Fundamentals of Human Resource Management for Competitive Advantage 1st edition Gowan Test Bank

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Employees are individuals who work for a company
True
pg 3

Employees are individuals who work temporarily for a company to meet peak business cycles.
False
Pg 3

human resources practices (HR practices) are the practices that a company has put in place to manage employees
True
pg 3

human resources practices (HR practices) are the practices that a company has put in place to manage operational practices.
False
pg 3

The individual who is responsible for supervising and directing the efforts of a group of employees to perform tasks that are directly related to the creation and delivery of a company's products or services is known as the shareholder
False
pg 3

Accounting and finance is the support function within companies that serves a vital role in designing and implementing company policies for managing employees
False
pg 3

Competitive advantage a company's ability to create more economic value than its competitors
True
pg 3

Competitive advantage a company's ability to hire employees away from its competitors
False
pg 3

HR challenges encompass work design and workforce planning, managing employee competencies, and managing employee attitudes and behaviors
False
pg 5

Primary HR activities are challenges that managers must consider in the management of employees that relate to organizational demands, environmental influences, and regulatory issues.
False
Pg 6

Competencies are the knowledge, skills, abilities, and other talents that employees possess

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True
pg 8

Competencies are an employee's willingness and ability to be punctual and reliable.
False
pg 8

"What factors should you consider when determining the salary range for a job?" is a key question to answer in designing an incentive system.
True
Pg 11

The extent to which HR activities are designed to achieve the goals of an organization is known as balance.
False
pg 12

Company characteristics, strategic objectives, organizational culture are all examples of internal factors.
True
Pg 13

The outcome of ensuring that the design of the three primary HR activities takes into account the HR challenges that companies face is know as external alignment.
True
pg 13

Competitive and regulatory forces are examples of internal factors.
False
Pg 14

The factors within a firm that affect decisions regarding how to manage employees are called organizational demands.
True
pg 14

A company's plan for achieving a competitive advantage over its rivals is usually referred to as its operational plan.
False
pg 14

The cost of raw material is an example of an organizational demand?
False
Pg 15

Single parenting, caring for aging parents, or juggling schedules with an employed spouse are all examples of employee concerns.
True
Pg 15

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Internal influence is the set of underlying values and beliefs that employees of a company share.
False
pg 15

Environmental influences is the pressures that exist outside of companies that managers must consider to strategically manage their employees.
True
pg 16

The blurring of country boundaries in business activities is called globalization.
True
pg 18

Globalization is the sending work to companies in other countries, or opening facilities in other countries to do the work.
False
pg 18

Which of the following is not one of the criteria used to determine “The World’s Most Admired Companies”?
*a. Profitability
b. Quality of management
c. Innovativeness
d. Community responsibility
Pg. 2
A

Individuals who work for a company are known as _____.
a. share holders
b. beneficiaries
*c. employees
d. trustees
Pg. 3
C

_____ are the individuals who work for a company.
a. Share holders
*b. Employees
c. Beneficiaries
d. Trustees
Pg. 3
B

The practices that a company has put in place to manage employees are called _____.
*a. human resources practices (HR practices)
b. competitive advantage
c. primary HR activities
d. competencies
Pg. 3
A

_____ are the practices that a company has put in place to manage employees.
a. Competitive advantage
b. Primary HR activities
c. Competencies
*d. Human resources practices
Pg. 3

D

An individual who is responsible for supervising and directing the efforts of a group of employees to perform tasks that are directly related to the creation and delivery of a company’s products or services is known as a(n) _____.
a. employee
b. shareholder

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*c. line manager (manager)
d. principle
Pg. 3
C

A(n) _____ is an individual who is responsible for supervising and directing the efforts of a group of employees to perform tasks that are directly related to the creation and delivery of a company's products or services.
*a. line manager (manager)
b. employee
c. shareholder
d. principle
Pg. 3
A

A support function within companies that serves a vital role in designing and implementing company policies for managing employees is usually called the _____.
a. performance management department
*b. human resources department (HR department)
c. talent development department
d. employee operations department
Pg. 3
B

A(n) _____ is the support function within companies that serves a vital role in designing and implementing company policies for managing employees.
a. performance management department
b. talent development department
*c. human resources department
d. employee operations department
Pg. 3
C

A company's ability to create more economic value than its competitors is called _____.
*a. competitive advantage
b. performance management
c. cultural advantage
d. competitive management
Pg. 3
A

_____ is a company's ability to create more economic value than its competitors.
a. Performance management
b. Cultural advantage
*c. Competitive advantage
d. Competitive management
Pg. 3
C

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The activities that encompass work design and workforce planning, managing employee competencies, and managing employee attitudes and behaviors are known as _____.
a. competitive activities
b. performance activities
*c. primary HR activities
d. cultural activities
Pg. 5
C

_____ are the activities that encompass work design and workforce planning, managing employee competencies, and managing employee attitudes and behaviors.
a. Competitive activities
*b. Primary HR activities
c. Performance activities
d. Cultural activities
Pg. 5
B

Which of the following is not one of the three primary HR activities?
*a. Controlling healthcare costs
b. Work design and workforce planning
c. Managing employee competencies
d. Managing employee attitudes and behaviors
Pg. 6

Which of the following is not one of the three main HR challenges?
a. Organizational demands
b. Environmental influences
c. Regulatory issues
*d. Political instability
Pg. 6
D

The challenges that managers must consider in the management of employees that relate to organizational demands, environmental influences, and regulatory issues are called _____.
*a. HR challenges
b. regulatory challenges
c. alignment challenges
d. competitive challenges
Pg. 6
A

_____ are the challenges that managers must consider in the management of employees that relate to organizational demands, environmental influences, and regulatory issues.
a. Regulatory challenges
b. Alignment challenges
*c. HR challenges

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d. Competitive challenges
Pg. 6
C

"How many tasks can your employees perform?" is a question a manager would need to consider for _____.
*a. job design
b. alignment
c. competencies
d. organizational demands
Pg. 7
A

If managers do not consider _____ in job design, employees may unknowingly focus on tasks and activities that are not necessarily the most important.
a. culture
b. alignment
*c. company objectives
d. globalization
Pg. 7

Making decisions about allocating employees through promotions, demotions, and transfers to areas where they can contribute most significantly is part of _____.
*a. workforce planning
b. setting company objectives
c. creating alignment
d. value creation
Pg. 8
A

_____ refers to the process of generating a qualified pool of potential employees interested in working for your company or encouraging individuals within your company to pursue other positions within your company.
a. Selection
b. Interviewing
c. Job design
*d. Recruitment
Pg. 8
D

The knowledge, skills, abilities, and other talents that employees possess are called _____.
a. attributes
*b. competencies
c. talent factors
d. intangibles
Pg. 8
B

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_____ refers to the knowledge, skills, abilities, and other talents that employees possess.
*a. Competencies
b. Attributes
c. Talent factors
d. Intangibles
Pg. 8
A

A recruitment _____ addresses the question: “Why would someone want to work for this company?”
a. pitch
b. plan
*c. value proposition
d. campaign
Pg. 9
C

_____focuses on choosing the best person from a pool of candidates.
a. Recruiting
b. Job design
c. Competitive advantage
*d. Selection
Pg. 9
D

Perhaps the most critical issue to address is whether the candidate possesses the _____that you have identified as the most important for a particular job.
*a. competencies
b. internal alignment
c. external alignment
d. human resource practices
Pg. 9
A

_____ensure(s) that new and current employees know the ins and outs of the organization and have the skills that they need to succeed, both now and in the future.
a. Selection
b. Recruiting
c. Competencies
*d. Learning and development
Pg. 10
D

When managers clearly communicate performance criteria, employees are more likely to have a good understanding of the steps that they need to take to achieve successful _____.
a. learning and development
*b job performance
c. cultural fit
d. internal alignment

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Pg. 10
B

Effective _____ involves more than just evaluating employees, however; it also focuses on providing employees with feedback (positive and negative) on an ongoing basis, and on using employee learning and development activities to improve current and future performance.
*a. performance management
b. external alignment
c. internal alignment
d. globalization
Pg. 10
A

Perhaps most important, effective performance management means helping employees understand how to _____.
*a. continually improve
b. avoid injury on the job
c. comply with legal requirements
d. work ethically
Pg. 10
A

“What is the best way to measure employee performance” is a question that should be answered in the creation of a _____system.
a. compensation
b. benefits
*c. performance management
d. healthcare
Pg. 11
C

A company’s _____ system exerts a strong influence on the attitudes and behaviors of employees because it sends a message regarding the employees’ value to the company.
a. performance management
*b. compensation
c. information
d. customer relationship management
Pg. 11
B

“What factors should you consider when determining the salary range for a job?” is a key question to answer in designing a(n) _____ system.
a. Information
*b. incentive
c. competitive intelligence
d. external data
Pg. 11
B

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Social Security, workers' compensation, and family and medical leave are governed by _____ with which most employers must comply.
*a. regulations
b. social responsibility
c. compensation norms
d. internal alignment
Pg. 11
A

The extent to which HR activities are designed to achieve the goals of an organization is known as _____.
a. balance
b. corporate culture
*c. alignment
d. competitive advantage
Pg. 12
C

_____ is the extent to which HR activities are designed to achieve the goals of an organization.
a. Balance
b. Corporate culture
*c. Alignment
d. Competitive advantage
Pg. 12
C

Alignment can be broken down into two parts: _____ alignment.
*a. internal and external
b. competitive and non-competitive
c. financial and cultural
d. domestic and global
Pg. 13
A

Company characteristics, strategic objectives, and organizational culture are all examples of _____.
*a. internal factors
b. external factors
c. manageable variables
d. intangible variables
Pg. 13
A

The outcome of ensuring that specific practices within each HR activity are consistent with one another and are aligned across the primary HR activities is called _____.
a. external alignment
b. competitive alignment
c. employee alignment
*d. internal alignment

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Pg. 13
D

_____ is the outcome of ensuring that specific practices within each HR activity are consistent with one another and aligned across the primary HR activities.
*a. Internal alignment
b. External alignment
c. Competitive alignment
d. Employee alignment
Pg. 13
A

The outcome of ensuring that the design of the three primary HR activities takes into account the HR challenges that companies face is known as _____.
a. internal alignment
b. competitive alignment
*c. external alignment
d. employee alignment
Pg. 13
C

_____ is the outcome of ensuring that the design of the three primary HR activities takes into account the HR challenges that companies face.
a. Internal alignment
b. Competitive alignment
c. Employee alignment
*d. External alignment
Pg. 13
D

Competitive and regulatory forces are examples of _____.
*a. external factors
b. internal factors
c. force factors
d. management factors
Pg. 14
A

Companies realize a competitive advantage when they implement a _____ that has value for customers and that rival firms are unable to duplicate.
a. price model
*b. strategy
c. recruiting standard
d. compensation system
Pg. 14
B

The factors within a firm that affect decisions regarding how to manage employees are called _____.

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*a. organizational demands
b. internal demands
c. external demands
d. environmental demands
Pg. 14
A

_____ are the factors within a firm that affect decisions regarding how to manage employees.
a. Internal demands
*b. Organizational demands
c. External demands
d. Environmental demands
Pg. 14
B

A company's plan for achieving a competitive advantage over its rivals is usually referred to as its _____.
a. go-to-market plan
*b. strategy
c. mission statement
d. operational plan
Pg. 14
B

A(n)_____ is a company's plan for achieving a competitive advantage over its rivals.
a. go-to-market plan
b. mission statement
*c. strategy
d. operational plan
Pg. 14
C

Which of the following is not an example of an organizational demand?
*a. The cost of raw material
b. Company characteristics
c. Organizational culture
d. Employee concerns
Pg. 15
A

Single parenting, caring for aging parents, or juggling schedules with an employed spouse are all examples of _____.
a. environmental concerns
b. alignment concerns
*c. employee concerns
d. HR challenges
Pg. 15
C

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The set of underlying values and beliefs that employees of a company share is called _____.
a. strategy
b. environmental influence
c. internal influence
*d. organizational culture
Pg. 15
D

_____ is the set of underlying values and beliefs that employees of a company share.
a. Strategy
b. Environmental influence
c. Internal influence
*d. Organizational culture
Pg. 15
D

The pressures that exist outside of companies that managers must consider to strategically manage their employees are known as _____.
a. regulatory influences
*b. environmental influences
c. competitive influences
d. internal influences
Pg. 16
B

_____ are the pressures that exist outside of companies that managers must consider to strategically manage their employees.
*a. Environmental influences
b. Regulatory influences
c. Competitive influences
d. Internal influences
Pg. 16
A

Which of the following is not an example of environmental influences?
a. Technology
b. Labor force trends
c. Globalization
*d. Employee concerns
Pg. 17
D

A(n) _____ workforce requires that managers reevaluate how they recruit and select individuals to make sure that any potential for direct or indirect discrimination is eliminated.
a. aging
b. homogenous
*c. diverse
d. untrained

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Pg. 17
C

Making the decision to offshore jobs has become more complicated lately, with rising _____ in emerging economies, particularly in India and China, coinciding with the rapidly decreasing costs of robots and automated factories in the United States.
*a. wages
b. political tension
c. tariffs
d. demand for products “made in the USA”
Pg. 18
A

The blurring of country boundaries in business activities is called _____.
a. strategic ambiguity
b. environmental influence
*c. globalization
d. competitive expansion
Pg. 18
C

_____ is the blurring of country boundaries in business activities.
a. Strategic ambiguity
*b. Globalization
c. Environmental influence
d. Competitive expansion
Pg. 18
B

Sending work to companies in other countries, or opening facilities in other countries to do the work is usually called _____.
a. nearshoring
*b. offshoring
c. reshoring
d. globalization
Pg. 18
B

_____ is the practice of sending work to companies in other countries, or opening facilities in other countries to do the work.
a. Nearshoring
b. Reshoring
*c. Offshoring
d. Globalization
Pg. 18
C

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_____ describes what is legally acceptable in the employment process and focuses on protecting the rights of individuals to have an equal opportunity to enjoy the benefits and privileges of employment.
a. Regulation
b. Organizational culture
*c. Legislation
d. Environmental influences
Pg. 20
C