Chapter 2: Strategic HRM, Data-Driven Decision Making, and HR Analytics

Test Bank

Multiple Choice

1. What is strategy?
A. A core need that an organization strives to fulfill.
B. A well-devised and thoughtful plan for achieving an objective.
C. The process of describing an organization's reason for existence.
D. An extension of the mission that describes what the organization will look like.
Ans: B
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: What Is a Strategy?
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

2. Which of the following involves planning what to do to achieve organizational objectives?
A. mission
B. human resource analytics
C. strategy formulation
D. a well-devised and thoughtful plan for achieving an objective
Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Strategy Formulation: Developing and Refining a Strategy
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

3. A company's _____ is a foretelling of what the company is intended to look like in the future.
A. core values
B. resource-based view
C. mission
D. vision
Ans: D

KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Comprehension
Answer Location: Create a Mission, Vision, and Set of Values
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

4. When a company or organization expresses its primary purpose for doing business, this is called its _____.
A. core values
B. resource-based view
C. mission
D. vision
Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Comprehension
Answer Location: Create a Mission, Vision, and Set of Values
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

5. Company XYZ created a set of protocols to guide the company to bring its vision to reality. What is this set of protocols called?
A. core values
B. mission
C. strategy formulation
D. vision
Ans: A
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Comprehension
Answer Location: Create a Mission, Vision, and Set of Values
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

6. Company XYZ examined its internal and external strengths, weaknesses, and opportunities to create a realistic strategy. What is this procedure called?
A. strategic human resource management
B. SWOT analysis
C. values
D. human resource analytics
Ans: B

KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Application
Answer Location: Analyze Internal and External Environments
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

7. Proponents of _____ propose that a resource holds value to the extent that it is rare and inimitable.
A. strategic implementation
B. predictive analytics
C. high-performance work practices
D. the resource-based view
Ans: D
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Resource-Based View of Apple Inc.
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

8. A _____ type provides a general approach for how an organization will bring its mission, vision, and values to life, while at the same time leveraging its strengths and improving its weaknesses.
A. vision
B. mission
C. value
D. strategy
Ans: D
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Pick a Strategy Type
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

9. After company XYZ finalizes its strategy formulation, the next step of the process is to start the _____ part of the process.
A. strategic human resource management
B. strategy implementation
C. differentiation
D. mission
Ans: B

KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Finalize Strategy
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

10. Company XYZ is considering creating and selling widgets that they have not sold in the past. What does XYZ need to create to help coordinate activities and ensure a successful venture?
A. create a mission
B. hire a human resource director
C. create a strategy
D. create a set of core values
Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Application
Answer Location: Strategy Formulation: Developing and Refining a Strategy
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

11. Company XYZ is creating a strategy to design, build, and sell a widget. While adhering to their mission, vision, and set of core values, two important aspects of their strategy are _____.
A. SWOT analysis and balanced scorecard
B. formulation and organizational performance
C. strategy type and stakeholders
D. formulation and implementation
Ans: D
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Application
Answer Location: Strategy Formulation: Developing and Refining a Strategy
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

12. The organization Doctors Without Borders believes all people deserve a right to medical care and that medicine must remain neutral toward politics, race, religion, and the other beliefs of a person. Which of the following best describes the above statement?
A. strategy
B. mission

C. continuous variable
D. SWOT analysis
Ans: B
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Application
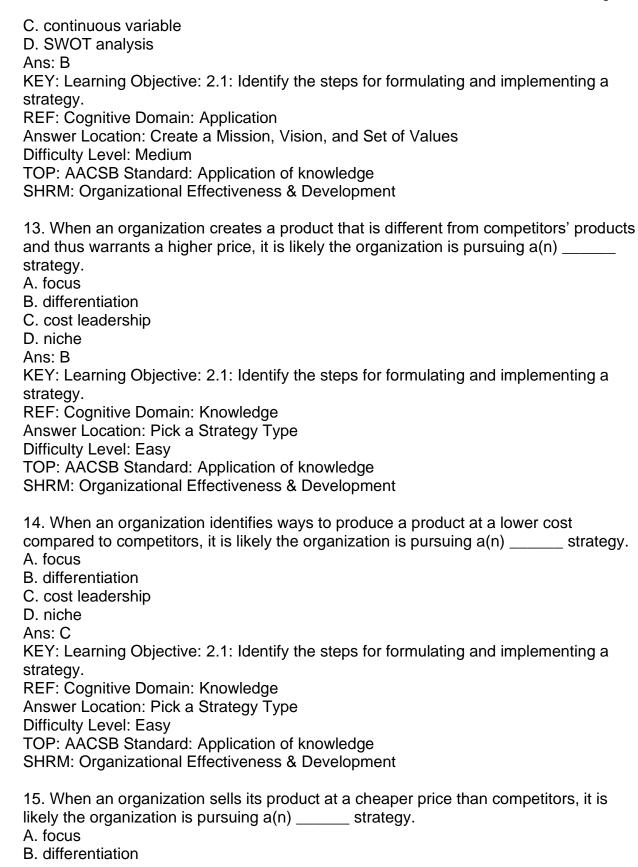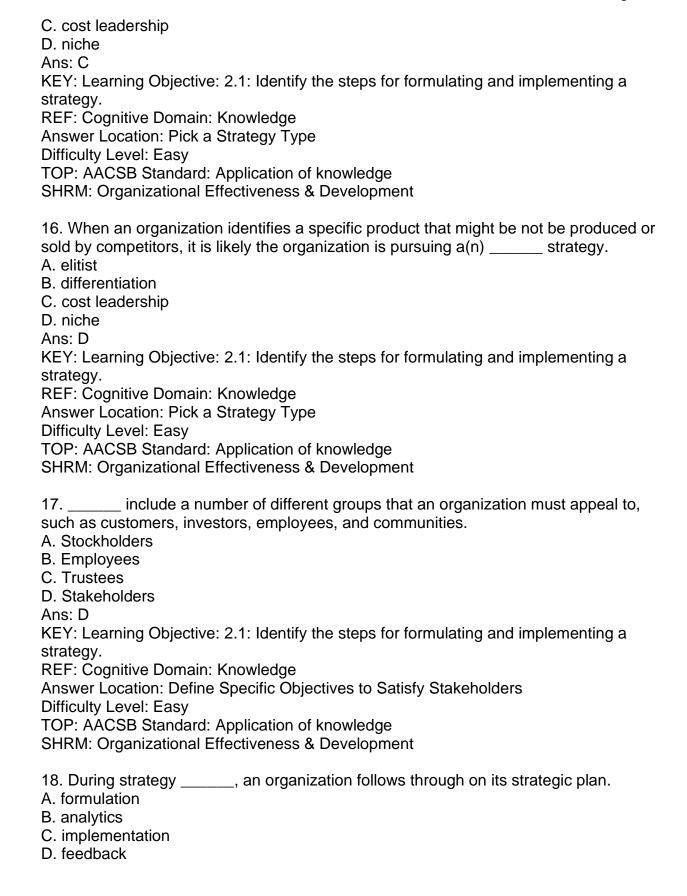Answer Location: Create a Mission, Vision, and Set of Values
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

13. When an organization creates a product that is different from competitors' products and thus warrants a higher price, it is likely the organization is pursuing a(n) _____ strategy.
A. focus
B. differentiation
C. cost leadership
D. niche
Ans: B
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Pick a Strategy Type
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

14. When an organization identifies ways to produce a product at a lower cost compared to competitors, it is likely the organization is pursuing a(n) _____ strategy.
A. focus
B. differentiation
C. cost leadership
D. niche
Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Pick a Strategy Type
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

15. When an organization sells its product at a cheaper price than competitors, it is likely the organization is pursuing a(n) _____ strategy.
A. focus
B. differentiation

C. cost leadership
D. niche
Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Pick a Strategy Type
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

16. When an organization identifies a specific product that might be not be produced or sold by competitors, it is likely the organization is pursuing a(n) _____ strategy.
A. elitist
B. differentiation
C. cost leadership
D. niche
Ans: D
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Pick a Strategy Type
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

17. _____ include a number of different groups that an organization must appeal to, such as customers, investors, employees, and communities.
A. Stockholders
B. Employees
C. Trustees
D. Stakeholders
Ans: D
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Define Specific Objectives to Satisfy Stakeholders
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

18. During strategy _____, an organization follows through on its strategic plan.
A. formulation
B. analytics
C. implementation
D. feedback

Ans: C
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Strategy Implementation: Bringing a Strategy to Life
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

19. A rigorous approach to attracting, motivating, and retaining talented people that are crucial for realizing strategic objectives and achieving a competitive advantage is known as _____.
A. strategy formulation
B. SWOT analysis
C. strategy
D. human resource analytics
Ans: D
KEY: Learning Objective: 2.2: Define strategic HRM.
REF: Cognitive Domain: Comprehension
Answer Location: Strategy Formulation: Developing and Refining a Strategy
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

20. The _____ involves the evaluation of organizational performance based on the extent to which the organization satisfies different stakeholder needs.
A. data-driven decisions
B. organizational performance
C. balanced scorecard
D. best practices
Ans: C
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

21. What approach illustrates the value of an organization differentiating its human resources relative to competitors to gain a competitive advantage?
A. best practices
B. balanced scorecard
C. organizational performance

D. strategy

Ans: B

KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.

REF: Cognitive Domain: Comprehension

Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard

Difficulty Level: Medium

TOP: AACSB Standard: Application of knowledge

SHRM: Organizational Effectiveness & Development

22. The introduction of _____ made the case for considering nonfinancial indicators when defining organizational success.

A. SWOT analysis

B. organizational indicators

C. balanced scorecard

D. best practices

Ans: C

KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.

REF: Cognitive Domain: Knowledge

Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Organizational Effectiveness & Development

23. Using the balanced scorecard approach, _____ is conceptualized as the extent to which employee learning and growth, internal business process efficiency, customer attitudes and behavior, and financial performance contribute to the organization's mission and strategy.

A. organizational performance

B. organizational indicators

C. prescriptive analysis

D. best practice

Ans: A

KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.

REF: Cognitive Domain: Knowledge

Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard

Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge

SHRM: Organizational Effectiveness & Development

24. With the introduction of the term _____, the responsibilities of the HR function have expanded to include playing the role of administrative expert, employee advocate, change agent, and business partner.
A. balanced scorecard
B. SWOT analysis
C. strategic human resource management
D. organizational performance
Ans: C
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: From Then to Now: The Origins of Strategic HRM
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

25. Enhancing perceptions of job security among employees, promoting from within the organization, providing financial incentives linked to performance, offering training, and providing flexible work arrangements are often referred to as _____.
A. performance indicators
B. organizational indicators
C. prescriptive analytics
D. high-performance work practices
Ans: D
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Identifying Best Practices
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

26. Company XYZ is collecting, analyzing, and interpreting data by using human resource information systems and human resource analytics to achieve strategic objectives. This is an example of _____.
A. data-driven decisions
B. mission
C. resource-based view
D. strategy implementation
Ans: A

KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

27. Company ABC takes great pride in the fact that the average years of employment per employee is 14 years. Some factors for this are job security, promoting from within, competitive pay and benefits, and employee appreciation events. These factors are examples of _____.
A. strategy implementation
B. values
C. universal best practices
D. data-driven decisions
Ans: C
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: Identifying Best Practices
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

28. Company XYZ is revising some of its human resource policies due to some misalignment and conflict created over a few policies. What type of approach is the company taking?
A. SWOT analysis
B. data-driven decisions
C. systems perspective
D. universal best practices
Ans: C
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: Considering the System and Context
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

29. Bob is bright and ambitious with 2 years of experience working as a human resource professional. He interviews for a human resource manager position and is hired but struggles to achieve the desired outcomes for this company. Given the details in this scenario, which is a factor that is influencing Bob's effectiveness?
A. business strategy
B. Bob's limited experience
C. the external environment
D. data-driven decisions
Ans: B
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: Considering the System and Context
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

30. Sam is a human resource manager who recently switched jobs from the service industry to the manufacturing industry. When comparing the differences between industries from a human resource management perspective, which is he MOST likely to notice?
A. The culture is less supportive in the manufacturing industry as compared to the service industry.
B. The positive effects of human resource management are stronger in manufacturing as opposed to the service industry.
C. The business strategy is less differentiated in manufacturing as compared to the service industry.
D. The human resource professionals in the service industry tend to be less experienced as compared to the manufacturing industry.
Ans: B
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: Considering the System and Context
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

31. Taking a(n) _____ means considering how all of the pieces of the HR puzzle fit together, and how any misalignment can be addressed to optimize the overall system of HR practices.
A. high-performance work practice
B. systems perspective
C. organizational indication

D. resource-based view
Ans: B
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Considering the System and Context
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

32. If the human resource department at company XYZ gathers information about the qualifications of its employees, what element of the ability–motivation–opportunity model are they utilizing?
A. ability
B. motivation
C. opportunity
D. systems perspective
Ans: A
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: How Does a System of HR Practices Influence Organizational Outcomes?
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

33. When the human resource department collects data on its employees about how they perform and what they do on the job, this is an example of what element of the ability–motivation–opportunity model?
A. ability
B. motivation
C. opportunity
D. systems' perspective
Ans: B
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: How Does a System of HR Practices Influence Organizational Outcomes?
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

34. If company XYZ observes a drop in performance following a human resource management decision to eliminate a Friday free lunch for the employees, then this would be an example of a lack of _____ to perform.
A. ability
B. motivation
C. opportunity
D. mission
Ans: B
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Analysis
Answer Location: How Does a System of HR Practices Influence Organizational Outcomes?
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

35. How does gathering data affect decision-making?
A. Gathering data has no effect on decision-making.
B. Decision-making is informed by evidence.
C. Gathering data impedes the decision-making process.
D. Decision-making is informed by gut instinct.
Ans: B
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Comprehension
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

36. Organizations that place a greater emphasis on data-driven decision-making when dealing with employees are using _____.
A. human resource analytics
B. gut feelings
C. vision
D. standard deviation
Ans: A
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics

Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

37. While it is not necessary to be a data analyst to understand the impact of data analytics on decision-making, it is helpful to be familiar with _____.
A. basic math
B. statistical concepts
C. strategic objectives
D. people decisions
Ans: B
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

38. Carlena, a human resource professional, uses performance evaluation data to align employee strengths with jobs. What is this an example of?
A. how data can be used to manage evaluations
B. how data can be used to manage talent
C. how data can be used to motivate
D. how data can be used to eliminate jobs
Ans: B
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Application
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

39. Tom hears all the time from his human resource director about the value of data, but as the CEO he prefers to go with his gut when it comes to making decisions. His human resource director knows that to convince Tom about the value of using data analytics he must connect the data to _____.
A. values
B. levels
C. concepts
D. strategic objectives
Ans: D

KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Application
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

40. Using evidence to hire talented people can ultimately lead to better organizational _____ such as productivity and innovation.
A. outcomes
B. data
C. decisions
D. talent
Ans: A
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Strategic HRM, Data-Driven Decision Making, and HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

41. An organization that increases sales as a result of using data analytics is an example of how analytics contributes to _____.
A. competitive advantage
B. identifying competencies
C. ethics
D. measurement
Ans: A
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Comprehension
Answer Location: Defining HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

42. Human resource analytics is also referred to as _____.
A. business analytics
B. productivity analytics
C. organizational analytics
D. people analytics

Ans: D
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Defining HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

43. ABC Company hires a team of people analysts with a variety of different backgrounds such as human resource management, law, statistics, and data science. Why?
A. They know a diverse team will yield the best judgments and decisions.
B. It is most cost-effective to have a diverse team.
C. The demand for people analysts is greater than the supply.
D. No one fully understands analytics.
Ans: A
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Comprehension
Answer Location: Defining HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

44. A strong human resource team has a people analyst that is able to interpret data through the lens of human behavior, cognition, and emotion. This is an example of what competency?
A. theory
B. business
C. data Management
D. statistics
Ans: A
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Comprehension
Answer Location: Defining HR Analytics
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

45. Filipe is receiving an abnormally high number of customer service complaints from its customers. Management wants to know why this is happening. From a human resource management perspective, what is the first step in solving the problem?
A. data-driven decisions
B. SWOT analysis
C. identify and define the problem
D. strategy formulation
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Application
Answer Location: Step One: Identifying the Problem
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

46. Which is the first step in the scientific process?
A. do background research
B. identifying the problem
C. strategy implementation
D. experimentation
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Comprehension
Answer Location: Step One: Identifying the Problem
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

47. From the following list, identify two steps in the human resource analytics scientific process. Choose one answer.
A. identifying the problem and data visualization
B. perspective analytics and predictive analytics
C. formulating a hypothesis and communicating the results
D. ability–motivation–opportunity model and forming a hypothesis
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Comprehension
Answer Location: HR Analytics and the Scientific Process
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

48. _____ analytics focuses on what is likely to happen, given what is known and is forward looking.
A. Predictive
B. Prescriptive
C. Qualitative
D. Quantitative
Ans: B
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Understanding the Levels of HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

49. Statistical models are generated using what type of data?
A. quantitative
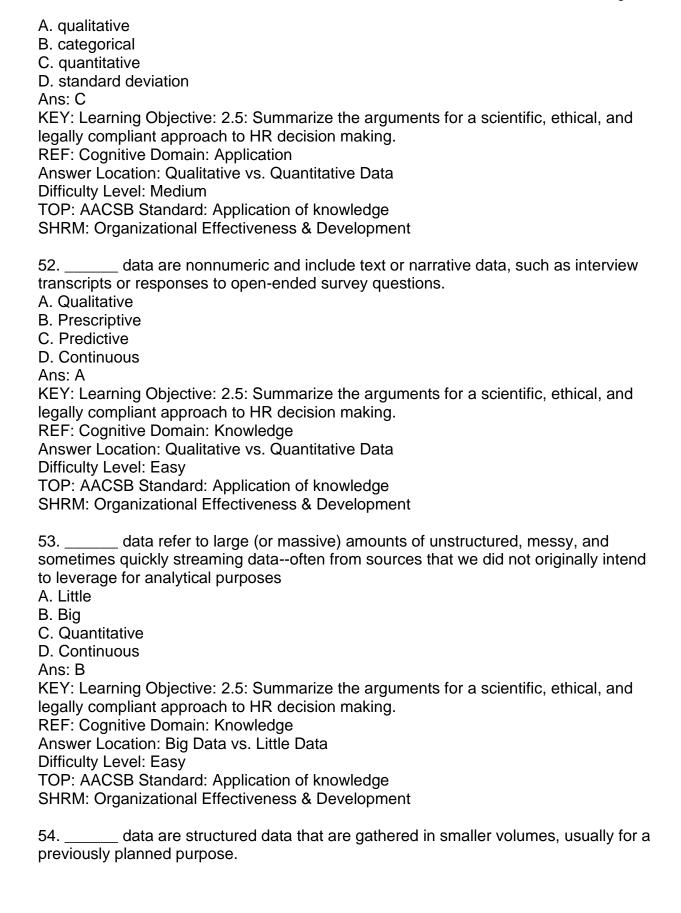B. big
C. little
D. qualitative
Ans: A
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Qualitative vs. Quantitative Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

50. Which type of data is numeric and can be counted or measured?
A. quantitative
B. big
C. little
D. qualitative
Ans: A
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Qualitative vs. Quantitative Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

51. When employees work varied amounts of overtime, this type of data is an example of a continuous _____ variable.

A. qualitative
B. categorical
C. quantitative
D. standard deviation
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Application
Answer Location: Qualitative vs. Quantitative Data
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

52. _____ data are nonnumeric and include text or narrative data, such as interview transcripts or responses to open-ended survey questions.
A. Qualitative
B. Prescriptive
C. Predictive
D. Continuous
Ans: A
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Qualitative vs. Quantitative Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

53. _____ data refer to large (or massive) amounts of unstructured, messy, and sometimes quickly streaming data--often from sources that we did not originally intend to leverage for analytical purposes
A. Little
B. Big
C. Quantitative
D. Continuous
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Big Data vs. Little Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

54. _____ data are structured data that are gathered in smaller volumes, usually for a previously planned purpose.

A. Little
B. Big
C. Qualitative
D. Categorical
Ans: A
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Big Data vs. Little Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

55. Data that are collected that usually do not have a previously planned purpose is what type of data?
A. little data
B. big data
C. quantitative data
D. qualitative data
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Comprehension
Answer Location: Big Data vs. Little Data
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

56. A _____ is a theoretical phenomenon or construct.
A. mean
B. measure
C. data point
D. concept
Ans: D
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Data Collection and Measurement
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

57. Data _____ refer(s) to pictorial and graphic representations of quantitative or qualitative findings.
A. performance
B. categories

C. visualizations
D. analytics
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Step Six: Communicating the Results
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

58. What are the terms for the four Vs of data?
A. vision, values, visualization, variables
B. volume, vision, veracity, values
C. volume, variety, velocity, veracity
D. values, variables, vision, volume
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Big Data vs. Little Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

59. Gwendoline, a human resource manager, wants to determine why her company's core customers are going to other sources and buying similar products. Which analytical approach would be the best to use to answer her questions?
A. big data approach with large volumes of data
B. little data approach with limited amounts of data
C. resource-based view of data
D. systems perspective
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Analysis
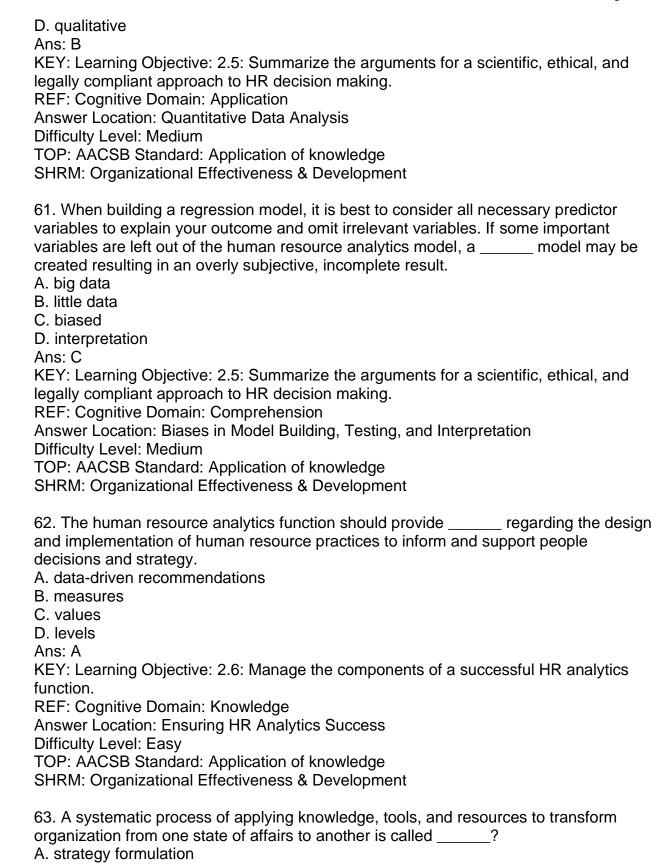Answer Location: Big Data vs. Little Data
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

60. Comparing data collected on individuals' sales and individuals' attendance records would be an example of what type of data analysis?
A. concept
B. quantitative
C. standard deviation

D. qualitative
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Application
Answer Location: Quantitative Data Analysis
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

61. When building a regression model, it is best to consider all necessary predictor variables to explain your outcome and omit irrelevant variables. If some important variables are left out of the human resource analytics model, a _____ model may be created resulting in an overly subjective, incomplete result.
A. big data
B. little data
C. biased
D. interpretation
Ans: C
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Comprehension
Answer Location: Biases in Model Building, Testing, and Interpretation
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

62. The human resource analytics function should provide _____ regarding the design and implementation of human resource practices to inform and support people decisions and strategy.
A. data-driven recommendations
B. measures
C. values
D. levels
Ans: A
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Knowledge
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

63. A systematic process of applying knowledge, tools, and resources to transform organization from one state of affairs to another is called _____?
A. strategy formulation

B. data visualization
C. systems perspective
D. change management
Ans: D
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Knowledge
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

64. An HR analytics team must comprise the right people with the right mix of _____.
A. strategies
B. vision
C. competencies
D. balanced scorecards
Ans: C
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Knowledge
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

65. Failure to follow the seven recommended competencies of human resource management may result in _____ activities.
A. illegal
B. strategy
C. mental
D. psychological
Ans: A
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Comprehension
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

66. Human resource information systems will help which of the following sizes of businesses?
A. only large and medium
B. large, medium, small
C. only small and medium

D. only large
Ans: B
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Comprehension
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

67. Gabriella, a human resource professional, is compiling business performance data and personal data on employees to determine which employees are best suited for new and evolving roles at their company. Some of the data collected contain information about race, religion, and sexually orientation as well as job performance of the employees. After the information is shared with the managers a few of the employees complain about their personal information being openly talked about among the management. The decision to use too much personal information in the data collection process has cause a _____ within the organization.
A. large data breach
B. resource-based view
C. high-performance work practices
D. ripple effect
Ans: D
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Application
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

68. Rasmus has collected a large amount of data to be sorted and measured to test his human resource hypothesis. After analyzing the data, he concludes he has reached an answer he was just the opposite he was trying to attain. His boss is putting pressure on him to finish his report and make certain the data supports the original hypothesis. Instead of confronting his boss with the results, Rasmus decides to eliminate some of the data to influence the results to affirm the hypothesis. The decision Rasmus has made to alter the data to coincide with the hypothesis is considered _____.
A. analytical
B. data visualization
C. strategy formulation
D. unethical
Ans: D
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Application

Answer Location: Ensuring HR Analytics Success
Difficulty Level: Medium
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

69. A(n) _____ variable consists of multiple levels, but these levels do not have a particular order.
A. categorical
B. continuous
C. analytical
D. prescriptive
Ans: A
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Data and Analytics Exercise: Describing Your Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

70. The levels of a(n) _____ variable have meaning and order.
A. categorical
B. continuous
C. analytical
D. prescriptive
Ans: B
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Data and Analytics Exercise: Describing Your Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

True/False

1. Rare, with respect to resources, refers to the extent to which a particular resource is scarce and relatively few (if any) competitors possess the resource.
Ans: T
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Resource-Based View of Apple Inc.
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

2. Inimitable, with respect to resources, refers to the extent to which it is easy for competitors to reproduce, attain, or deploy a particular resource that the organization possesses.
Ans: F
KEY: Learning Objective: 2.1: Identify the steps for formulating and implementing a strategy.
REF: Cognitive Domain: Knowledge
Answer Location: Resource-Based View of Apple Inc.
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

3. Human resource analytics represents an important tool for bringing an organization's strategy to life, as it can reveal how to best deploy human resource systems, policies, and practices.
Ans: T
KEY: Learning Objective: 2.2: Define strategic HRM.
REF: Cognitive Domain: Knowledge
Answer Location: Strategic HRM: Linking Strategy With HRM
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

4. A key role of human resource management is to help influence key business decisions and strategy formulation and implementation.
Ans: T
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: From Then to Now: The Origins of Strategic HRM
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

5. Organizational performance has made the case for considering nonfinancial indicators when defining organizational success.
Ans: F
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard
Difficulty Level: Easy

TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

6. We conceptualize organizational performance as the extent to which employee learning and growth, internal business process efficiency, customer attitudes and behavior, and financial performance contribute to the organization's mission and strategy.
Ans: T
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

7. With the additional responsibilities of being a change agent and strategic business partner, the modern HR function now faces greater pressure to make sound and impactful decisions.
Ans: T
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Conceptualizing Organizational Performance: The Balanced Scorecard
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

8. Job security among employees, promoting from within the organization, providing financial incentives linked to performance, offering training, and providing flexible work arrangements are often referred to as high-performance work practices.
Ans: T
KEY: Learning Objective: 2.3: Explain the importance of strategic HRM for realizing employee, operational, stakeholder, and financial outcomes and for sustaining a competitive advantage.
REF: Cognitive Domain: Knowledge
Answer Location: Identifying Best Practices
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

9. Prescriptive analytics focus on what should be done in the future based on what is known.
Ans: T
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Understanding the Levels of HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

10. Descriptive analytics focuses on what is likely to happen, given what is known and therefore is more forward looking.
Ans: F
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Knowledge
Answer Location: Understanding the Levels of HR Analytics
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

11. Quantitative data are nonnumeric and include text or narrative data, such as interview transcripts or responses to open-ended survey questions.
Ans: F
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Qualitative vs. Quantitative Data
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

12. According to the text, a concept is a theoretical phenomenon or construct.
Ans: T
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Data Collection and Measurement
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

13. Data visualizations refer to pictorial and graphic representations of quantitative or qualitative findings.
Ans: T
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Step Six: Communicating the Results
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

14. HR analytics should be integrated into the culture of HR and the organization.
Ans: T
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Step Six: Communicating the Results
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

15. Developing a human resource analytics function in organizations that now rely primarily on manages making gut decisions and does not ostensibly value data and data-driven decisions will be relatively easy.
Ans: F
KEY: Learning Objective: 2.5: Summarize the arguments for a scientific, ethical, and legally compliant approach to HR decision making.
REF: Cognitive Domain: Knowledge
Answer Location: Step Six: Communicating the Results
Difficulty Level: Easy
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

Essay

1. Examine factors that could potentially influence the effectiveness of HR practices.
Ans: Varies but should include an examination of synergies between bundled human resources practices, of business strategy and how differentiation strategies may enhance HRM systems in relation to organization outcomes, the effects of a positive and supportive organization culture; managers' characteristics such as experience, and the external environment such as industry characteristics.
KEY: Learning Objective: 2.3: Explain the importance of HRM for realizing employee, operational, stakeholder, and financial outcomes, and for sustaining a competitive advantage.
REF: Cognitive Domain: Analysis
Answer Location: Considering the System and Context

Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

2. Company XYZ is considering a merger/acquisition of a similar company. Identify the key roles of human resources in this merger/acquisition and illustrate how they can be used to shape the strategy.
Ans: Varies but should include using human resource analytics and SWOT analysis to find strengths and weaknesses in all stakeholders and how they will be impacted--positively or negatively and help formulate a strategy with other decision makers in the company.
KEY: Learning Objective: 2.3: Explain the importance of HRM for realizing employee, operational, stakeholder, and financial outcomes, and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: From Then to Now: The Origins of Strategic HRM
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

3. Explain the ability–motivation–opportunity model and demonstrate examples of each part of the process.
Ans: Varies but should include that a system of HR practices influences employee outcomes and ultimately operational and financial outcomes to the extent that the practices target three different elements--ability to perform, motivation to perform, and opportunity to perform. Examples of each element should be written as well.
KEY: Learning Objective: 2.3: Explain the importance of HRM for realizing employee, operational, stakeholder, and financial outcomes, and for sustaining a competitive advantage.
REF: Cognitive Domain: Application
Answer Location: How Does a System of HR Practices Influence Organizational Outcomes?
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

4. Identify and compare and contrast the three levels of HR analytics.
Ans: Answers will vary but should include descriptive, predictive, and prescriptive. Descriptive analytics focuses on understanding what has happened, which implies a focus on the past. Predictive analytics focuses on what is likely to happen given what is known and therefore is more forward looking. Prescriptive analytics focus on what should be done in the future based on what is known.
KEY: Learning Objective: 2.4: Demonstrate the use of data-driven decisions in realizing organizational strategy and contrasting different HR analytics competencies and levels of HR analytics.
REF: Cognitive Domain: Analysis

Answer Location: Understanding the Levels of HR Analytics
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development

5. Design a human resource team that includes all seven competencies from the text. Each team member should have at least two of the competencies. Demonstrate how the team can work together to achieve a desired human resource goal and how each member will contribute.
Ans: Varies but will include employees that have the following HR competencies: theory, business, data management, measurement, statistics and data analysis, employment law, and ethics. All employees should be ethical and have other competencies. Each competency should be addressed and the use of checks and balances between employees with varying ideas should be discussed.
KEY: Learning Objective: 2.6: Manage the components of a successful HR analytics function.
REF: Cognitive Domain: Analysis
Answer Location: Ensuring HR Analytics Success
Difficulty Level: Hard
TOP: AACSB Standard: Application of knowledge
SHRM: Organizational Effectiveness & Development