

Name: _____

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

- 1) What is the first step in developing an HR strategy (according to the 6 step model)? 1) _____
A) understand current capabilities and identify a gap
B) formulating a guiding coalition
C) image the future
D) model the dynamics of the system

- 2) Which of the following, if true, would require a company to make adjustments to its historical employee-productivity ratios? 2) _____
A) The company is expecting higher volumes of work in the next two years.
B) The company is able to recruit more easily because of higher unemployment in the market.
C) The company's cost of borrowing is going down.
D) The company is adopting a more efficient manufacturing system.

- 3) 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 _____. 3) _____
A) delegation
B) centralized staffing
C) strategic staffing
D) decentralized staffing

- 4) A new college graduate looking for his or her first job is a(n) _____. 4) _____
A) active job seeker
B) semi-passive job seeker
C) passive job seeker
D) non-active job seeker

- 5) Identify the primary limitation of all forecasting techniques. 5) _____
A) They rely on historical patterns and activity levels.
B) They tend to give biased estimates.
C) They rely on managerial intuition and judgment.
D) They are qualitative in nature.

- 6) Treating employees as partners. Providing opportunity for the employee to control and understand their work. These are basic values of... 6) _____
A) the high-control management
B) the high-performance management
C) the high-commitment management
D) the high-involvement management

- 7) 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 _____. 7) _____
A) external job posting
B) referrals
C) internal job posting
D) networking

- 8) 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. 8) _____
A) differentiation
B) specialization
C) standardization
D) integration

- 9) _____ are more broadly defined components of a successful worker's repertoire of behavior needed to do the job well. 9) _____
 A) Skills B) Abilities C) Competencies D) Talents
- 10) 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) _____. 10) _____
 A) latent job seeker B) passive job seeker
 C) active job seeker D) non-active job seeker
- 11) In the soft (humanistic) HRM approach... 11) _____
 A) employess are seen to be replacable and disposable.
 B) the quantitaive aspects of HRM are emphasized.
 C) communication, leadership and motivation are emphasized.
 D) employees are viewed as a passive factor of production.
- 12) According to the resource-based view of the firm, in order to create value, staffing practices must _____. 12) _____
 A) enhance the differentiation of the firm's products
 B) imitate the practices followed by competitors
 C) rapidly create new products or services
 D) maximize the number of applicants who are hired
- 13) Succession management ensures that _____. 13) _____
 A) high-potential new hires do not leave because they are overqualified and underchallenged
 B) new employees will be motivated by the firm's compensation package
 C) an organization has people ready to assume leadership positions when they become available
 D) a company attracts sufficient numbers of appropriately qualified applicants
- 14) The job analysis method that uses expert brainstorming sessions to identify the characteristics of successful workers is the _____. 14) _____
 A) structured interview method B) job elements method
 C) critical incidents method D) task inventory method
- 15) When a firm pursues a differentiation strategy, it is attempting to _____. 15) _____
 A) expand the company to increase the firm's sales
 B) develop products that have unique characteristics
 C) be the lowest-cost producer for a particular level of product quality
 D) achieve the efficient production and delivery of products
- 16) 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? 16) _____
 A) judgmental forecasting B) ROI analysis
 C) trend analysis D) transition analysis
- 17) A software company has a high turnover rate. What staffing strategy would be most appropriate? 17) _____
 A) hiring people quickly even if their skills are not as high as required
 B) slowing down the hiring process to try to find better recruits
 C) hiring people with the potential to be promoted over a period of years
 D) filling vacancies quickly with people who are able to perform with minimal job training

- 18) 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. 18) _____
 A) employer branding B) recruiting
 C) sourcing D) selecting
- 19) 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 _____. 19) _____
 A) substitutability B) refutability C) value addition D) inimitability
- 20) Which of the following means of sourcing talent is sometimes considered unethical? 20) _____
 A) raiding B) acquisitions and mergers
 C) transitional talent deployment D) data mining
- 21) 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 _____. 21) _____
 A) job specification B) bona fide occupational qualification
 C) legal audit D) job analysis
- 22) 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? 22) _____
 A) leadership development program B) employee development
 C) internal job posting D) succession management
- 23) 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? 23) _____
 A) transition databases B) talent inventories
 C) performance reviews D) replacement charts
- 24) _____ involves looking at past employment patterns and using those patterns to predict a firm's future labor needs. 24) _____
 A) Judgmental forecasting B) Transition analysis
 C) Trend analysis D) ROI analysis
- 25) The job analysis technique that identifies behaviors that lead to extremely effective or extremely ineffective job performance is _____. 25) _____
 A) task inventory method B) critical incidents method
 C) structured interview method D) job elements method
- 26) When viewing applicants and employees as investors, the goal is to _____. 26) _____
 A) terminate the bottom performing 10% of employees every year
 B) ensure that the revenue generated by a new hire exceeds the new hire's total compensation level
 C) be as selective as possible in choosing whom to hire
 D) give applicants and employees a return on their personal contributions in the organization

- 27) A summary of the characteristics of someone able to perform the job well is a _____. 27) _____
 A) job requisition B) job description
 C) person specification D) job analysis
- 28) Which of the following is true about external hiring? 28) _____
 A) It can enhance organizational diversity.
 B) External hires reinforce the organization's culture more than do internal hires.
 C) Jobs can be filled faster than through internal hiring.
 D) It sends employees the message that good performance can be rewarded with a promotion.
- 29) The Michigan School model of HRM explains that there is a _____, which contains four 29) _____
 steps.
 A) human resource cycle B) human resource strategy
 C) KSAO model of employee characteristics D) strategic staffing process
- 30) Which of the following is compromised when retaining workers? 30) _____
 A) decreasing staffing costs
 B) a regular infusion of new ideas and perspectives
 C) creating a more loyal and committed workforce
 D) creating a workforce that has a better understanding of the company's processes
- 31) The _____ school of strategy development is based on the assumption of economic reality. 31) _____
 A) controlling B) design C) configuration D) process
- 32) Which of the following external recruiting sources is useful for finding semi-passive and passive 32) _____
 job seekers?
 A) internet data mining B) walk-ins
 C) online job boards D) military transition services
- 33) HR philosophies are 33) _____
 A) long term plans for the HRM B) informal approaches used
 C) formal procedures and methods D) values and guiding principles
- 34) Bella Vista Inc. needs to hire a new marketing manager after the former manager retired. The 34) _____
 company recruited James Anderson, who was employed in Webster & Co., and offered him the job
 of manager. This is an example of _____.
 A) competitive advantage B) growth focus
 C) external talent focus D) internal talent focus
- 35) Which of the following types of workers would most value the reward of having different tasks to 35) _____
 do every day?
 A) workers who desire career advancement
 B) workers who value being rewarded for individual contribution
 C) workers who are seeking skill development
 D) workers who value making individual contributions

- 36) Which of the following is the first step in the typical workforce planning process? 36) _____
- A) identifying the firm's business strategy
 - B) developing and implementing action plans
 - C) conducting a workforce analysis
 - D) articulating the firm's strategic staffing decisions
- 37) Strategic staffing means _____. 37) _____
- A) filling a job as quickly and cheaply as possible in order to add manpower to an organization
 - B) staffing an organization in future-oriented and goal-directed ways that support the organization's business strategy and enhance organizational effectiveness
 - C) investing large amounts of money on staffing activities
 - D) recruiting from as many places as possible to generate the largest possible number of applicants
- 38) In geographic targeting, the labor market used to source lower-level positions in a firm is most likely to be _____. 38) _____
- A) regional
 - B) local
 - C) national
 - D) international
- 39) Hiring top talent away from another company is an example of using which recruiting source? 39) _____
- A) employee referrals
 - B) internet data mining
 - C) networking
 - D) raiding competitors
- 40) Promotions are likely to be fastest in organizations in the _____ stage of their life cycle. 40) _____
- A) maturity
 - B) introduction
 - C) decline
 - D) growth

Answer Key

Testname: GRB_SHRM_MIDTERM_2011I

- 1) B
- 2) D
- 3) D
- 4) A
- 5) A
- 6) D
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- 8) A
- 9) C
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