**PME 602**

**Midterm Exam 1 Notes**

**as of 1/7/23**

Top of Form

To be effective, balanced scorecards must be customized by companies to fit different market situations, products, and competitive environments.

Strategy implementation includes structuring an organization and allocating resources.

Strategies emphasizing market share or operating costs are not "external growth" strategies.

The job hazard analysis technique is a breakdown of each job into basic elements, each of which is rated for its potential for harm or injury.

The standard deviation rule does not use the mode of the distribution to determine disparate impact.

Knowledge is not an individual's level of proficiency at performing a particular task.

The motivational approach views attitudinal variables and behavioral variables as the most important outcomes of job design.

A reason that downsizing efforts often fail is that employees who survive the purges often become narrow-minded, self-absorbed, and risk averse.

Promote from-within policies make it clear to applicants that there are opportunities for advancement within the company.

Validity is necessary but not sufficient for generalizability.

As per the Age Discrimination in Employment Act, the burden of proof not always lies with the person who faces discrimination.

A disadvantage of distance learning is not the high travel costs incurred during training.

There is no evidence to support the direct relationship between diversity and business.

A performance management system should link employee activities with an organization's goals.

Result-based approaches to performance measurement assume that subjectivity can be eliminated from the measurement process.

The HR department is most likely to collaborate with other company functions on performance management.

Jamal was hired recently by his firm to provide coaching to a work unit that is underperforming. This is part of the performance management function of HR.

HR Resources, Inc. provides HR services to small companies that do not need full-time HR. Contracting with HR Resources is known as outsourcing.

When a corporate organization competes through globalization, as opposed to technology, it is likely to put most of its efforts into expansion into foreign markets.

The Strategic Implementation component of the strategic management process consists of structuring the organization, allocating resources, ensuring that the firm has skilled employees in place, and developing reward systems that align employee behavior with the organization's strategic goals.

One-way linkage often leads to strategic plans that the company cannot successfully implement.

A common practice for companies in today's market is to look within at what is working and what is not. This is an example of an internal analysis.

Companies that are not diversified have their evaluation systems that call for subjective performance assessment of managers.

Directives issued and amended unilaterally by the president are known as executive orders.

For there to be discrimination under disparate treatment a there has to be intentional discrimination.

Title VII of the Civil Rights Act of 1964 states that employers cannot retaliate against employees for either "opposing" a perceived illegal employment practice or "participating in a proceeding" related to an alleged illegal employment practice.

The main provision of the Occupational Safety and Health Act states that each employer should furnish each employee a place of employment free from recognized hazards that cause or are likely to cause death or serious physical harm. This is referred to as the general duty clause.

Workflow focus provides a longitudinal overview of the dynamic relationships by which inputs are converted into outputs.

Divisional structures tend to be more flexible and innovative because of their work-flow focus.

The factual or procedural information that is necessary for successfully performing a task is called knowledge.

Motivational approach views job satisfaction as one of the most important outcomes of job design.

The goals that are set in the human resource planning process should come directly from the analysis of the labor supply and demand.

Retraining is not a relatively fast method to reduce an expected labor surplus.

The process of determining whether there are any subgroups whose proportion in a given job category within a company is substantially different from their proportion in the relevant labor market is called workforce utilization review.

The biggest downside for large job sites is lack of differentiation between candidates listed on the site. This is due to the large size of these sites.

Reliability and validity are related in that for a measure to be valid it must be reliable.

The degree to which the information provided by selection methods enhance the bottom-line effectiveness of the organization is known as the utility selection methods.

Self-awareness aspects of emotional intelligence is the knowledge of one's strengths and weaknesses.

When making the decision to hire a new employee, reference check, has low reliability and validity.

Knowledge management contributes to informal learning.

If an organization decides to take a strategic initiative of enhancing innovation and creativity, then dedicated physical space will encourage teamwork.

Many companies are exploring the use of distance learning to provide training. As the company weighs the pros and cons of distance learning, should they keep in mind that clarification of questions is dependent on-on-site instructors.

An important part of the onboarding process is to explain the history, values, and mission of the company. The culture step is necessary for employees to understand where they work and their role in the success of the company.

Managers are involved in traditional performance management process, while managers, peers, and direct report are involved in continuous performance management.

Validity as performance management evaluation criterion reflects the extent to which a performance measure assesses all the relevant-and only the relevant-aspects of performance.

Mixed scale performance technique are managers given three statements of performance per dimension and asked to indicate whether an employee's performance is above (+. , at (0. , or below (-. the statements.

Both the comparative and the attribute approaches to performance measurement are very low on specificity.

Bottom of Form