Strategic Staffing 5th edition Phillips Test Bank

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Strategic Staffing (5th)

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Total Questions: 39

Multiple Choice (39)

Q1. *[Multiple Choice]*

<!--RsQ_001-->An organization's competitive advantage is _____.

a) not something that can be influenced by staffing
b) the number of employees it hires in a year
c) the annual employee turnover rate
d) what it can do differently from its competitors ✓ correct

Q2. *[Multiple Choice]*

<!--RsQ_002-->Staffing can be considered a cornerstone of human resource management because it _____.

a) takes the largest part of the human resource budget
b) determines the workforce available to the company ✓ correct
c) takes the most time of any human resource management function
d) is the only function performed by human resources

Q3. *[Multiple Choice]*

<!--RsQ_003-->Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy is _____.

a) workforce planning ✓ correct
b) sourcing
c) recruiting
d) succession planning

Q4. *[Multiple Choice]*

<!--RsQ_004-->Which of the following is the first of the seven components of strategic staffing?

a) sourcing
b) selecting
c) workforce planning ✓ correct
d) deploying

Q5. *[Multiple Choice]*

<!--RsQ_005-->If a staffing specialist evaluates the external labor market to determine how challenging it will be to hire the talent her employer needs over the next few years, which of the following is being done?

a) planning ✓ correct
b) acquiring
c) sourcing
d) performance management

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Q6. *[Multiple Choice]*

<!--RsQ_006-->When a firm determines that it will need to hire 50 customer service representatives within the next three months, it has engaged in _____.

a) attracting
b) placement
c) workforce planning ✓ correct
d) competency modeling

Q7. *[Multiple Choice]*

<!--RsQ_007-->All organizational practices and decisions that affect either the number or types of individuals willing to apply for and accept job offers is _____.

a) negotiating
b) recruiting ✓ correct
c) performance management
d) human resource management

Q8. *[Multiple Choice]*

<!--RsQ_008-->Locating qualified individuals and labor markets from which to recruit is _____.

a) recruiting
b) staffing
c) deployment
d) sourcing ✓ correct

Q9. *[Multiple Choice]*

<!--RsQ_009-->The primary goal of _____ is to get the right people interested in working for an organization or in a specific job, then persuade them to apply and ultimately accept a job offer if one is extended.

a) sourcing
b) recruiting ✓ correct
c) employer branding
d) selecting

Q10. *[Multiple Choice]*

<!--RsQ_010-->When a company creates an advertising campaign about what a great employer it is, it has engaged in _____.

a) sourcing
b) competency modeling
c) employer branding ✓ correct
d) redeployment

Q11. *[Multiple Choice]*

<!--RsQ_011-->Interviewing job candidates to assess their fit with the job and organization is part of _____.

a) attracting
b) selecting ✓ correct
c) deploying
d) employee profiling

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Q12. *[Multiple Choice]*

<!--RsQ_012-->When a supervisor assigns a new employee to a new project team, the manager has engaged in _____.

a) deployment ✓ correct
b) placement
c) workforce planning
d) competency modeling

Q13. *[Multiple Choice]*

<!--RsQ_013-->When a supervisor introduces a new hire to her new colleagues and other important people in the organization, he is engaging in _____.

a) deployment
b) recruiting
c) socialization ✓ correct
d) career planning

Q14. *[Multiple Choice]*

<!--RsQ_014-->Deployment involves _____.

a) assigning talent to appropriate jobs and roles in the organization ✓ correct
b) negotiating an employment contract
c) getting new hires up to speed and productive on their job
d) getting a job requisition approved

Q15. *[Multiple Choice]*

<!--RsQ_015-->If a company's employees have talents that would be useful to the organization and the company is not taking advantage of these talents, it is not being efficient in the activity of _____ talent.

a) acquiring
b) deploying ✓ correct
c) sourcing
d) recruiting

Q16. *[Multiple Choice]*

<!--RsQ_016-->Putting together an attractive job offer and negotiating with the candidate the company wants to hire is part of _____.

a) onboarding
b) attracting
c) recruiting
d) acquiring ✓ correct

Q17. *[Multiple Choice]*

<!--RsQ_017-->Strategic staffing is a(n) _____ process.

a) simple
b) unethical
c) matchmaking ✓ correct
d) illegal

Q18. *[Multiple Choice]*

<!--RsQ_018-->_____ relate to the hiring process itself.

a) Process goals ✓ correct
b) Outcome goals
c) Hiring goals
d) Evaluation goals

Q19. *[Multiple Choice]*

<!--RsQ_019-->Focusing on maximizing how quickly a position can be filled improves the _____ of the staffing process.

a) efficiency ✓ correct
b) effectiveness
c) cost
d) quality

Q20. *[Multiple Choice]*

<!--RsQ_020-->Focusing on the staffing goal of hiring quickly reflects a focus on _____.

a) protecting a competitive advantage
b) strategic performance
c) efficiency ✓ correct
d) a long-term outcome goal

Q21. *[Multiple Choice]*

<!--RsQ_021-->Which of the following is a hiring process goal?

a) meeting stakeholder needs
b) enhancing organizational flexibility
c) improving business strategy execution
d) attracting diverse applicants ✓ correct

Q22. *[Multiple Choice]*

<!--RsQ_022-->Under which of the following circumstances does a company prefer to “churn” rather than keep existing employees?

a) when technology is developing very rapidly ✓ correct
b) when the existing employees are overqualified
c) when the training period provided is short
d) when competition in the market has increased

Q23. *[Multiple Choice]*

<!--RsQ_023-->RST is a small software firm that operates using the latest technology. As a result, the required employee skill sets change rapidly. The skill sets of employees who have been with the company for several years are found to be inferior to those of new hires, and the company has realized that fresh graduates are often better qualified to handle the projects. The firm’s resources are limited, and it needs to spend as little as possible on the staffing function, reserving most of its capital for project-specific investments. Which of the following staffing goals would be most suited to the company’s needs?

a) Recruiting semi-skilled workers from nontraditional sources and training them.
b) Reducing the employee turnover rate.
c) Hiring employees every two years on a contract basis. ✓ correct
d) Hiring employees whose skills can be developed over the long term.

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Q24. *[Multiple Choice]*

<!--RsQ_024-->A call center has adopted an expansionist strategy. It has taken on a number of big contracts from clients and is on a tight schedule to supply customer support services by the deadlines promised. Which of the following statements, if true, will result in the staffing goals being best aligned to the organizational strategy?

a) The time taken to fill a position should be tracked for each recruiting source, and the fastest possible source of at least minimally qualified talent should be utilized. ✓ correct

b) Only the best talent be selected, even if it takes a lot of time to hire.

c) As many applicants should be hired as possible in order to get the needed number of employees quickly.

d) The compensation offered should be higher than the average market rate to attract the maximum number of applicants.

Q25. *[Multiple Choice]*

<!--RsQ_025-->Which of the following is NOT a stakeholder in the staffing process?

a) supervisors

b) employees

c) shareholders

d) none of the above; all are stakeholders ✓ correct

Q26. *[Multiple Choice]*

<!--RsQ_026-->If an employer is unable to hire candidates with the desired qualifications, _____ may be its only option.

a) compensating them highly

b) training ✓ correct

c) succession planning

d) performance management

Q27. *[Multiple Choice]*

<!--RsQ_027-->Which of the following does an employer have to do if it wants to hire successfully from the traditional labor pool?

a) automate the job

b) increase training

c) reduce required qualifications

d) provide competitive pay ✓ correct

Q28. *[Multiple Choice]*

<!--RsQ_028-->Leo Ink is a company that produces stationery items. In order to improve its profits, the company plans to hire new talent for a brand-new marketing team. The labor market has a shortage of qualified marketing professionals. In this situation, which of the following strategies could Leo Ink follow to make profits?

a) Increase the salary offered to hire the needed marketing talent ✓ correct

b) Increase its scale of production instead of hiring people

c) Branch into the production of other items

d) Continue in the present state

Q29. *[Multiple Choice]*

<!--RsQ_029-->Greg's Bakery chain is planning to diversify into producing and selling candy. It has opened a new factory to support this plan, and the factory is ready to be staffed. The top management at Greg's has decided that it is willing to offer the best salaries in the industry to its latest employee additions. In this situation, which of the following staffing goals should Greg's follow?

a) hiring a large number of employees
b) hiring the best-qualified employees ✓ correct
c) hiring high-salaried employees
d) providing an extensive training period

Q30. *[Multiple Choice]*

<!--RsQ_030-->Samuel joined an accounting firm as a clerk. Each Monday, he is assigned a new project which is due by Friday. It has been over five months since he joined the firm, but Samuel has yet to receive any feedback about his work performance from his supervisor. This is an example of poor _____.

a) career development
b) succession management
c) performance management ✓ correct
d) work training

Q31. *[Multiple Choice]*

<!--RsQ_031-->Succession management ensures that _____.

a) a company attracts sufficient numbers of appropriately qualified applicants
b) new employees will be motivated by the firm's compensation package
c) high-potential new hires do not leave because they are overqualified and under-challenged
d) an organization has people ready to assume leadership positions when they become available ✓ correct

Q32. *[Multiple Choice]*

<!--RsQ_032-->Staffing ethics are gaining more attention as _____ increase(s).

a) business demands
b) employee turnover
c) hiring costs
d) socially responsible investing ✓ correct

Q33. *[Multiple Choice]*

<!--RsQ_033-->_____ can pressure managers to suppress their ethical concerns in pursuit of profits.

a) Shareholders ✓ correct
b) The government
c) Their families
d) Elves

Q34. *[Multiple Choice]*

<!--RsQ_034-->Staffing professionals are expected to act as agents of _____.

a) their employer ✓ correct
b) employees
c) shareholders
d) their supervisors

Q35. *[Multiple Choice]*

<!--RsQ_035-->Which of the following is NOT an ethical issue commonly faced by staffing professionals?

a) Being pressured to promote an employee based on non-job-related criteria
b) Being pressured to hire a manager's underqualified relative
c) Being asked not to lower hiring standards to meet a demanding hiring goal ✓ correct
d) Failing to consider the role of unconscious bias in recruitment and selection

Q36. *[Multiple Choice]*

<!--RsQ_036-->A(n) _____ is a set of rules outlining an employer's behavioral expectations and the responsibilities of employees.

a) employment contract
b) code of conduct ✓ correct
c) schema
d) employer brand

Q37. *[Multiple Choice]*

<!--RsQ_037-->When we recognize a situation as presenting an ethical issue, we have employed _____.

a) a schema ✓ correct
b) a contract
c) our intuition
d) metacognition

Q38. *[Multiple Choice]*

<!--RsQ_038-->When an employer studies the causes of turnover among its high-performers, it is engaging in _____.

a) deployment
b) succession management
c) staffing ethics
d) staffing analytics ✓ correct

Q39. *[Multiple Choice]*

<!--RsQ_039-->_____ is being used to speed up hiring, lower hiring costs, and enhance the candidate experience during the hiring process.

a) Staffing analytics
b) Staffing technology ✓ correct
c) Career planning
d) Staffing ethics

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1. An organization's competitive advantage is _____.
   a. not something that can be influenced by staffing
   b. the number of employees it hires in a year
   c. the annual employee turnover rate
   d. what it can do differently from its competitors

   ANS: d REF: p. 2 TOP: Introduction

2. Staffing can be considered a cornerstone of human resource management because it _____.
   a. takes the largest part of the human resource budget
   b. determines the workforce available to the company
   c. takes the most time of any human resource management function
   d. is the only function performed by human resources

   ANS: b REF: p. 3 TOP: Introduction

3. Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy is _____.
   a. workforce planning
   b. sourcing
   c. recruiting
   d. succession planning

   ANS: a REF: p. 9 TOP: The Components of Strategic Staffing

4. Which of the following is the first of the seven components of strategic staffing?
   a. sourcing
   b. selecting
   c. workforce planning
   d. deploying

   ANS: c REF: p. 9 TOP: The Components of Strategic Staffing

5. If a staffing specialist evaluates the external labor market to determine how challenging it will be to hire the talent her employer needs over the next few years, which of the following is being done?
   a. planning
   b. acquiring
   c. sourcing
   d. performance management

   ANS: a REF: p. 10 TOP: The Components of Strategic Staffing

6. When a firm determines that it will need to hire 50 customer service representatives within

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the next three months, it has engaged in _____.
a. attracting
b. placement
c. workforce planning
d. competency modeling

ANS: c REF: p. 10 TOP: The Components of Strategic Staffing

7. All organizational practices and decisions that affect either the number or types of individuals willing to apply for and accept job offers is _____.
a. negotiating
b. recruiting
c. performance management
d. human resource management

ANS: b REF: p. 11 TOP: The Components of Strategic Staffing

8. Locating qualified individuals and labor markets from which to recruit is _____.
a. recruiting
b. staffing
c. deployment
d. sourcing

ANS: d REF: p. 10 TOP: The Components of Strategic Staffing

9. The primary goal of _____ is to get the right people interested in working for an organization or in a specific job, then persuade them to apply and ultimately accept a job offer if one is extended.
a. sourcing
b. recruiting
c. employer branding
d. selecting

ANS: b REF: p. 11 TOP: The Components of Strategic Staffing

10. When a company creates an advertising campaign about what a great employer it is, it has engaged in _____.
a. sourcing
b. competency modeling
c. employer branding
d. redeployment

ANS: c REF: p. 11 TOP: The Components of Strategic Staffing

11. Interviewing job candidates to assess their fit with the job and organization is part of _____.

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a. attracting
b. selecting
c. deploying
d. employee profiling

ANS: b REF: p. 11 TOP: The Components of Strategic Staffing

12. When a supervisor assigns a new employee to a new project team, the manager has engaged in _____.
a. deployment
b. placement
c. workforce planning
d. competency modeling

ANS: a REF: p. 12 TOP: The Components of Strategic Staffing

13. When a supervisor introduces a new hire to her new colleagues and other important people in the organization, he is engaging in _____.
a. deployment
b. recruiting
c. socialization
d. career planning

ANS: c REF: p. 13 TOP: The Components of Strategic Staffing

14. Deployment involves _____.
a. assigning talent to appropriate jobs and roles in the organization
b. negotiating an employment contract
c. getting new hires up to speed and productive on their job
d. getting a job requisition approved

ANS: a REF: p. 12 TOP: The Components of Strategic Staffing

15. If a company's employees have talents that would be useful to the organization and the company is not taking advantage of these talents, it is not being efficient in the activity of _____ talent.
    a. acquiring
    b. deploying
    c. sourcing
    d. recruiting

    ANS: b REF: p. 12 TOP: The Components of Strategic Staffing

16. Putting together an attractive job offer and negotiating with the candidate the company wants to hire is part of _____.
    a. onboarding
    b. attracting
    c. recruiting
    d. acquiring

    ANS: d REF: p. 12 TOP: The Components of Strategic Staffing

17. Strategic staffing is a(n) _____ process.
    a. simple
    b. unethical
    c. matchmaking
    d. illegal

    ANS: c REF: p. 13 TOP: The Components of Strategic Staffing

18. _____ relate to the hiring process itself.
    a. Process goals
    b. Outcome goals
    c. Hiring goals
    d. Evaluation goals

    ANS: a REF: p. 14 TOP: The Goals of Strategic Staffing

19. Focusing on maximizing how quickly a position can be filled improves the _____ of the staffing process.
    a. efficiency
    b. effectiveness
    c. cost
    d. quality

    ANS: a REF: p. 14 TOP: The Goals of Strategic Staffing

20. Focusing on the staffing goal of hiring quickly reflects a focus on _____.
    a. protecting a competitive advantage

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b. strategic performance
c. efficiency
d. a long-term outcome goal

ANS: c REF: p. 14 TOP: The Goals of Strategic Staffing

21. Which of the following is a hiring process goal?
a. meeting stakeholder needs
b. enhancing organizational flexibility
c. improving business strategy execution
d. attracting diverse applicants

ANS: d REF: p. 15 TOP: The Goals of Strategic Staffing

22. Under which of the following circumstances does a company prefer to "churn" rather than keep existing employees?
a. when technology is developing very rapidly
b. when the existing employees are overqualified
c. when the training period provided is short
d. when competition in the market has increased

ANS: a REF: p. 16 TOP: The Goals of Strategic Staffing

23. RST is a small software firm that operates using the latest technology. As a result, the required employee skill sets change rapidly. The skill sets of employees who have been with the company for several years are found to be inferior to those of new hires, and the company has realized that fresh graduates are often better qualified to handle the projects. The firm's resources are limited, and it needs to spend as little as possible on the staffing function, reserving most of its capital for project-specific investments. Which of the following staffing goals would be most suited to the company's needs?
a. Recruiting semi-skilled workers from nontraditional sources and training them.
b. Reducing the employee turnover rate.
c. Hiring employees every two years on a contract basis.
d. Hiring employees whose skills can be developed over the long term.

ANS: c REF: p. 16 TOP: The Goals of Strategic Staffing

24. A call center has adopted an expansionist strategy. It has taken on a number of big contracts from clients and is on a tight schedule to supply customer support services by the deadlines promised. Which of the following statements, if true, will result in the staffing goals being best aligned to the organizational strategy?
a. The time taken to fill a position should be tracked for each recruiting source, and the fastest possible source of at least minimally qualified talent should be utilized.
b. Only the best talent be selected, even if it takes a lot of time to hire.
c. As many applicants should be hired as possible in order to get the needed number of employees quickly.

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d. The compensation offered should be higher than the average market rate to attract the maximum number of applicants.

ANS: a REF: p. 15 TOP: The Goals of Strategic Staffing

25. Which of the following is NOT a stakeholder in the staffing process?
    a. supervisors
    b. employees
    c. shareholders
    d. none of the above; all are stakeholders

    ANS: d REF: p. 16 TOP: The Goals of Strategic Staffing

26. If an employer is unable to hire candidates with the desired qualifications, _____ may be its only option.
    a. compensating them highly
    b. training
    c. succession planning
    d. performance management

    ANS: b REF: p. 18 TOP: Integrating the Functional Areas of Human

27. Which of the following does an employer have to do if it wants to hire successfully from the traditional labor pool?
    a. automate the job
    b. increase training
    c. reduce required qualifications
    d. provide competitive pay

    ANS: d REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

28. Leo Ink is a company that produces stationery items. In order to improve its profits, the company plans to hire new talent for a brand-new marketing team. The labor market has a shortage of qualified marketing professionals. In this situation, which of the following strategies could Leo Ink follow to make profits?
    a. Increase the salary offered to hire the needed marketing talent
    b. Increase its scale of production instead of hiring people
    c. Branch into the production of other items
    d. Continue in the present state

    ANS: a REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

29. Greg's Bakery chain is planning to diversify into producing and selling candy. It has opened a new factory to support this plan, and the factory is ready to be staffed. The top management at Greg's has decided that it is willing to offer the best salaries in the industry to its latest employee additions. In this situation, which of the following staffing goals should Greg's follow?
    a. hiring a large number of employees
    b. hiring the best-qualified employees
    c. hiring high-salaried employees
    d. providing an extensive training period

    ANS: b REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

30. Samuel joined an accounting firm as a clerk. Each Monday, he is assigned a new project which is due by Friday. It has been over five months since he joined the firm, but Samuel has yet to receive any feedback about his work performance from his supervisor. This is an example of poor _____.
    a. career development
    b. succession management
    c. performance management
    d. work training

    ANS: c REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

31. Succession management ensures that _____.
    a. a company attracts sufficient numbers of appropriately qualified applicants
    b. new employees will be motivated by the firm's compensation package
    c. high-potential new hires do not leave because they are overqualified and under-challenged
    d. an organization has people ready to assume leadership positions when they become available

    ANS: d REF: p. 20 TOP: Integrating the Functional Areas of Human

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32. Staffing ethics are gaining more attention as _____ increase(s).
    a. business demands
    b. employee turnover
    c. hiring costs
    d. socially responsible investing

    ANS: d REF: p. 21 TOP: Current Issues in Staffing

33. _____ can pressure managers to suppress their ethical concerns in pursuit of profits.
    a. Shareholders
    b. The government
    c. Their families
    d. Elves

    ANS: a REF: p. 21 TOP: Staffing Ethics

34. Staffing professionals are expected to act as agents of _____.
    a. their employer
    b. employees
    c. shareholders
    d. their supervisors

    ANS: a REF: p. 21 TOP: Staffing Ethics

35. Which of the following is NOT an ethical issue commonly faced by staffing professionals?
    a. Being pressured to promote an employee based on non-job-related criteria
    b. Being pressured to hire a manager's underqualified relative
    c. Being asked not to lower hiring standards to meet a demanding hiring goal
    d. Failing to consider the role of unconscious bias in recruitment and selection

    ANS: c REF: p. 23 TOP: Staffing Ethics

36. A(n) _____ is a set of rules outlining an employer's behavioral expectations and the responsibilities of employees.
    a. employment contract
    b. code of conduct
    c. schema
    d. employer brand

    ANS: b REF: p. 22 TOP: Staffing Ethics

37. When we recognize a situation as presenting an ethical issue, we have employed _____.
    a. a schema
    b. a contract

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c. our intuition
d. metacognition

ANS: a REF: p. 22 TOP: Staffing Ethics

38. When an employer studies the causes of turnover among its high-performers, it is engaging in _____.
a. deployment
b. succession management
c. staffing ethics
d. staffing analytics

ANS: d REF: p. 23 TOP: Staffing Analytics

39. _____ is being used to speed up hiring, lower hiring costs, and enhance the candidate experience during the hiring process.
a. Staffing analytics
b. Staffing technology
c. Career planning
d. Staffing ethics

ANS: b REF: p. 23-24 TOP: Staffing Analytics