

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

SKU: 9781948426312-TEST-BANK

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

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 known 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

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

\*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

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

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

\_\_\_\_\_ 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

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

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

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 \_\_\_\_\_.

- \*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

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

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

\_\_\_\_\_ 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