Managing Human Resources 11th edition Cascio Test Bank

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Chapter 02

HR Technology

True / False Questions

1. Descriptive analytics help organizations predict the number of employees expected to quit at various levels in the future.

   True False

2. In the context of human resource information systems (HRIS), companies are moving from cloud-based software-as-a-service (SAAS) systems to on-premise systems.

   True False

3. People with high self-efficacy are most likely to experience anxiety and stress when a new technology is introduced at work.

   True False

4. The National Labor Relations Board has held that employees have a legally protected right to use an employer's e-mail system for organizing or other legally protected, concerted activity.

   True False

5. In the context of HR technology, biometrics reduces efficiency and increases fraud.

   True False

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6. HR technology is least used in administering pay systems.

   True False

7. The primary purpose of assistive technology in firms is to heal stress-related illnesses of employees.

   True False

8. The percentage of training resources devoted to e-learning has decreased since the last decade.

   True False

9. The most common use of HR technology is gamification technology.

   True False

10. Incident-management technology helps in facilitating the computation and analysis of the costs of various types of injuries in firms.

    True False

11. The purpose of e-Verify is to help the federal government monitor whether employers follow the laws set by the U.S. Equal Employment Opportunity Commission (EEOC).

    True False

12. Human resources (HR) risk refers to the uncertainty arising from changes in a wide range of workforce and people-management issues that affect a company's ability to meet its strategic and operating objectives.

    True False

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13. Decision-support systems track where each applicant is in the recruitment process, and they generate reports that analyze the relative performance of alternative recruitment sources and strategies.

True False

14. The first step in creating a human resource information system (HRIS) is to develop a deep understanding of top management's long-term goals and objectives in order to create buying criteria for a long-term solution.

True False

15. In the context of strategies used for adopting HR technology, the best of breed strategy is the selection of an integrated system from a single vendor.

True False

16. An HR dashboard is a means of providing high-level, real-time, graphically formatted data to managers.

True False

17. When comparing alternative human resource information systems (HRIS), it is critical to assess the experiences of end users.

True False

18. Unlike traditional human resource information systems (HRIS), cloud-based software-as-a-service (SAAS) systems have multiple systems of record for HR data.

True False

19. When choosing a human resource information system (HRIS), a big mistake for any organization is to fail to include representatives from finance and IT in the vendor-selection process.

True False

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20. In large organizations, HR staff focus on policy decisions, complex or sensitive employee issues, and analysis of people-related business issues that have financial implications for the firm.

True False

21. An advantage of on-premise systems is that data can be managed on remote servers.

True False

22. A disadvantage of using the software-as-a-service (SAAS) approach is that human resource information system (HRIS) data are lost in the event of a natural disaster.

True False

23. An advantage of using the software-as-a-service (SAAS) approach is that its cost is based on employee headcount.

True False

24. Human resource information system (HRIS) is well suited to address the challenge of aggregating multiple data sources.

True False

25. Research suggests that organizations are most likely to move from using prescriptive analytics to descriptive analytics.

True False

26. Self-determination theory holds that self-motivation and well-being will be enhanced when innate needs for autonomy, competence, and relatedness are satisfied, and they will be diminished when these needs are thwarted.

True False

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27. Usability concerns the interface between humans and technology, and it is measured in terms of efficiency, effectiveness, and user satisfaction.

True False

28. Self-service portals promise faster execution of employee and manager transactions, with more informed users.

True False

29. HR technology helps in dramatically improving the time and cost per transaction as HR staff, employees, and line managers gain access to increased data to support decisions.

True False

30. Predictive talent analytics help organizations move from simply describing what is to predicting important outcomes, such as the number of employees expected to quit at various levels in the coming year or over the longer term.

True False

Multiple Choice Questions

31. Devon is visually impaired. His organization gives him a Windows-Eyes read device that enables him to complete various tasks at work. This enables Devon to meet his targets and reduce his workload. Which of the following statements is true about the scenario?

A. Devon is using a system of biometrics.
B. Devon is given a benefit support system.
C. Devon is given assistive technology.
D. Devon is using gamification.

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32. When Karen, a senior employee, downloads documents from her firm's Website, she deals with a series of checks for access. She has to use a username and password to enter the Website. She is required to confirm her identity on her smartphone followed by an image verification on her computer. This is an example of the use of:

A. biometrics.
B. assistive technology.
C. an applicant-tracking system.
D. a decision support system.

33. Jay is analyzing his firm's current HR strategy. He develops multiple scenarios about the future and suggests action plans for each of them to the manager. He intends to know how the firm will cope with economic changes in the future. This is an example of:

A. descriptive analytics.
B. diagnostic analytics.
C. prescriptive analytics.
D. causative analytics.

34. Rodriguez is analyzing his firm's past HR recruitment strategies. He desires to know how the firm's recruitment and staffing strategy was developed and how it has changed since the firm's inception. Rodriguez is most likely using:

A. descriptive analytics.
B. predictive analytics.
C. prescriptive analytics.
D. proactive analytics.

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35. Jennifer and Jordan analyze their firm's HR policies. Jennifer analyzes the data of the last 10 years, while Jordan uses existing data on the firm's HR policies and also the data of the last 10 years to determine what will happen in the future. Which of the following statements is most likely true about the scenario?

A. Both Jennifer and Jordan are using predictive analytics.
B. Jennifer is using descriptive analytics, whereas Jordan is using predictive analytics.
C. Both Jennifer and Jordan are using prescriptive analytics.
D. Jennifer is using prescriptive analytics, whereas Jordan is using diagnostic analytics.

36. Moonshow Inc. is unable to provide screen readers for its visually impaired employees. Most of the visually impaired struggle to complete their tasks. In this scenario, the organization is lacking:

A. a decision-support system.
B. assistive technology.
C. multifactor authentication.
D. a system of biometrics.

37. Robben and Jenna work at Boarhut Inc. They believe that their firm's management does not engage with its employees effectively. They desire that the management encourage interaction among employees through competitions and contests. In the context of various areas of HR technology, Robben and Jenna are most likely interested in _____.

A. decision-support systems
B. assistive technology
C. e-learning
D. gamification

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38. Which of the following is an example of the use of biometrics in an organization?

A. A system that scans the identity cards of employees
B. A system that requires employees to complete an aptitude test to gain access to restricted areas of the organization
C. A system that scans employees' palms
D. A system that requires employees to enter a code into the HR system to gain access to restricted areas of the organization

39. A job applicant is interested in identifying job vacancies available in his region. He wants to learn about the organizational culture of his potential employers. The job applicant most likely needs _____ to accomplish his task.

A. assistive technology
B. an applicant-tracking system
C. a self-service portal
D. the e-Verify tool

40. The e-Verify tool is used to:

A. determine if an applicant is eligible for a loan.
B. verify if a firm has filed all documents with the revenue department for tax deductions.
C. confirm a match between an employee's name and Social Security Number.
D. determine if a firm has used the correct applicant-tracking system in its recruitment process.

41. In the context of HR risk management, the primary concern for organizations is:

A. operational risk.
B. market risk.
C. credit risk.
D. financial risk.

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42. Identify an accurate statement about HR technology.

A. It is rarely used by human resources in administering benefit and incentive plans.
B. It is most commonly used in human resource information system (HRIS).
C. It is least useful in conducting employee surveys.
D. It is widely used in managing the digital assets of vendors.

43. An IT firm uses technology to prevent fraudulent practices. Employees are required to provide fingerprints to gain access to restricted areas of the organization. In this scenario, the firm is using:

A. a biometrics system.
B. a teleworking system.
C. an applicant-tracking system.
D. a radio frequency identification tag.

44. Fifty candidates appear for the first round of interview at a firm. The manager of the firm wants to verify the status of these interviewees in the recruitment process. The manager intends to know how many interviewees have cleared the first round of interview and the second round of interview. To aid the manager in the recruitment process, the firm should use:

A. the e-Verify tool.
B. an applicant-tracking system.
C. a self-service portal.
D. multifactor authentication.

45. Which of the following is an example of a collaborative media platform between vendors?

A. Blogs
B. File-sharing sites
C. Wikis
D. Social networking sites

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46. Martha is a new employee at an automobile firm. Martha's firm encourages its employees to use wikis to develop their skills. This enables her to engage with other employees. Which of the following statements is true about the scenario?

A. This is an example of the use of a decision-support system.
B. The firm is employing assistive technology.
C. The firm is using gamification.
D. This is an example of the use of a Web-based tool.

47. The effectiveness of electronic (e-) learning primarily depends on:

A. the number of people using the micro-learning apps.
B. the learner attending the course.
C. the time spent on creating a learning module as well as the number of people employed in making the module.
D. the delivery method as well as the task being trained.

48. Trekords Inc. intends to improve the management skills of its employees at workplace. It uses an online digital training module that has brief, interactive video lessons. The lessons teach employees how to handle management conflict. The online digital training tool conducts a two-minute quiz at the end of the video lesson to test the employees' understanding of the concepts taught to them. In this scenario, the organization is most likely using _____ to train its employees.

A. a simulation method
B. an assessment center method
C. a self-service portal
D. micro-learning apps

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49. _____ are software platforms housed in privately controlled data centers.

A. Software-as-a-service (SAAS) systems
B. Cloud computing systems
C. On-premise systems
D. Subscription-based systems

50. Which of the following statements is true about cloud-based human resource information system (HRIS)?

A. It has declined in popularity due to the prevalence of legacy systems.
B. It is also known as on-premise system.
C. It enables organizations to have multiple systems of record for HR data.
D. It enables organizations to standardize HR data across multiple geographies.

51. In the context of vendor selection for HR technology, which of the following represents the best of breed strategy?

A. Outsourcing HR technology infrastructure to the best third-party vendor
B. Selecting one vendor for all applications of HR technology
C. Choosing an integrated system from the single best vendor in the market
D. Selecting the best applications in each area of HR technology from multiple vendors

52. In the context of renting technological services, a disadvantage of the software-as-a-service approach of the human resource information system (HRIS) is that:

A. data will be lost if a natural disaster strikes the organization.
B. the vendor cannot be held responsible for maintaining and updating the software.
C. it cannot be used for organizations that employ less than 100 people.
D. it is not customizable to the specific needs of an organization.

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53. In the context of self-determination theory, _____ refers to the need to control one's actions, to be a causal agent in one's life.

A. competence
B. autonomy
C. relatedness
D. dexterity

54. In the context of self-determination theory, _____ refers to the need to feel interpersonally connected with others.

A. thoughtfulness
B. agility
C. relatedness
D. dexterity

55. In the context of self-determination theory, _____ refers to the need to experience mastery and to affect one's outcomes and surroundings.

A. agreeableness
B. autonomy
C. affability
D. competence

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56. Most employees at Cubestones Inc. struggle to use some of the new HR tools. The firm allows its employees to customize the new tools as per their needs. The new tool is much quicker than the previous tool used at the firm but has a high error rate. Employees say that tool makes obvious errors as it regularly gives them incorrect results. Which of the following statements is true about the scenario?

A. The employees have low self-efficacy.
B. The tool is ineffective.
C. The tool fails to meet the autonomy needs of the employees.
D. The tool is inefficient.

57. Sunita is unable to use an HR tool that was implemented last year in her firm. The tool encourages participation and interaction between employees and the management. The tool gives complete authority to its users to customize and change the preferences. Even though the tool reduces her workload, she states that it does not give her accurate results. Identify an accurate statement about the scenario.

A. The tool does not help Sunita in meeting her autonomy needs.
B. The tool does not help Sunita in meeting her relatedness needs.
C. The tool is ineffective.
D. The tool is non-collaborative.

58. A newly designed HR tool requires a lot of time to address issues faced by the employees of Keaila Inc. The tool has a high success rate. The tool enables to modify and customize various parts for ease of use. The tool helps the employees of Keaila Inc. to connect with its customers and the upper management. Which of the following statements is true about the scenario?

A. The tool does not help in meeting the relatedness needs of the employees.
B. The tool is non-collaborative.
C. The tool does not help in meeting the autonomy needs of the employees.
D. The tool is inefficient.

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59. Jake, a new employee at a textile company, does not feel comfortable with a new tool implemented by the HR department. The tool gives information about organization policy and structure to its employees. The HR department says that the tool would promote interaction and engagement between employees and the upper management. Jake states that the tool is non-interactive. He says that the tool does not feel him connect with his peers and the upper management of the organization. According to the self-determination theory, this tool does not help in meeting Jake's need for _____.

A. relatedness
B. competence
C. autonomy
D. efficiency

60. At an IT firm, a new micro-learning app enables its employees to enhance and improve their programming skills. The app has a series of learning tasks and a small quiz at the end of every learning task. Jordan, a co-creator of the app, says that the content on the app is good and that it improves the learning of the employees. This app has resulted in mastery of their programming skills. According to the self-determination theory, the app is most likely trying to meet the _____ needs of its employees.

A. relatedness
B. autonomy
C. competence
D. sociability

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61. A new decision-support system is implemented by the HR department of a firm. It saves a lot of time of its employees by aiding in their decision-making process. It enables employees to have complete control at every step in the decision-making process. Despite these benefits, Kenneth, a senior employee, feels anxious while using the new system. He lacks confidence in his own ability to learn and use the system. This affects his assessment of the system. In this scenario, Kenneth has low:

A. emotional intelligence.
B. self-regulation.
C. self-awareness.
D. self-efficacy.

62. Which of the following scenarios exemplifies the use of biometrics?

A. A system scanning the eye pupils of employees
B. A system determining the cognitive ability of individuals by administering tests
C. A system determining the response rate of individuals under stressful conditions
D. A system scanning the magnetic code on the dress worn by employees

63. Ravi is a software vendor. His firms stores all relevant customer information on a cloud-based software system. Ravi uses his firm's Website to conduct sales. He is able to execute his sales transactions without the aid of any in-house professional. In this case, Ravi is most likely using:

A. a self-service portal.
B. the e-Verify tool.
C. an expert system.
D. an on-premise system.

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64. Jeff and Gary are senior engineers at an IT firm. Jeff has to confirm his identity by entering the password he receives on his smartphone whenever he calls high-priority clients. He is also required to key in his employment number and password on the firm's Website. However, Gary is only required to get his thumb scanned by a system for verification. Which of the following statements is true about the scenario?

A. Gary is undergoing a biometrics test, whereas Jeff is undergoing multifactor authentication.
B. The firm is most likely using an applicant-tracking system.
C. The firm is most likely using the e-Verify tool.
D. Gary is using a self-service portal, whereas Jeff is using an applicant tracking system.

65. Jonathan, the HR manager at an IT firm, needs immigration information about his senior employees. He is able to get the information because he knows their full names and Social Security numbers. Jonathan most likely used _____.

A. the e-Verify tool
B. a system of biometrics for his employees
C. prescriptive analytics
D. a self-service portal

66. Jacob, a junior researcher at a pharmaceutical company, has a hearing disability. The hearing tool provided by the HR helps Jacob in the timely completion of his tasks. The tool faults on several occasions for other employees with hearing disabilities. Jacob states that the tool helps him gain control of his actions in his work. He tells that the HR that tool should have helped the employees master their research and analytical skills. Which of the following statements is true about the scenario?

A. The tool is effective.
B. The tool helps in meeting the autonomy needs of Jacob.
C. The tool meets the competence needs of Jacob.
D. The tool is inefficient.

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67. Kareem, the manager of Kroienel Inc., claims that most people are able to gain access easily to the restricted areas of the firm and that the security of the firm is under threat. This had resulted in data theft on numerous occasions. He wants the HR technology at the firm to be replaced. Jeff, his subordinate, disagrees with Kareem's explanation. He says that very few people have access and authority to use the HR technology. Only those few people are responsible for the security breach and the HR technology is not faulty. Which of the following statements most likely strengthens Kareem's claim?

A. Employees have low self-efficacy when they work with new technology.
B. The data theft was done by an in-house professional.
C. The technology used at the firm is outdated and faulty.
D. The firm's competitors use a different type of HR technology.

68. John and Daren are new employees at Pixystems Inc. Their firm is implementing a new self-service portal. The portal slows down the production process, but it gives accurate results. The portal is aimed at improving the relationship between employees and supervisors rather than enhancing their competence in their tasks. John is confident about his ability and the new portal used in the company. Daren is anxious and feels that he lacks the ability to understand the new portal. Which of the following statements is true about the scenario?

A. The portal does not address the relatedness needs of the employees at the firm.
B. The portal is efficient but not effective.
C. John has high self-efficacy.
D. Daren has a low level of emotional intelligence.

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69. Alia feels that the new blog introduced by her firm helps her interact, engage, and connect with friends and peers in this firm. She feels that it keeps her motivated. According to the self-determination theory, the use of the blog most likely meets her _____ needs.

A. autonomy
B. relatedness
C. competence
D. proficiency

70. Identify an accurate statement about the software-as-a-service (SAAS) approach of storing HR data?

A. It is the least popular method of storing data.
B. It typically stores data on company servers.
C. It enables people to have access to the data from any device with a Web browser and any location with Internet service.
D. It is unreliable because data is destroyed in the event of a natural calamity or disaster.

Essay Questions

71. Discuss the benefits of decision-support systems.

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72. What is HR risk?

73. Why is it necessary to assess end user's experiences when comparing alternative human resource information system (HRIS)?

74. What are the reasons for replacing legacy systems in human resource information system (HRIS) with HRIS in the cloud?

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75. What considerations influence the adoption and implementation of workplace technologies?

Short Answer Questions

76. What is technology-based e-learning?

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77. What do Web-based tools include?

78. Define relational databases.

79. What are the advantages of using software-as-a-service (SAAS) approach of storing HR data?

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80. Define descriptive analytics.

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Chapter 02 HR Technology Answer Key

True / False Questions

1. Descriptive analytics help organizations predict the number of employees expected to quit at various levels in the future.

   FALSE

   AACSB: Technology
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-01 How is technology changing work and organizations?

2. In the context of human resource information systems (HRIS), companies are moving from cloud-based software-as-a-service (SAAS) systems to on-premise systems.

   FALSE

   AACSB: Technology
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-01 How is technology changing work and organizations?

3. People with high self-efficacy are most likely to experience anxiety and stress when a new technology is introduced at work.

   FALSE

   AACSB: Technology
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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4. The National Labor Relations Board has held that employees have a legally protected right to use an employer's e-mail system for organizing or other legally protected, concerted activity.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

5. In the context of HR technology, biometrics reduces efficiency and increases fraud.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

6. HR technology is least used in administering pay systems.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

7. The primary purpose of assistive technology in firms is to heal stress-related illnesses of employees.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

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8. The percentage of training resources devoted to e-learning has decreased since the last decade.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

9. The most common use of HR technology is gamification technology.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

10. Incident-management technology helps in facilitating the computation and analysis of the costs of various types of injuries in firms.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

11. The purpose of e-Verify is to help the federal government monitor whether employers follow the laws set by the U.S. Equal Employment Opportunity Commission (EEOC).

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

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12. Human resources (HR) risk refers to the uncertainty arising from changes in a wide range of workforce and people-management issues that affect a company's ability to meet its strategic and operating objectives.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

13. Decision-support systems track where each applicant is in the recruitment process, and they generate reports that analyze the relative performance of alternative recruitment sources and strategies.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

14. The first step in creating a human resource information system (HRIS) is to develop a deep understanding of top management's long-term goals and objectives in order to create buying criteria for a long-term solution.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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15. In the context of strategies used for adopting HR technology, the best of breed strategy is the selection of an integrated system from a single vendor.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

16. An HR dashboard is a means of providing high-level, real-time, graphically formatted data to managers.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

17. When comparing alternative human resource information systems (HRIS), it is critical to assess the experiences of end users.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

18. Unlike traditional human resource information systems (HRIS), cloud-based software-as-a-service (SAAS) systems have multiple systems of record for HR data.

FALSE

AACSB: Technology

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Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

19. When choosing a human resource information system (HRIS), a big mistake for any organization is to fail to include representatives from finance and IT in the vendor-selection process.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

20. In large organizations, HR staff focus on policy decisions, complex or sensitive employee issues, and analysis of people-related business issues that have financial implications for the firm.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

21. An advantage of on-premise systems is that data can be managed on remote servers.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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22. A disadvantage of using the software-as-a-service (SAAS) approach is that human resource information system (HRIS) data are lost in the event of a natural disaster.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

23. An advantage of using the software-as-a-service (SAAS) approach is that its cost is based on employee headcount.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

24. Human resource information system (HRIS) is well suited to address the challenge of aggregating multiple data sources.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

25. Research suggests that organizations are most likely to move from using prescriptive analytics to descriptive analytics.

FALSE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

26. Self-determination theory holds that self-motivation and well-being will be enhanced when innate needs for autonomy, competence, and relatedness are satisfied, and they will be diminished when these needs are thwarted.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

27. Usability concerns the interface between humans and technology, and it is measured in terms of efficiency, effectiveness, and user satisfaction.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

28. Self-service portals promise faster execution of employee and manager transactions, with more informed users.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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29. HR technology helps in dramatically improving the time and cost per transaction as HR staff, employees, and line managers gain access to increased data to support decisions.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

30. Predictive talent analytics help organizations move from simply describing what is to predicting important outcomes, such as the number of employees expected to quit at various levels in the coming year or over the longer term.

TRUE

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

Multiple Choice Questions

31. Devon is visually impaired. His organization gives him a Windows-Eyes read device that enables him to complete various tasks at work. This enables Devon to meet his targets and reduce his workload. Which of the following statements is true about the scenario?

A. Devon is using a system of biometrics.
B. Devon is given a benefit support system.
C. Devon is given assistive technology.
D. Devon is using gamification.

AACSB: Technology

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Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

32. When Karen, a senior employee, downloads documents from her firm's Website, she deals with a series of checks for access. She has to use a username and password to enter the Website. She is required to confirm her identity on her smartphone followed by an image verification on her computer. This is an example of the use of:

A. biometrics.
B. assistive technology.
C. an applicant-tracking system.
D. a decision support system.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02 How does HR technology affect the management of people?

33. Jay is analyzing his firm's current HR strategy. He develops multiple scenarios about the future and suggests action plans for each of them to the manager. He intends to know how the firm will cope with economic changes in the future. This is an example of:

A. descriptive analytics.
B. diagnostic analytics.
C. prescriptive analytics.
D. causative analytics.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

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34. Rodriguez is analyzing his firm's past HR recruitment strategies. He desires to know how the firm's recruitment and staffing strategy was developed and how it has changed since the firm's inception. Rodriguez is most likely using:

A. descriptive analytics.
B. predictive analytics.
C. prescriptive analytics.
D. proactive analytics.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 How is technology changing work and organizations?

35. Jennifer and Jordan analyze their firm's HR policies. Jennifer analyzes the data of the last 10 years, while Jordan uses existing data on the firm's HR policies and also the data of the last 10 years to determine what will happen in the future. Which of the following statements is most likely true about the scenario?

A. Both Jennifer and Jordan are using predictive analytics.
B. Jennifer is using descriptive analytics, whereas Jordan is using predictive analytics.
C. Both Jennifer and Jordan are using prescriptive analytics.
D. Jennifer is using prescriptive analytics, whereas Jordan is using diagnostic analytics.

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Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 How is technology changing work and organizations?

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36. Moonshow Inc. is unable to provide screen readers for its visually impaired employees. Most of the visually impaired struggle to complete their tasks. In this scenario, the organization is lacking:

A. a decision-support system.
B. assistive technology.
C. multifactor authentication.
D. a system of biometrics.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

37. Robben and Jenna work at Boarhut Inc. They believe that their firm's management does not engage with its employees effectively. They desire that the management encourage interaction among employees through competitions and contests. In the context of various areas of HR technology, Robben and Jenna are most likely interested in _____.

A. decision-support systems
B. assistive technology
C. e-learning
D. gamification

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Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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38. Which of the following is an example of the use of biometrics in an organization?

A. A system that scans the identity cards of employees
B. A system that requires employees to complete an aptitude test to gain access to restricted areas of the organization
C. A system that scans employees' palms
D. A system that requires employees to enter a code into the HR system to gain access to restricted areas of the organization

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

39. A job applicant is interested in identifying job vacancies available in his region. He wants to learn about the organizational culture of his potential employers. The job applicant most likely needs _____ to accomplish his task.

A. assistive technology
B. an applicant-tracking system
C. a self-service portal
D. the e-Verify tool

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 How does HR technology affect the management of people?

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40. The e-Verify tool is used to:

A. determine if an applicant is eligible for a loan.
B. verify if a firm has filed all documents with the revenue department for tax deductions.
C. confirm a match between an employee's name and Social Security Number.
D. determine if a firm has used the correct applicant-tracking system in its recruitment process.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

41. In the context of HR risk management, the primary concern for organizations is:

A. operational risk.
B. market risk.
C. credit risk.
D. financial risk.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

42. Identify an accurate statement about HR technology.

A. It is rarely used by human resources in administering benefit and incentive plans.
B. It is most commonly used in human resource information system (HRIS).
C. It is least useful in conducting employee surveys.
D. It is widely used in managing the digital assets of vendors.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand

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Difficulty: 2 Medium
Learning Objective: 02-02 How does HR technology affect the management of people?

43. An IT firm uses technology to prevent fraudulent practices. Employees are required to provide fingerprints to gain access to restricted areas of the organization. In this scenario, the firm is using:

A. a biometrics system.
B. a teleworking system.
C. an applicant-tracking system.
D. a radio frequency identification tag.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 How is technology changing work and organizations?

44. Fifty candidates appear for the first round of interview at a firm. The manager of the firm wants to verify the status of these interviewees in the recruitment process. The manager intends to know how many interviewees have cleared the first round of interview and the second round of interview. To aid the manager in the recruitment process, the firm should use:

A. the e-Verify tool.
B. an applicant-tracking system.
C. a self-service portal.
D. multifactor authentication.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02 How does HR technology affect the management of people?

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45. Which of the following is an example of a collaborative media platform between vendors?

A. Blogs
B. File-sharing sites
C. Wikis
D. Social networking sites

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

46. Martha is a new employee at an automobile firm. Martha's firm encourages its employees to use wikis to develop their skills. This enables her to engage with other employees. Which of the following statements is true about the scenario?

A. This is an example of the use of a decision-support system.
B. The firm is employing assistive technology.
C. The firm is using gamification.
D. This is an example of the use of a Web-based tool.

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 How does HR technology affect the management of people?

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47. The effectiveness of electronic (e-) learning primarily depends on:

A. the number of people using the micro-learning apps.
B. the learner attending the course.
C. the time spent on creating a learning module as well as the number of people employed in making the module.
D. the delivery method as well as the task being trained.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

48. Trekords Inc. intends to improve the management skills of its employees at workplace. It uses an online digital training module that has brief, interactive video lessons. The lessons teach employees how to handle management conflict. The online digital training tool conducts a two-minute quiz at the end of the video lesson to test the employees' understanding of the concepts taught to them. In this scenario, the organization is most likely using _____ to train its employees.

A. a simulation method
B. an assessment center method
C. a self-service portal
D. micro-learning apps

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Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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49. _____ are software platforms housed in privately controlled data centers.

A. Software-as-a-service (SAAS) systems
B. Cloud computing systems
C. On-premise systems
D. Subscription-based systems

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

50. Which of the following statements is true about cloud-based human resource information system (HRIS)?

A. It has declined in popularity due to the prevalence of legacy systems.
B. It is also known as on-premise system.
C. It enables organizations to have multiple systems of record for HR data.
D. It enables organizations to standardize HR data across multiple geographies.

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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51. In the context of vendor selection for HR technology, which of the following represents the best of breed strategy?

A. Outsourcing HR technology infrastructure to the best third-party vendor
B. Selecting one vendor for all applications of HR technology
C. Choosing an integrated system from the single best vendor in the market
D. Selecting the best applications in each area of HR technology from multiple vendors

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

52. In the context of renting technological services, a disadvantage of the software-as-a-service approach of the human resource information system (HRIS) is that:

A. data will be lost if a natural disaster strikes the organization.
B. the vendor cannot be held responsible for maintaining and updating the software.
C. it cannot be used for organizations that employ less than 100 people.
D. it is not customizable to the specific needs of an organization.

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

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53. In the context of self-determination theory, _____ refers to the need to control one's actions, to be a causal agent in one's life.

A. competence
B. autonomy
C. relatedness
D. dexterity

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

54. In the context of self-determination theory, _____ refers to the need to feel interpersonally connected with others.

A. thoughtfulness
B. agility
C. relatedness
D. dexterity

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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55. In the context of self-determination theory, _____ refers to the need to experience mastery and to affect one's outcomes and surroundings.

A. agreeableness
B. autonomy
C. affability
D. competence

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

56. Most employees at Cubestones Inc. struggle to use some of the new HR tools. The firm allows its employees to customize the new tools as per their needs. The new tool is much quicker than the previous tool used at the firm but has a high error rate. Employees say that tool makes obvious errors as it regularly gives them incorrect results. Which of the following statements is true about the scenario?

A. The employees have low self-efficacy.
B. The tool is ineffective.
C. The tool fails to meet the autonomy needs of the employees.
D. The tool is inefficient.

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Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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57. Sunita is unable to use an HR tool that was implemented last year in her firm. The tool encourages participation and interaction between employees and the management. The tool gives complete authority to its users to customize and change the preferences. Even though the tool reduces her workload, she states that it does not give her accurate results. Identify an accurate statement about the scenario.

A. The tool does not help Sunita in meeting her autonomy needs.
B. The tool does not help Sunita in meeting her relatedness needs.
C. The tool is ineffective.
D. The tool is non-collaborative.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

58. A newly designed HR tool requires a lot of time to address issues faced by the employees of Keaila Inc. The tool has a high success rate. The tool enables to modify and customize various parts for ease of use. The tool helps the employees of Keaila Inc. to connect with its customers and the upper management. Which of the following statements is true about the scenario?

A. The tool does not help in meeting the relatedness needs of the employees.
B. The tool is non-collaborative.
C. The tool does not help in meeting the autonomy needs of the employees.
D. The tool is inefficient.

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Difficulty: 3 Hard
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

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59. Jake, a new employee at a textile company, does not feel comfortable with a new tool implemented by the HR department. The tool gives information about organization policy and structure to its employees. The HR department says that the tool would promote interaction and engagement between employees and the upper management. Jake states that the tool is non-interactive. He says that the tool does not feel him connect with his peers and the upper management of the organization. According to the self-determination theory, this tool does not help in meeting Jake's need for _____.

A. relatedness
B. competence
C. autonomy
D. efficiency

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

60. At an IT firm, a new micro-learning app enables its employees to enhance and improve their programming skills. The app has a series of learning tasks and a small quiz at the end of every learning task. Jordan, a co-creator of the app, says that the content on the app is good and that it improves the learning of the employees. This app has resulted in mastery of their programming skills. According to the self-determination theory, the app is most likely trying to meet the _____ needs of its employees.

A. relatedness
B. autonomy
C. competence
D. sociability

AACSB: Technology
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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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61. A new decision-support system is implemented by the HR department of a firm. It saves a lot of time of its employees by aiding in their decision-making process. It enables employees to have complete control at every step in the decision-making process. Despite these benefits, Kenneth, a senior employee, feels anxious while using the new system. He lacks confidence in his own ability to learn and use the system. This affects his assessment of the system. In this scenario, Kenneth has low:

A. emotional intelligence.
B. self-regulation.
C. self-awareness.
D. self-efficacy.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

62. Which of the following scenarios exemplifies the use of biometrics?

A. A system scanning the eye pupils of employees
B. A system determining the cognitive ability of individuals by administering tests
C. A system determining the response rate of individuals under stressful conditions
D. A system scanning the magnetic code on the dress worn by employees

AACSB: Technology
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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

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63. Ravi is a software vendor. His firms stores all relevant customer information on a cloud-based software system. Ravi uses his firm's Website to conduct sales. He is able to execute his sales transactions without the aid of any in-house professional. In this case, Ravi is most likely using:

A. a self-service portal.
B. the e-Verify tool.
C. an expert system.
D. an on-premise system.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-01 How is technology changing work and organizations?

64. Jeff and Gary are senior engineers at an IT firm. Jeff has to confirm his identity by entering the password he receives on his smartphone whenever he calls high-priority clients. He is also required to key in his employment number and password on the firm's Website. However, Gary is only required to get his thumb scanned by a system for verification. Which of the following statements is true about the scenario?

A. Gary is undergoing a biometrics test, whereas Jeff is undergoing multifactor authentication.
B. The firm is most likely using an applicant-tracking system.
C. The firm is most likely using the e-Verify tool.
D. Gary is using a self-service portal, whereas Jeff is using an applicant tracking system.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02 How does HR technology affect the management of people?

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65. Jonathan, the HR manager at an IT firm, needs immigration information about his senior employees. He is able to get the information because he knows their full names and Social Security numbers. Jonathan most likely used _____.

A. the e-Verify tool
B. a system of biometrics for his employees
C. prescriptive analytics
D. a self-service portal

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02 How does HR technology affect the management of people?

66. Jacob, a junior researcher at a pharmaceutical company, has a hearing disability. The hearing tool provided by the HR helps Jacob in the timely completion of his tasks. The tool faults on several occasions for other employees with hearing disabilities. Jacob states that the tool helps him gain control of his actions in his work. He tells that the HR that tool should have helped the employees master their research and analytical skills. Which of the following statements is true about the scenario?

A. The tool is effective.
B. The tool helps in meeting the autonomy needs of Jacob.
C. The tool meets the competence needs of Jacob.
D. The tool is inefficient.

AACSB: Technology
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Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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67. Kareem, the manager of Kroienel Inc., claims that most people are able to gain access easily to the restricted areas of the firm and that the security of the firm is under threat. This had resulted in data theft on numerous occasions. He wants the HR technology at the firm to be replaced. Jeff, his subordinate, disagrees with Kareem's explanation. He says that very few people have access and authority to use the HR technology. Only those few people are responsible for the security breach and the HR technology is not faulty. Which of the following statements most likely strengthens Kareem's claim?

A. Employees have low self-efficacy when they work with new technology.
B. The data theft was done by an in-house professional.
C. The technology used at the firm is outdated and faulty.
D. The firm's competitors use a different type of HR technology.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-02 How does HR technology affect the management of people?

68. John and Daren are new employees at Pixystems Inc. Their firm is implementing a new self-service portal. The portal slows down the production process, but it gives accurate results. The portal is aimed at improving the relationship between employees and supervisors rather than enhancing their competence in their tasks. John is confident about his ability and the new portal used in the company. Daren is anxious and feels that he lacks the ability to understand the new portal. Which of the following statements is true about the scenario?

A. The portal does not address the relatedness needs of the employees at the firm.
B. The portal is efficient but not effective.
C. John has high self-efficacy.
D. Daren has a low level of emotional intelligence.

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Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

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69. Alia feels that the new blog introduced by her firm helps her interact, engage, and connect with friends and peers in this firm. She feels that it keeps her motivated. According to the self-determination theory, the use of the blog most likely meets her _____ needs.

A. autonomy
B. relatedness
C. competence
D. proficiency

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

70. Identify an accurate statement about the software-as-a-service (SAAS) approach of storing HR data?

A. It is the least popular method of storing data.
B. It typically stores data on company servers.
C. It enables people to have access to the data from any device with a Web browser and any location with Internet service.
D. It is unreliable because data is destroyed in the event of a natural calamity or disaster.

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Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

Essay Questions

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71. Discuss the benefits of decision-support systems.

Many employers use technology in benefits administration. Decision-support systems help employees make the best choices from among an array of benefits, given their individual situations (e.g., married, single, with dependents, no dependents). Self-service Websites enable employees to go online to make changes to their benefits or to record change-in-life events, such as marital status or the birth of a child. When employees opt in, automated systems facilitate retirement contributions by making regular deductions from a worker's pay and directing each person's contributions according to his or her wishes.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 How is technology changing work and organizations?

72. What is HR risk?

HR risk refers to the uncertainty arising from changes in a wide range of workforce and people-management issues that affect a company's ability to meet its strategic and operating objectives. Such risks typically fall into four main categories: strategic, compliance, operational, and financial risks. With respect to HR technology, the primary concern is operational risks that might impede a firm's ability to meet its operating and strategic objectives. Two key subareas include policies and procedures that define internal controls and vendor management and sourcing. In the digital age, a major area of internal controls is the responsibility to ensure that employees' personal information is protected. Risks run the gamut from the release of sensitive data to the wrong manager to major security breaches or hacks that expose employees' personal information to external, unknown sources.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 How is technology changing work and organizations?

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73. Why is it necessary to assess end user's experiences when comparing alternative human resource information system (HRIS)?

When comparing alternative human resource information systems (HRIS), it is critical to assess the experiences of end users. This is one reason a demonstration-only from different vendors is not enough. Various types of users need to experience the HRIS features for themselves. For example, there is a big difference between HR professionals using an HRIS to automate a process and increase efficiency versus employees and managers who need to rely on it for their own purposes. If employees or managers will use the system, there are high expectations for a user-friendly, consumer-grade technology experience. For example, employee self-service modules allow employees to view and update their personal information in the HRIS and perhaps access a decision-support system to make informed choices regarding employee benefits that best match their current situations. Managers may use the system to modify or approve time sheets or performance reviews. Inputs from all three groups can provide valuable information when choosing an HRIS that best fits an organization's needs.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

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74. What are the reasons for replacing legacy systems in human resource information system (HRIS) with HRIS in the cloud?

Some of the reasons for replacing legacy systems in human resource information system (HRIS) with HRIS in the cloud are listed below:

1) To have a single system of record for HR data
2) To ensure reliable, consistent reporting for compliance and legal obligations
3) To standardize HR data across multiple geographies or business units
4) To move away from legacy systems that were not meeting organizational needs

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 What key considerations should guide the selection of a vendor for an organization's human resource information system?

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75. What considerations influence the adoption and implementation of workplace technologies?

In practice, at least four considerations influence the adoption and implementation of workplace technologies. First, are they natural and easy to use? Usability concerns the interface between humans and technology, and it can be measured in terms of efficiency (time to complete a task), effectiveness (error rate), and user satisfaction. A second consideration is self-efficacy. People who feel competent to use, or to learn to use, new technology are likely to experience less anxiety when that new technology is introduced. A third consideration is economic. Does the new technology promise competitive advantage to an organization or to an individual in his or her personal life? If so, the organization or individual is more likely to implement it. Finally, it also is important to consider the role of social factors in the acceptance of technology. If friends, coworkers, or family members are using a particular technology—for example, a smartphone-payment system—peer pressure increases the likelihood of one's own adoption of it.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 What challenges will managers confront when implementing HR technology?

Short Answer Questions

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76. What is technology-based e-learning?

Technology-based electronic (e-) learning can often generate savings in time and cost over traditional, classroom-based learning. It is training that can be accessed via the Internet. The percentage of training resources devoted to e-learning is clearly increasing, with 64 percent of organizations now using virtual classrooms. One type of e-learning is short digital learning sessions that are available at employees' convenience and delivered through micro-learning apps. E-learning companies such as Grovo; Udemy, Inc.; and Lynda.com (now owned by LinkedIn) offer micro-learning formats for corporate-skills training (e.g., how to use a piece of accounting software, how to manage conflict). Duolingo offers them for language skills. Typically, they comprise a mix of video and interactive lessons that take fewer than five minutes to complete, and they include a quiz. Users can access micro-learning apps either online or via their smartphones. Evidence indicates that e-learning does work, but its effectiveness depends on the delivery method as well as the skill or task being trained.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 How can managers leverage HR technology to maximize efficiency and effectiveness?

77. What do Web-based tools include?

Web-based tools include blogs, wikis, and social networking sites where people mine and exchange information. These tools have been adapted for secure use by businesses, and vendors have infused many of these features into their software.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

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78. Define relational databases.

Relational databases are multiple databases that store data in separate files that can be linked by common elements, such as name, Social Security number, hiring status (full- or part-time), training courses completed, job location, mailing address, or birthdate, among others. A relational database lets a user sort the data by any of the fields.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 How does HR technology affect the management of people?

79. What are the advantages of using software-as-a-service (SAAS) approach of storing HR data?

In the software-as-a-service (SAAS) approach of storing HR data, an organization rents services and software from a vendor. Rather than store data on company servers, they are stored on the software's servers off-site and accessed via the Internet. Advantages include vendor responsibility for maintaining and updating the software, access from any device with a Web browser and any location with Internet service, cost based on employee headcount, and data managed on remote servers.

AACSB: Technology
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 How does HR technology affect the management of people?

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80. Define descriptive analytics.

Descriptive analytics are data-based HR analyses that help managers understand what happened in the past and why.

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