

Final Review

Session 6 – Exam Prep Boot Camp

The SMART model outlines the important characteristics of this strategic planning activity

- a. forecasting studies.
- b. employee training.
- c. effective recruiting.
- d. organizational goals.

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SMART GOALS

Specific

Measurable

Attainable or Actionable

Realistic

Time-based

Name one consequence of the Clayton Act of 1914 that affected most employers .

- a. Workers retained the right to organize.
- b. The Sherman Act was applied to unions.
- c. Employers could not always use injunctions to break strikes.
- d. Federal contractors must pay the going rate for workers.

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<https://history.house.gov/HistoricalHighlight/Detail/15032424979>

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- a. limited liability partnership
- b. sole proprietorship
- c. general partnership
- d. joint venture

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a JV is a commercial enterprise undertaken jointly by two or more parties which otherwise retain their distinct identities.

Which of the following would be considered nonmonetary compensation?

- a. flex time
- b. stock options
- c. medical care premiums
- d. paid leave

Which of the following would be considered nonmonetary compensation?

a. flex time

✓ Flex time allows employees to customize their schedules within a certain range of hours and days.

b. stock options

✓ About 27% of U.S. employers and organizations offered flex time to their employees in 2014.

c. medical care premiums

✓ This reached as high as 44% in 2019, but many employers are struggling to find the best strategy.

d. paid leave

✓ A well-planned flex-time arrangement can benefit employees and employers alike.

Which of the following statements about performance appraisal is false ?

- a. Ranking is a good method for appraising large groups of employees.
- b. Focal review programs include all the employees in an organization.
- c. Forced ranking systems assume that most employees are neither exceptionally good nor exceptionally bad.
- d. A behaviorally anchored rating system isolates each job's most important tasks.

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In a **ranking method system** (also called stack ranking), employees in a **particular department** are ranked based on their value to the manager or supervisor. This system is a **comparative method** for performance evaluations. The manager will have a list of all employees and will first choose the most valuable employee and put that name at the top. Then he or she will choose the least valuable employee and put that name at the bottom of the list. With the remaining employees, this process would be repeated. Obviously, **there is room for bias with this method**, and it **may not work well in a larger organization**, where managers may not interact with each employee on a day-to-day basis.

In 2018, ACME Explosives posted a job advert for security officers on a recruiting site for 3 months. During the three-month period, 1000 visitors clicked on the link to the job, and 150 of them filled out the application and applied. From 150 applicants, 30 were invited to an interview.

What is the Yield Ratio for this recruiting effort?

- a. .20%
- b. 20%
- c. 200
- d. 45%

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Correct Answer is B. **20%**

Yield ratio formula: $(30 \text{ invited} / 150 \text{ applicants}) \times 100\% = \mathbf{20\%}$

Yield ratio refers to one of the key performance indicators (KPI) in human resources that shows **what percentage of candidates from a specific source** was invited for an interview.

Essentially, yield ratio shows how efficient the selected recruiting method has been.

The Pareto principle says that

- A. An organization's commitment to customer service must extend even beyond the point of purchase.
- B. Quality is achieved by prevention, not appraisal.
- C. In organizations, individuals tend to be promoted up to their "level of incompetence."
- D. 80% of consequences can be attributed to 20% of the causes.

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Answer - D - The Pareto principle does assert that 80% of the consequences can be attributed to 20% of causes. It is also referred as the 80/20 rule.

Explanation:

Option A refers to **Ishikawa's philosophy** and is unrelated to cause and effects.

Option B is the not the best response, since the statement that quality is achieved by prevention, not appraisal is one **of Philip B. Crosby's four absolutes of quality management.**

Option C describes the **"Peter Principle,"** the belief that individuals tend to be promoted up to their "level of incompetence" within organizations.

The most common reason for the failure of organizational change initiatives is which of the following?

- A. The strategic plan was not communicated to employees.
- B. Organization leaders did not support the change.
- C. There was no training system in place.
- D. Employees were not prepared for the change.

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Answer - D - The most common reason for the failure of change initiatives is that people were not prepared for the change and given time to assimilate the reasons for the change.

Explanation: Failing to communicate a change in strategic direction as the basis for organization changes in and of itself will not lead to failure of a change initiative. Leaders who do not support change do have an influence on employees, but that factor alone is not the most common reason for failure. The absence of a training system may negatively impact the change process, but it is not the most common reason for failure.

An employee who prefers to learn about HR practices by attending a guest lecture series is probably a(n) _____

- A. Visual learner
- B. Auditory learner
- C. Kinesthetic learner
- D. Vicarious learner

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FEEDBACK

Go Get 'Em!



You've Got This!