

# Midterm exam



Explain the three (3) key competencies needed by Human Resource professionals to become full business partners? Rank the three (3) in order of importance in your opinion and discuss the rationale behind your rankings.

To become a Human Resources professional and to be considered successful in the role, each individual must possess these competencies to be considered top executive. Business mastery, HRS mastery, and personal credibility will propel a HRS employee to a top executive HRS manager.

Business mastery is the understanding and structure of their organization and their strategies completely, from economic and social capabilities to the direction in which the organization is undertaking. (Snell, 2012) Secondly, the mastery of HRS within their company, developing an expertise of staffing, appraisals, team building, performance measurement, communication and more. Strong interpersonal skills and behavioral science know-how is essential in being an expert in the human resources role. The last competency is personal credibility.

Similar to many management professionals, an aspiring HRS professional must earn credibility and trust by developing good relationships with people that possess these traits. In doing so, they can establish their personal credibility. (Snell, 2012) It is difficult to rank these competencies as each are vital to being a professional executive HRS manager; however, I would rank personal credibility the highest. Credibility and trust is a difficult skill to develop and retain in the business world. One wrong word, one misunderstood action, or misinformation can cause your credibility to disappear.

I would rank HRS mastery second, as being equipped with the knowledge and know-how of Human Resources; an HRS professional can move from organization to organization the basic and details of HRS management will not vary such. As mentioned previously, HRS professionals can move from company-to-company, their mastery of their corporation they are currently to only substantial as long as they are employed there, making it the least important. 2. Discuss work sample, physical ability, and cognitive ability pre-employment tests.

Discuss the traits each test measures and specifically the type of jobs each would be most appropriate for employment candidates. Work sample is a knowledge test that asks prospective employees to accomplish a task they would be required on the job. Devised from a strategic construct to assure the expertise within the function or content. An example of work sample test is when a potential accountant is asked to create a balance sheet of a client's transactions. Physical ability tests an applicant's physical capabilities, such as: running, lifting, jumping, strength, and endurance.

These tests are mostly seen in potentially dangerous roles of employment: firefighters, police officers, or football players. It is important to note that it sometimes causes discrimination against women as they tend to possess balance, flexibility or dexterity, compared to strength, endurance or height. Lastly, cognitive ability tests measure the mental capabilities of applicant. These tests cover general intelligence, verbal fluency, numerical ability, and reasoning; examples of cognitive exams are Scholastic Aptitude Test (SAT), Graduate Management Aptitude Test (GMAT), and Bennett Mechanical Comprehension Test.

An example where mental agility would be tested and verified would be for National Security Agency (NSA). Knowledge of countries, cultures, languages and other relevant information would need to be known. 3. Outline an MOB program for a specific position(s) utilizing and identifying "SMART" measures and/or metrics. Management by objectives (MOB) is an effective method of setting employee goals that align with the goals of a larger unit, the firm, and/or other employees.

MOB is a simple process that requires employee participation, but it is extremely time-consuming due to the high demand for documentation. " (Desire, 2010) SMART are goals set by managers to note specific, measurable, attainable, relevant, and timely. Goals are effective when employees are clear about what is expected and why the goals are being set. The goals set by the manager should be attainable, and specific with certain deadlines. (Snell, 2012) An example where MOB and SMART would work in conjunction would be a salesperson at a car dealership.

Salesperson would need to make monthly sales quota. An example of setting goals would be for them to sell more Subs and trucks. An effective way to check this specific goal is measurable, attainable, relevant and timely. Doubling the sales of sold Subs in three months within four-quarters.