MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) ________ are more broadly defined components of a successful worker's repertoire of behavior needed to do the job well.
   A) Abilities   B) Talents   C) Competencies   D) Skills

2) Bella Vista Inc. needs to hire a new marketing manager after the former manager retired. The company recruited James Anderson, who was employed in Webster & Co., and offered him the job of manager. This is an example of ________.
   A) internal talent focus   B) external talent focus   C) competitive advantage   D) growth focus

3) Which of the following is true about external hiring?
   A) External hires reinforce the organization's culture more than do internal hires.
   B) It sends employees the message that good performance can be rewarded with a promotion.
   C) It can enhance organizational diversity.
   D) Jobs can be filled faster than through internal hiring.

4) In the soft (humanistic) HRM approach...
   A) communication, leadership and motivation are emphasized.
   B) employees are viewed as a passive factor of production.
   C) employees are seen to be replacable and disposable.
   D) the quantitative aspects of HRM are emphasized.

5) A company is able to successfully recruit engineers by handing out flyers during community events near a university which is highly rated for its engineering program. The company's competitor effectively reaches the same audience by hanging banners at similar event. This is an example of ________.
   A) inimitability   B) refutability   C) substitutability   D) value addition

6) Which of the following, if true, would require a company to make adjustments to its historical employee–productivity ratios?
   A) The company's cost of borrowing is going down.
   B) The company is adopting a more efficient manufacturing system.
   C) The company is able to recruit more easily because of higher unemployment in the market.
   D) The company is expecting higher volumes of work in the next two years.

7) Treating employees as partners. Providing opportunity for the employee to control and understand their work. These are basic values of...
   A) the high–performance management   B) the high–control management
   C) the high–involvement management   D) the high–commitment management
8) _______ involves looking at past employment patterns and using those patterns to predict a firm’s future labor needs.
   A) ROI analysis  B) Trend analysis  C) Judgmental forecasting  D) Transition analysis

9) An employee who is currently employed but occasionally visits online job boards “just to see what’s out there” in case he can identify a better job opportunity is called a(n) _______.
   A) non-active job seeker  B) passive job seeker  C) active job seeker  D) latent job seeker

10) Firms operating globally often need to give some latitude to their local managers to tailor their strategies and practices to meet the needs of their locations. This highlights the _______ aspect of global sourcing.
    A) integration  B) specialization  C) standardization  D) differentiation

11) A software company has a high turnover rate. What staffing strategy would be most appropriate?
    A) hiring people quickly even if their skills are not as high as required
    B) filling vacancies quickly with people who are able to perform with minimal job training
    C) hiring people with the potential to be promoted over a period of years
    D) slowing down the hiring process to try to find better recruits

12) The Michigan School model of HRM explains that there is a _______, which contains four steps.
    A) human resource cycle  B) human resource strategy  C) strategic staffing process  D) KSAO model of employee characteristics

13) An HR manager trying to recruit for a number of key positions in a firm asks the best talent to recommend the best people they’ve worked with in the past or people they feel would be good performers. This is an example of _______.
    A) external job posting  B) networking  C) internal job posting  D) referrals

14) Which of the following refers to the training of employees to extend their capabilities and prepare them to assume other jobs and roles in the firm?
    A) succession management  B) internal job posting  C) employee development  D) leadership development program

15) According to the resource-based view of the firm, in order to create value, staffing practices must _______.
    A) rapidly create new products or services  B) maximize the number of applicants who are hired
    C) imitate the practices followed by competitors  D) enhance the differentiation of the firm’s products

16) Which of the following types of workers would most value the reward of having different tasks to do every day?
    A) workers who value making individual contributions  B) workers who desire career advancement
    C) workers who value being rewarded for individual contribution  D) workers who are seeking skill development
17) Succession management ensures that _______.
   A) an organization has people ready to assume leadership positions when they become available
   B) high-potential new hires do not leave because they are overqualified and underchallenged
   C) new employees will be motivated by the firm's compensation package
   D) a company attracts sufficient numbers of appropriately qualified applicants

18) Identify the primary limitation of all forecasting techniques.
   A) They rely on historical patterns and activity levels.
   B) They are qualitative in nature.
   C) They tend to give biased estimates.
   D) They rely on managerial intuition and judgment.

19) What is the first step in developing an HR strategy (according to the 6 step model)?
   A) formulating a guiding coalition
   B) understand current capabilities and identify a gap
   C) image the future
   D) model the dynamics of the system

20) The job analysis technique that identifies behaviors that lead to extremely effective or extremely ineffective job performance is _______.
   A) task inventory method
   B) job elements method
   C) critical incidents method
   D) structured interview method

21) Promotions are likely to be fastest in organizations in the _______ stage of their life cycle.
   A) decline
   B) maturity
   C) growth
   D) introduction

22) When a firm pursues a differentiation strategy, it is attempting to _______.
   A) be the lowest-cost producer for a particular level of product quality
   B) expand the company to increase the firm's sales
   C) achieve the efficient production and delivery of products
   D) develop products that have unique characteristics

23) A company that lets each of its business units staff in whatever way they choose and house their own staffing function, is an example of _______.
   A) centralized staffing
   B) strategic staffing
   C) delegation
   D) decentralized staffing

24) Which of the following is compromised when retaining workers?
   A) creating a workforce that has a better understanding of the company's processes
   B) a regular infusion of new ideas and perspectives
   C) creating a more loyal and committed workforce
   D) decreasing staffing costs

25) Which of the following are detailed records or databases that summarize each employee's skills, competencies, education, training, languages spoken, and chances of being promoted?
   A) transition databases
   B) performance reviews
   C) replacement charts
   D) talent inventories
26) When viewing applicants and employees as investors, the goal is to _______.
   A) be as selective as possible in choosing whom to hire
   B) give applicants and employees a return on their personal contributions in the organization
   C) terminate the bottom performing 10% of employees every year
   D) ensure that the revenue generated by a new hire exceeds the new hire's total compensation level

27) HR philosophies are
   A) long term plans for the HRM
   B) formal procedures and methods
   C) values and guiding principles
   D) informal approaches used

28) A summary of the characteristics of someone able to perform the job well is a _______.
   A) person specification
   B) job requisition
   C) job analysis
   D) job description

29) Hiring top talent away from another company is an example of using which recruiting source?
   A) employee referrals
   B) raiding competitors
   C) internet data mining
   D) networking

30) The ________ school of strategy development is based on the assumption of economic reality.
    A) configuration
    B) controlling
    C) design
    D) process

31) 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 the job offer if they are extended.
    A) sourcing
    B) recruiting
    C) selecting
    D) employer branding

32) Which of the following means of sourcing talent is sometimes considered unethical?
    A) acquisitions and mergers
    B) raiding
    C) data mining
    D) transitional talent deployment

33) Which of the following forecasting methods relies on the experience and insights of people in the organization to predict a firm’s future employment needs?
    A) trend analysis
    B) ROI analysis
    C) transition analysis
    D) judgmental forecasting

34) Which of the following is the first step in the typical workforce planning process?
    A) developing and implementing action plans
    B) identifying the firm’s business strategy
    C) conducting a workforce analysis
    D) articulating the firm’s strategic staffing decisions
35) Strategic staffing means _______.  
   A) staffing an organization in future-orientated and goal-directed ways that support the organization’s business strategy and enhance organizational effectiveness  
   B) recruiting from as many places as possible to generate the largest possible number of applicants  
   C) investing large amounts of money on staffing activities  
   D) filling a job as quickly and cheaply as possible in order to add manpower to an organization  

36) A new college graduate looking for his or her first job is a(n) _______.  
   A) active job seeker  
   B) passive job seeker  
   C) semi–passive job seeker  
   D) non–active job seeker  

37) A systematic process of identifying and describing the important aspects of a job and the characteristic a worker needs to perform the job well is a _______.  
   A) bona fide occupational qualification  
   B) legal audit  
   C) job specification  
   D) job analysis  

38) In geographic targeting, the labor market used to source lower-level positions in a firm is most likely to be _______.  
   A) national  
   B) local  
   C) regional  
   D) international  

39) The job analysis method that uses expert brainstorming sessions to identify the characteristics of successful workers is the _______.  
   A) job elements method  
   B) structured interview method  
   C) task inventory method  
   D) critical incidents method  

40) Which of the following external recruiting sources is useful for finding semi–passive and passive job seekers?  
   A) military transition services  
   B) online job boards  
   C) walk-ins  
   D) internet data mining
Answer Key
Testname: GRA_SHRM_MIDTERM_2011I

1) C
2) B
3) C
4) A
5) C
6) B
7) C
8) B
9) B
10) D
11) B
12) A
13) D
14) C
15) D
16) D
17) A
18) A
19) A
20) C
21) C
22) D
23) D
24) B
25) D
26) B
27) C
28) A
29) B
30) C
31) B
32) B
33) D
34) B
35) A
36) A
37) D
38) B
39) A
40) D