a meat packaging plant. He has all the necessary education, years of experience and abilities required to perform the job. Which of the following is most likely NOT true in regard to John's training needs?

A) He will need to be oriented to the company's culture, policies, and procedures.

B) Training in the specialized packaging equipment will be necessary.

C) He will need basic time management training due to the many tasks for which he is responsible.

D) He should sign up to take part in the company's leadership development course.

E) He will need to meet with Business Office Manager to learn how to process administrative forms.

Answer: C

24) In order to correctly build upon employees' competencies it is important to ask all of the following questions EXCEPT:

A) Which employees need to be trained?

B) How do I create an incentive for people to attend training?

C) How do I design an effective training program?

D) Which training methods will be most effective?

E) How will I know if the training has been successful?

Answer: B

25) How well an employee performs their job is determined by all of the following EXCEPT:

A) Knowledge, skills and abilities of the employee.

B) Market demand for the company's product.

C) Nature of the work environment.

D) Attitude with which the employee approaches the work.

E) Access to the appropriate supplies and equipment to perform the job.

Answer: B

26) As a manager you provide an annual performance evaluation to each of your employees. You are looking for other ways to provide performance feedback to employees. Which of the following would be the most effective approach to accomplish this?

A) Discuss performance issues with an employee in front of their coworkers.

B) Post examples of errors made by employees in the breakroom from which everyone can learn.

C) Keep a log of an employee's performance issues and provide it to them quarterly to read.

D) Schedule routine "check ins" with each employee to discuss accomplishments and challenges.

E) Send a thank you card to each employee annually expressing your appreciation for their efforts.

Answer: D

27) An effective performance management program:

A) should include performance criteria that has been clearly communicated and aligned with organizational goals.

B) involves meeting with an employee once a year to provide performance feedback and an appropriate adjustment to their compensation.

C) represents feedback based on how well an employee completes their daily job responsibilities.

D) should provide employees with positive feedback so that they can focus on what they do best.

E) is a tool to discipline employees who do not perform

Answer: A

28) KLM Associates has had very low employee turnover. They provide the appropriate training to develop employee competency but the organization's management team understands that it must also guide employee motivation and effort. KLM Industries is mostly likely:

A) offering an employee health plan that meets the needs of the workforce.

B) implementing a variety of employee wellness programs to assist employees in getting healthy.

C) consistently and fairly providing performance feedback to each employee.

D) providing equitable wages to all employees.

E) All of the above

Answer: E

29) An example of an organization who compensates employees based on performance would most likely be:

A) paying an employee based on the average number of parts they inspect every four hours.

B) providing an employee with a flat hourly rate for each hour of work they perform.

C) paying an employee an annual salary based on the management role they hold.

D) providing an employee with a holiday bonus each year in December.

E) providing a sales employee with a company car due to the volume of sales calls they make.

Answer: A

30) The majority of your employees are females under the age of 45. Which benefits will most likely attract and retain them?

A) Social Security and a pension plan

B) Long term disability and life insurance

C) Workers compensation and personal leave

D) Wellness programs and free parking

E) Health insurance and vacation time

Answer: E

31) The \_\_\_\_\_\_\_\_, or OSHA, is the organization which oversees all things related to employee safety on the job.

A) Organizational Safety and Health Agency

B) Occupational Safety and Health Administration

C) Occupational Systems for Health Awareness

D) Organization for Safe and Healthy Adults

E) Occupational Safety and Health Awards

Answer: B

32) An employee who has the competency to do the job but lacks the motivation could be compared to an employee who has:

A) the desire to do a good job but lacks the tools and resources necessary to complete it.

B) the motivation to do a good and has the tools to perform the job.

C) the competency to perform the job but does not have a correctly designed job.

D) the tools to perform the job and has the competency to complete the tasks.

E) the right attitude and behaviors but is not motivated to perform the job.

Answer: A

33) John performs his work as a retail clerk in a satisfactory manner. He has good attendance and arrives on time, he completes special tasks as assigned, and he assists customers as necessary with few customer complaints. He has attended all of the required training for the job but has not made an effort to do any additional training or learn new tasks to make himself more promotable. John is satisfied with being average. As his manager, you would describe John as someone who:

A) is competent but lacks the motivation to be a top performer.

B) is highly motivated but lacks competency.

C) has low motivation and low competence.

D) has a poor attitude but seems to excel at his job.

E) is highly competent and motivated but needs to be disciplined.

Answer: A

34) At a recent meeting the management team of an organization brainstormed a list of organizational demands that they felt the company was currently facing. Their list mostly included all of the following EXCEPT:

A) Poor scores on a recent employee satisfaction survey that was completed.

B) Increased growth in the size of the company over the past 12 months.

C) Multiple customer demands for a lower cost product.

D) Recent changes to the management staff due to restructuring.

E) New policies regarding customer service that were not implemented correctly.

Answer: C

35) Volvo is an automobile manufacturer which is focused on safety in order to give it a competitive advantage over rival car companies. This strategy can be described as a(n):

A) organizational demand.

B) environmental influence.

C) organizational culture.

D) company characteristic.

E) regulatory issue.

Answer: A

36) A company whose strategy focuses on providing excellent customer service would most likely have the following practices in place EXCEPT:

A) job descriptions which emphasize the employees role in designing quality products.

B) detailed customer service training program for all employees.

C) compensation program which includes rewards for receiving positive customer comments.

D) selection tools which assess how an employee may behave towards a difficult customer.

E) no hassle policy regarding product returns and exchanges.

Answer: A

37) Quality, safety and design might all be parts of a strategy for which of the following organizations?

A) Health care facility

B) Mail order catalog company

C) Real estate agency

D) Fast food restaurant

E) Tire manufacturer

Answer: E

38) All of the following are characteristic of a smaller organization as opposed to a larger organization EXCEPT:

A) a poor performing employee has a greater impact on productivity.

B) there is greater access to variety of resources.

C) the administrative assistant also acts as the receptionist and payroll clerk.

D) the employee benefits package may be more expensive and only offer the basic types of coverage.

E) there may be less regulatory issues with which the company needs to be concerned.

Answer: B

39) Steven is a manager with a small engineering firm. Jack, who is one of two civil engineers that Steven supervises, has been having an attendance problem lately which severely impacts the productivity of the already small group of staff. Other employees are starting to resent Jack and as a result employee morale has declined as well. Steven would like to terminate Jack but it will take him several months to find a replacement and he can't afford to operate with just one civil engineer. However, if he keeps Jack he may lose other staff to competing firms. This scenario is an example of how \_\_\_\_\_\_\_\_ can impact the way employees are managed.

A) organizational culture

B) strategy

C) employee concerns

D) labor force trends

E) company characteristics

Answer: E

40) Dara has just returned from her first department manager meeting in which the CEO shared with the management staff how important it is to dress professionally. He explained that business casual attire was not acceptable and that everyone must "dress to impress." Dara has just been exposed to:

A) sexual harassment.

B) labor force trend.

C) strategy.

D) company characteristic.

E) organizational culture.

Answer: E

41) An example of how a company can address an employee concern is:

A) mediate a dispute between two coworkers.

B) meet with an employee who has voiced a concern about their recent performance evaluation.

C) allow an employee to work four 10 hour days to accommodate a temporary day care issue.

D) create a new policy explaining how to operate a new piece of equipment.

E) offer an employee of the month award.

Answer: C

42) A company that produces a high-end line of skin care products for men and women must consider all of the following environmental influences EXCEPT:

A) the number of women entering in the labor force in the next 5 years.

B) how to best use the Internet to market its products.

C) the number of professionals in the workforce with experience in skin care research.

D) deciding how best to test their products based on environmental issues.

E) deciding whether or not to market their products in Europe.

Answer: A

43) A large city hospital employs over 3000 people, 70% of which are over age 50 and over 60% of which are women. What will most likely be this organization's primary labor force concern over the next 15 years?

A) The number of women in the labor force is expected grow by 9%.

B) The number of Baby Boomers that will retire over the next 10 years.

C) The number of people under than age 30 pursuing health care careers.

D) The percentage of minorities they will be able to attract to their organization.

E) The percentage of male nurses they will be able to attract and retain.

Answer: B

44) Today's labor force is very different than it was 30 years ago. All of the following are factors contributing to these differences EXCEPT:

A) the level of education of the overall labor force.

B) the technological "know how" required of today's labor force.

C) the litigious nature of today's labor force.

D) the need to identify unique ways to attract and retain today's labor force.

E) the lack of diversity within the labor force.

Answer: E

45) Allowing employees to work from home can pose all of the following challenges EXCEPT:

A) Presenting performance evaluations.

B) Providing on-going training and development.

C) Monitoring employees' work hours.

D) Tracking and measuring employee productivity.

E) Attracting qualified candidates.

Answer: E

46) Setting up facilities in other countries, creating joint ventures or partnerships internationally, or setting up a facility in another country are all examples of:

A) establishing organizational culture.

B) creating a company strategy.

C) responding to organizational demands.

D) increasing globalization of an industry.

E) managing environmental influences.

Answer: D

47) Operating your business in both an ethically and socially responsible way will most likely:

A) increase the ligation in which your company is involved.

B) turn off customers who don't understand those types of policies.

C) decrease the emphasis on financial performance.

D) assist you in attracting and retaining top quality employees.

E) require less employee training and development.

Answer: D

48) If an organization were looking for ways to become more socially responsible and encourage their employees to be so as well, they may want to consider all of the following EXCEPT:

A) allow employees to take the day off with pay (without using their vacation time) to assist with disaster relief in a neighboring state.

B) offer payroll deduction so that employees can donate money directly to a charity, such as United Way.

C) allow employees time off to volunteer for projects such as Habitat for Humanity as long as employees make up the missed work hours.

D) provide special containers throughout the building for paper, cans and plastic to encourage recycling.

E) match contributions employees make to their alma mater for scholarship funds.

Answer: C

49) Regulatory issues in the workplace:

A) will continue to be a challenge for employers as legislation broadens existing statutes.

B) demonstrate an organization's level of social responsibility.

C) are not impacted by state laws.

D) encourage employees to complete ethics educational programs.

E) apply specifically to the recruitment and hiring process.

Answer: A

Objective: 1.8

50) A job applicant arrives for the interview wearing a brace on their leg and limping. As the potential employer for this individual you:

A) must ask how they injured their leg in order to determine if they can perform the job for which they are applying.

B) understand they are protected by the Occupational Safety and Health Act and do not discuss their apparent disability.

C) explain the physical requirements of the job and inquire if they can perform those functions.

D) ask what type of accommodation was provided at their last job and how much it cost the employer.

E) hire the applicant, not because they are the most qualified but because you are afraid they won't be able to find work elsewhere.

Answer: C

Objective: 1.8

1.2 True and False

1) One way to hold line managers more responsible for the retention and development of their staff would be to include measures like employee turnover and employee satisfaction on the line managers' performance evaluations.

Answer: TRUE

2) A restaurant offers combination meals during the busy lunch hour that include an entree, side and drink for one low price to make it easier and quicker for customers to make their selection. This has created a competitive advantage for the restaurant.

Answer: FALSE

3) Kathy has been promoted several times at her current company. She is asked to lead project committees and given opportunities to present her ideas to upper management. Because she feels valued, her positive attitude will have a positive correlation with the satisfaction of her customers.

Answer: TRUE

4) Designing jobs and planning for the future workforce needs of an organization are considered one of the the primary HR activities known as work design and workforce planning.

Answer: TRUE

5) Jobs must be designed primarily to enhance an employee's knowledge and develop their skills in order to ensure the employee grows with the company for which they work.

Answer: FALSE

6) Job design is the same across one industry for the same type of position.

Answer: FALSE

7) If the organization you work for uses an external vendor to process employee paychecks they have utilized outsourcing for this function.

Answer: TRUE

8) When an organization cannot recruit enough employees to fill their vacancies they may need to utilize independent contractors.

Answer: TRUE

9) Offering the right value proposition to ensure you attract the right job candidates is the critical step in the selection process.

Answer: FALSE

10) If you design a general recruitment and selection process it can be applied across companies and even industries and still be effective.

Answer: FALSE

11) If a company hires highly skilled employees, a minimum amount of time and money will need to be invested in training.

Answer: FALSE

12) It is important for organizations to invest in training beyond specific job tasks in order to develop employees and help make them promotable.

Answer: TRUE

13) A top performing employee not only has the competency to do the job, but also possesses the right attitude and behaviors in order to be successful.

Answer: TRUE

14) Good performance management systems involves providing strictly positive reinforcement and focusing on what the employee has done well over the past year in order to create an incentive for employees to maintain good behaviors and attitudes.

Answer: FALSE

15) Performance management should never be linked to compensation due to the likelihood it will confuse an employee about the true expectations that an organization has for its workforce.

Answer: FALSE

16) Compensation systems across industries and organizations are designed to reward seniority.

Answer: FALSE

17) An organization is required by law to offer employee benefit programs to all members of its workforce.

Answer: FALSE

18) A motivated and competent employee placed in a well designed job will lead to a top performing employee and good results for the the organization.

Answer: TRUE

19) A company should first determine the types of jobs it will offer and how it will design its HR activities, then the company's strategy can be determined.

Answer: FALSE

20) It is important for an organization to define its culture in writing in order to pass on the information to new employees and help them understand the values and beliefs of the employees.

Answer: FALSE

21) Technological advances in the workplace have made it difficult for employers to offer flexible scheduling arrangements to their work force.

Answer: FALSE

22) It is the responsibility of the organization to train an expatriate in the language, customs, laws and overall culture of the country in which they will be working.

Answer: TRUE

23) Offshoring is a good method of globalization for a manufacturing organization because it reduces labor force costs as well as production costs.

Answer: TRUE

24) Acting ethically and socially responsible does not require formal policies, programs or training; it should just come naturally to an organization as long as they hire upstanding employees.

Answer: FALSE

25) When considering regulatory issues in the employment arena, the focus is on protecting an individual's right to have an equal employment opportunity.

Answer: TRUE

Objective: 1.8

1.3 Short Answer

1) The HR Practices a company puts into place are determined by \_\_\_\_\_\_\_\_ demands and the \_\_\_\_\_\_\_\_ environment.

Answer: organizational; external

2) An organization can invest time and money into designing a job and creating the plan around how to best recruit to fill that job, but if the organization does not properly design its plan for identifying and managing \_\_\_\_\_\_\_\_ then they have not achieved \_\_\_\_\_\_\_\_ alignment.

Answer: competencies; internal

3) \_\_\_\_\_\_\_\_ must participate in \_\_\_\_\_\_\_\_ to ensure that the right employees, are placed in the right job in order to achieve the goals of an organization.

Answer: Managers; workforce planning

4) A labor \_\_\_\_\_\_\_\_ will cause an employer to look \_\_\_\_\_\_\_\_ an organization for solutions; whereas a labor \_\_\_\_\_\_\_\_ will cause an employer to look \_\_\_\_\_\_\_\_ an organization for solutions.

Answer: surplus; inside; shortage; outside

5) Having an internal process for current employees to apply for open positions or using an external process to gather employment applications for open positions is referred to as \_\_\_\_\_\_\_\_.

Answer: Recruitment

6) Employee performance management is a continuous process that involves \_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_ and may sometimes involve \_\_\_\_\_\_\_\_.

Answer: feedback; praise; discipline

7) \_\_\_\_\_\_\_\_, as well as \_\_\_\_\_\_\_\_ , contributes to the performance level of an employee.

Answer: Motivation; Competency

8) Employees' attitudes about an organization and their behaviors at work are determined in part by whether or not they feel \_\_\_\_\_\_\_\_, which is impacted by the system the organization has in place regarding \_\_\_\_\_\_\_\_.

Answer: valued; compensation

9) If designed correctly, programs related to employee benefits, health and wellness may help to \_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_, and \_\_\_\_\_\_\_\_ employees.

Answer: recruit; select, retain

10) When a company can create a \_\_\_\_\_\_\_\_ to attract and retain customers which cannot be \_\_\_\_\_\_\_\_ ,they have accomplished \_\_\_\_\_\_\_\_

Answer: strategy; duplicated; competitive advantage

11) Both the \_\_\_\_\_\_\_\_ and the \_\_\_\_\_\_\_\_ of an organization determine the type of challenges it may face when managing employees.

Answer: size; stage of development

12) The \_\_\_\_\_\_\_\_ of an organization is often unwritten but strongly influences how people communicate and accomplish their work.

Answer: organizational culture

13) The future diversity of an organization's employee population can be predicted by analyzing \_\_\_\_\_\_\_\_.

Answer: labor force trends

14) Although \_\_\_\_\_\_\_\_ has changed the way organizations do business, it has also posed problems related to misuse and confidentiality of information.

Answer: technology

15) To ensure that ethics is taken seriously in an organization it is important to have \_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_, and an individual to oversee the ethics program.

Answer: policies; training

1.4 Essay

1) Explain why the support of management staff is so important to an organization's HR Practices being planned and implemented effectively. What are some ways an organization can ensure this happens?

Answer: Managers and organizations are only successful if they can get the highest level of quality effort from their employees. Management interacts with staff daily which is why it makes sense that they need support HR practices put place. They are responsible for carrying them out each day and must be able to explain and enforce them with employees. Involving managers in the creation and updates to HR policies and procedures, training managers in HR practices and laws, and providing access to the right HR tools, forms, and HR staff for managers to access when they have a question

2) Describe three ways an organization can manage employees in order to influence their attitudes and behaviors on the job.

Answer: Provide the appropriate training to employees in order for them to be successful and happy.

Provide on-going communication and feedback so they stay informed and feel part of decisions and what's going on in the organization.

Evaluate and provide feedback consistently so they are aware of what they are doing well and where they may need to improve.

Address employee concerns and issues in a timely fashion so they see that things do not go left unnoticed.

Design the work to be challenging yet realistic so that employees have the desire to do well and continuously improve.

3) Identify and explain four ways an organization can be impacted by mismanaged and dissatisfied employees.

Answer: Employee turnover occurs thereby increasing recruitment costs. Productivity is impacted when vacant positions are not filled timely. Employees with behavior or attitude problems impact overall employee morale and thereby impact turnover, productivity, etc. Improperly trained employees may injure themselves or others thereby exposing the company to workers compensation costs or other legal fees. Improperly trained employees may cause damage to equipment or product causing liability for the organization. If employees are not happy with how they are managed it may in turn impact how they treat customers.

4) As the HR Manager of a large, fast-growing technology services company you have been given the task of recruiting additional staff in multiple areas of the organization. What are some questions you might first ask to determine how to approach this labor shortage?

Answer: Should contingent workers (independent contractors, temporary employees) be used? Are we able to allow current employees to work overtime? Should some work be outsourced to other technology services firms? What is your budget for outsourcing, contingent workers, and overtime? Can you offer productivity rewards for those that pick up additional work load? Can you visit local colleges with computer science programs to recruit new graduates?

5) Why does where a company recruits employees from and how they recruit employees impact the type and quality of applicants they receive? Provide an example to support your answer.

Answer: Location of recruitment advertisements (newspapers, professional journals etc.) or recruitment approaches (job fairs, cold calls, etc.) will determine the quality of the candidate you receive and could impact the length of time it takes to recruit., which in turn impacts costs. The approach must attract the right person to the right job. Example: Using an executive search firm to find a Vice President of Marketing is more appropriate than holding a job fair.

6) Describe the steps involved when setting up an employee training program.

Answer: Identify who needs to be trained through a training needs assessment.

Design the training program so that it effectively conveys the needed information.

Select the best training method (lecture, discussion, computer-based, etc.) for your audience.

Evaluate and measure your training results to determine if they achieved your goal.

7) You have been asked to design a brand new performance evaluation program for a large manufacturing company which produces kitchen cabinets. There are approximately 1000 employees, including 30 management staff, in two locations which operate 24/7. Keeping this information in mind how will you design the evaluation program based on the critical issues you learned about in the text?

Answer: The employees performance could be measured based on how productive they are and the quality of work they produce. Expectations regarding quantity and quality of work need to be explained to the employees upon hire, perhaps in the form of a job description. Feedback on performance could be given throughout the year at informal one on one meetings or to entire groups of employees so they know whether they are achieving quality and quantity standards. Due to the large number of staff, the performance evaluation tool should be kept simple so that it can be completed easily. Since employees are located at more than one location and on three different shifts special times may need to be scheduled to ensure that every employee is provided with the appropriate evaluation.

8) You operate a small advertising agency. You employee two secretaries, a graphic designer, three sales representatives, and an office coordinator. What types of things would you consider when determining how to compensate each position? What type of compensation plan would you use for each position?

Answer: Market information should be gathered to determine what type of compensation each position should receive. The education, years of experience and years of service with the organization would all impact an employee's compensation as well. The type of compensation plan for each position may be an hourly rate for the secretaries, an hourly rate for the graphic designer with some sort of bonus for the number of clients they help to bring on board, sales representatives could be paid an annual salary or on a commission based on the number of advertisements they sell, and an office coordinator could be paid an annual salary. A company wide bonus program could be used to reward everyone based on the profits each year.

9) Compare and contrast how the organizational demands may be different for a new company as opposed to a company which has been in existence for over 20 years.

Answer: Strategy - the plan for achieving a competitive advantage over rival organizations is more established with the older organization. Whereas a newer company may still be learning about its competitors and trying to establish its competitive advantage in the market place.

Company characteristics - these include the size of a company and stage of development. The older organization has an established employee population, some of which may have been with the company for years and are therefore very knowledgeable and productive. A newer company may still be establishing its policies and procedures as it relates to human resources and therefore they may be a lot of employee questions and unrest until things become more established.

Organizational culture - set of underlying values and beliefs that employees of a company share. These are more evident and in place in the older organization. The newer organization may be still defining this based on the demographics of its employees, the industry it operates in, etc.

Employee concerns - personal issues affecting employees such as family, commuting, schedules, etc. An older organization my have established policies to address some of these concerns, whereas a new organization needs to determine what the concerns are and how it can help meet the needs of its work force.

10) Identify and define the four environmental influences an organization faces. Give an example of each and how an organization is impacted, either positively or negatively, by each.

Answer: Labor force trends - statistics which show the demographics of the labor force including things such as gender, ethnicity, age, etc. Example - One of the fastest growing groups are Hispanics. Impact - An organization may need to offer Spanish and English classes to employees.

Technology - the Internet and information technology impacts how employees function and shapes competition. Example - A healthcare facility may use only electronic patient medical records. Impact - The facility must recruit computer literate patient care staff and/or offer appropriate computer training.

Globalization - country boundaries are blurring in today's business environment due to international endeavors. Example - Customer service call centers are being outsourced to India. Impact - Customers may not be able to communicate effectively with Indian employees.

Ethics and responsibility - organizations operate in a social environment based on certain standards of behavior and social responsibility. Example - An organization may require its employees to donate a certain number community service hours to give back to a local charity. Impact - Employees are more involved and aware of the community and the organization has a good reputation within the community.