

SHRM-CP Study Guide (2023)

Fishbone Diagram - ANS-Is used to map out a list of factors that affect a problem or desired Outcome

Numerical Rating - ANS-Is a quantifiable measure of desired performance, and it serves as a target for improvement.

Organizational Needs Assessment - ANS-Where is the training needed in the organizational level?

It defines the KSAs required as the organization prepares for the future.

Organizational Development (OD) - ANS-Is a complex strategy intended to change the beliefs, attitudes, values, culture and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Organizational Development methods are employed to improve Organizational Effectiveness (OE).

Scatter diagram - ANS-Quality tool that shows possible relationships between two variables. (e.g. Trend and Ratio) (e.g. to determine if there is a relationship between years of experience and income level)

Sample return - ANS-A measureable outcome as a result of a developed initiative. (e.g. An average value of increased production)

Designing an OED Intervention - ANS-Requires determining the target audience's readiness for the upcoming change. (Managers input is a way to diagnose their readiness and obtaining commitment.)

Interpersonal Strategies - ANS-Deals with the work relationship between employees. Efforts aimed at clarifying work expectations and norms to prevent misunderstandings or conflicts.

OD/ OE involves analyzing 3 areas of an organization: - ANS-Its people, its processes, and its planning

Process-related performance problem - ANS-Impractical or outdated procedure are an example of process-related problem.

Goldratt's Theory of constraints - ANS-The greater constraints faced by organizations come from policies.

Six Sigma - ANS-Its a set of techniques and tools for process improvement. It was introduced by engineer Bill Smith while working at Motorola in 1986

Six Sigma Black Belts - ANS-Project Leaders

15 Shrm Study Guide

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