

Questions for Review

1. What is initial selection and what are the most useful initial selection methods?
Answer: Initial Selection. Initial selection devices are the first information applicants submit and are used for preliminary “rough cuts” to decide whether an applicant meets the basic qualifications for a job.

- 1) Application Forms. Application forms can be a good initial screen. They take very little time and more organizations encourage applicants to submit an application online.
- 2) Background Checks. More than 80 percent of employees check references; however, rarely is useful information gained.

2. What is substantive selection and what are the most useful substantive selection methods?

Answer: Substantive Selection. Is the heart of the selection process. This is used after passing initial screening. A variety of metrics can be used that include skill tests, personality tests, and other more sophisticated techniques such as performance simulations. Interviews are the most common selection tool.

3. What is contingent selection and what are the arguments for and against drug testing?

Answer: Contingent Selection. One final process in the hiring process when the applicant is ready to be hired but contingent on a final check like a drug test. Some people think that drug testing is unfair, invasive or a private matter. Drug tests usually screen out those who have used marijuana but not alcohol that is legal and also leaves the system in 24 hours. The argument for drug testing is that it is generally accurate and can help detect a problem before the person becomes an employee.

4. What are the four main types of training?

Answer:

- 1) Basic Literacy Skills - One half of U.S. high school graduates do not have the basic skills necessary for work
- 2) Technical Skills - Focus of most training, especially given the pace of technological change
- 3) Interpersonal Skills - Skills like effective listening, communication, and teamwork
- 4) Problem-solving Skills - Help sharpen logic and reasoning, and provide helpful decision-making techniques

5. What are the differences between formal and informal training methods and between on-the-job and off-the-job training?

Answer: Historically, training meant formal training. It is planned in advance and has a structured format. Organizations are increasingly relying on informal training—unstructured, unplanned, and easily adapted to situations and individuals. Most informal training is nothing other than employees helping each other out. They share information and solve work-related problems with one another. On-the-Job training (OJT) includes job rotation, apprenticeships, understudy assignments, and formal mentoring programs. OJT can be

disruptive to the workplace. Off-the-Job training may include classroom lectures, videotapes, seminars, self-study courses, Internet-based courses, role-plays, and case studies.

6. What are the main purposes of performance evaluation?

Answer: Performance appraisals provide input for general human resource decisions such as promotions, transfers, and terminations. They identify skill training and development need, provide performance feedback to employees, and supplies the basis for reward allocation decisions.

7. How can organizations improve their performance evaluation processes?

Answer: Performance evaluation processes can be improved using the following suggestions:

- 1) Use multiple evaluators to overcome rater biases - Halo and leniency errors
- 2) Evaluate selectively based on evaluator competence
- 3) Train evaluators to improve rater accuracy
- 4) Provide employees with due process

Individuals are provided with adequate notice of performance expectations.

All relevant evidence of a violation is aired in a fair hearing, with the individual given an opportunity to respond.

Final decision is based on the evidence and is free of bias.

8. How can organizations help reduce work-family conflict?

Answer: It can be managed through a variety of programs to reduce work/life conflict and increase balance for employees such as:

- 1) Flexible scheduling and benefits
- 2) On-site personal services (like dry cleaning or a gym)
- 3) Time-, information-, or money-based strategies available.

9. How is human resource management affected by a global context?

Answer: Human Resource practices vary by nation and culture. The selection process needs to be modified to fit within local customs. Some of the educational qualifications may be universal.

The performance evaluation process is not emphasized or considered appropriate in many cultures due to differences in:

- 1) Individualism versus collectivism
- 2) A person's relationship to the environment
- 3) Time orientation (long- or short-term)
- 4) Focus on responsibility

10. Show how a global context affects human resource management.

Answer: The global context can be shown in three areas: recruiting and selection, training and development, and performance evaluation.

To illustrate differences across cultures in the implementation and success of HRM practices, let's briefly look at the universality of selection practices and the importance of performance evaluation in different cultures.

1. Recruiting and Selection

- a. You might suspect that cultural values lead to different effects for recruiting messages, and research backs up this intuition.
- b. The use of educational qualifications in screening candidates seems to be a universal practice, but different countries emphasize different selection techniques.
- c. Global firms that attempt to implement standardized worldwide selection practices can expect considerable resistance from local managers.

2. Training and Development
 - a. To understand how national culture affects training, let's think about how it might influence the way people learn and apply their new skills.
3. Performance Evaluation
 - a. Many cultures are not particularly concerned with performance appraisal or look at it differently than do managers in the United States and Canada.
 - b. Let's examine performance evaluation in the context of four cultural dimensions: individualism/collectivism, a person's relationship to the environment, time orientation, and focus of responsibility.
 - i. Individual-oriented cultures such as the United States emphasize formal performance-evaluation systems more than informal systems.
 - c. U.S. and Canadian organizations hold people responsible for their actions because people in these countries believe they can dominate their environment.
 - d. Some countries, such as the United States, have a short-term time orientation.
 - e. Israel's culture values group activities much more than does the culture of the United States or Canada.