Chapter 01

Staffing Models and Strategy

**True / False Questions**

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| 1. | Human capital refers to the knowledge, skill, and ability of people and their motivation to use them successfully on the job.    True    False |

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| 2. | For the average organization, employee costs (wages or salaries and benefits) are under 10% of its total revenue.    True    False |

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| 3. | Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.    True    False |

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| 4. | Acquisition activities involve external staffing systems that govern the initial intake of applicants into the organization.    True    False |

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| 5. | Internal staffing systems work in fundamentally different ways than external staffing systems.    True    False |

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| 6. | Organizations should attempt to eliminate all employee turnover if at all possible.    True    False |

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| 7. | Employee turnover does not represent a significant cost to most organizations.    True    False |

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| 8. | Staffing is more of a process than an event.    True    False |

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| 9. | Staffing the organization requires attention to both the quantity and quality of people brought into, moved within, and retained by the organization.    True    False |

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| 10. | Staffing systems exist primarily to fill specific vacancies, and are not closely linked to overall organizational profitability and growth.    True    False |

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| 11. | Quantity or quality labor shortages can mean lost business opportunities, scaled-back expansion plans, an inability to provide critical consumer goods and services, and even threats to organizational survival.    True    False |

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| 12. | Employee shortages seldom require job reassignments or overtime for current employees.    True    False |

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| 13. | Enterprise Rent-A-Car tries to use a single strategy for recruiting employees, rather than spreading their efforts across a lot of different strategies.    True    False |

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| 14. | Pfizer has concluded that it cannot project what kind of talent it needs in the next 10 years and then select employees whose skills matched these long-range future talent needs.    True    False |

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| 15. | The quantity portion of the staffing definition means that organizations must be concerned about staffing levels and their adequacy.    True    False |

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| 16. | When head count requirements exceed availabilities, the organization will be overstaffed.    True    False |

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| 17. | The person/job match model says that jobs are characterized by their level of qualifications and motivation.    True    False |

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| 18. | The person/job match model says that individuals are characterized by their level of qualifications and motivation.    True    False |

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| 19. | The person/job match model states that it is more important to match job rewards to individual motivations than to match job requirements to KSAOs.    True    False |

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| 20. | Matching concerns that involve the larger organization include organizational values, new job duties, multiple jobs, and future jobs.    True    False |

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| 21. | In organizations where technology and globalization have caused jobs to change at a rapid pace, person/organization match is more important than person/job match.    True    False |

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| 22. | It is usually wise to just focus on task and KSAO requirements when staffing, because job requirements almost never extend beyond task and KSAO requirements.    True    False |

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| 23. | The three stages of entering an organization (in order) are selection, recruitment, and employment.    True    False |

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| 24. | The initial stage in the staffing system components model is recruitment.    True    False |

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| 25. | The recruitment stage of the staffing process involves identification and attraction activities by both the organization and the individual.    True    False |

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| 26. | The selection stage of the staffing process emphasizes the assessment and evaluation of job applicants.    True    False |

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| 27. | Self-selection refers to employee decisions about whether to continue in or drop out of the staffing process.    True    False |

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| 28. | Organizational strategy usually dictates HR strategy, and HR strategy seldom has an impact on organizational strategy.    True    False |

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| 29. | Support activities for HR include legal compliance, planning, and job analysis.    True    False |

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| 30. | Core activities for HR include legal compliance, planning, and job analysis.    True    False |

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| 31. | Sound staffing strategy should always focus on acquiring employees who can hit the ground running and be at peak performance the moment they arrive.    True    False |

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| 32. | Small and midsized organizations have increasingly turned to outsourcing as a way to improve the quality of certain recruiting and hiring processes.    True    False |

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| 33. | Organizations choose to follow an internal staffing strategy if they want to cultivate a stable, committed workforce.    True    False |

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| 34. | An organization's core workforce is composed of workers who are used on an as-needed, just-in-time basis.    True    False |

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| 35. | Some organizations accept a certain level of turnover as inevitable and frequently hire replacements to fill vacancies.    True    False |

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| 36. | Outsourcing is when an organization sets up its own operations in another country.    True    False |

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| 37. | Some organizations understaff in order to avoid costly layoffs.    True    False |

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| 38. | When forced to choose between addressing short-term labor shortages or identifying talent for the long term, most organizations focus on developing the long-term concerns.    True    False |

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| 39. | A person/organization match is likely to be more important than a person/job match when jobs are poorly defined and fluid.    True    False |

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| 40. | Examples of job-specific KSAOs include flexibility and adaptability, ability to learn, written and oral communication skills, and algebra/statistics skills.    True    False |

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| 41. | An active diversity strategy might be pursued as a way of acquiring workers who can help identify a products that might be received favorably by various segments of the marketplace.    True    False |

**Multiple Choice Questions**

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| 42. | The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness is called \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | staffing |  |  |  | | --- | --- | | B. | recruitment |  |  |  | | --- | --- | | C. | selection |  |  |  | | --- | --- | | D. | placement | |

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| 43. | Which of the following statements is true regarding staffing?      |  |  | | --- | --- | | A. | The organization is the only active player in the staffing process. |  |  |  | | --- | --- | | B. | The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers. |  |  |  | | --- | --- | | C. | The staffing process should only be viewed from the perspective of the individual (line) manager. |  |  |  | | --- | --- | | D. | None of the above | |

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| 44. | The process that involves the placement of new hires on the actual job they will hold is called \_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | acquisition |  |  |  | | --- | --- | | B. | deployment |  |  |  | | --- | --- | | C. | retention |  |  |  | | --- | --- | | D. | none of the above | |

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| 45. | The purpose of retention systems is to \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | attract qualified applicants to job openings in the organization |  |  |  | | --- | --- | | B. | establish a good person-job match |  |  |  | | --- | --- | | C. | manage the flow of employees out of the organization |  |  |  | | --- | --- | | D. | establish a good person-organization match | |

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| 46. | Staffing systems should ultimately be used, to \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | ensure that day-to-day operations run smoothly |  |  |  | | --- | --- | | B. | ensure that procedural, transactional, and routine activities are accomplished |  |  |  | | --- | --- | | C. | reduce costs regardless of the effects on quality or quantity |  |  |  | | --- | --- | | D. | contribute to the attainment of organizational goals such as survival, profitability, and growth | |

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| 47. | According to the staffing quantity model, an organization will be \_\_\_\_\_\_\_\_\_\_ when availabilities exceed requirements.      |  |  | | --- | --- | | A. | fully staffed |  |  |  | | --- | --- | | B. | understaffed |  |  |  | | --- | --- | | C. | overstaffed |  |  |  | | --- | --- | | D. | none of the above | |

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| 48. | The staffing quantity model uses \_\_\_\_\_\_\_\_\_ to determine whether a condition of being overstaffed, fully staffed, or understaffed exists.      |  |  | | --- | --- | | A. | projected staffing requirements |  |  |  | | --- | --- | | B. | projected staffing availabilities |  |  |  | | --- | --- | | C. | projected economic trends |  |  |  | | --- | --- | | D. | projected staffing requirements and projected staffing availabilities are both needed | |

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| 49. | Which of the following are portions of person-job match?      |  |  | | --- | --- | | A. | Jobs are characterized by their requirements |  |  |  | | --- | --- | | B. | Jobs are characterized by their embedded rewards |  |  |  | | --- | --- | | C. | Individuals are characterized by their level of qualification and motivation |  |  |  | | --- | --- | | D. | All of the above | |

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| 50. | Which of the following statements is false regarding person-job match?      |  |  | | --- | --- | | A. | Jobs are characterized by their requirements and embedded rewards. |  |  |  | | --- | --- | | B. | Individuals are characterized by their level of qualification. |  |  |  | | --- | --- | | C. | Organizational culture is an important aspect of person-job match. |  |  |  | | --- | --- | | D. | Individuals can be characterized by their motivation levels. | |

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| 51. | The person/job match model says that there must be a match between \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | job requirements with KSAOs and job rewards with individual motivation |  |  |  | | --- | --- | | B. | job requirements and individual motivation |  |  |  | | --- | --- | | C. | KSAOs and individual motivation |  |  |  | | --- | --- | | D. | none of the above | |

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| 52. | Regarding the person/job match model, \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | staffing is only concerned with the job requirements-KSAO portion of the match |  |  |  | | --- | --- | | B. | job requirements should be expressed in terms of only tasks involved and not KSAOs |  |  |  | | --- | --- | | C. | It applies only to tasks that have been identified and written down |  |  |  | | --- | --- | | D. | none of the above is correct | |

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| 53. | In terms of the person/organization match \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the "organization" includes only tasks to be performed that are written down as part of the job description. |  |  |  | | --- | --- | | B. | attempts to match people to organization values should not be made. |  |  |  | | --- | --- | | C. | there is a concern with the "fit" of people to multiple jobs or future jobs. |  |  |  | | --- | --- | | D. | all of the above are correct. | |

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| 54. | Which of the following matching concerns arise in person-organization match \_\_\_\_\_\_\_\_\_?      |  |  | | --- | --- | | A. | values, new job duties, multiple jobs, and future jobs |  |  |  | | --- | --- | | B. | values, qualifications, and motivation |  |  |  | | --- | --- | | C. | person, process, and principle |  |  |  | | --- | --- | | D. | all of the above are correct | |

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| 55. | The staffing system components model says that the phases of the staffing process occur in which order after the initial interaction between the applicant and the organization?      |  |  | | --- | --- | | A. | selection, recruitment, employment |  |  |  | | --- | --- | | B. | recruitment, selection, employment |  |  |  | | --- | --- | | C. | recruitment, employment, selection |  |  |  | | --- | --- | | D. | employment, recruitment, selection | |

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| 56. | According to the overall staffing organizations model, one support activity is \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | external staffing |  |  |  | | --- | --- | | B. | job analysis |  |  |  | | --- | --- | | C. | internal staffing |  |  |  | | --- | --- | | D. | labor relations | |

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| 57. | According to the overall staffing organizations model, an example of a(n) core staffing activity is \_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | HR strategy and planning |  |  |  | | --- | --- | | B. | job analysis |  |  |  | | --- | --- | | C. | internal recruitment |  |  |  | | --- | --- | | D. | none of the above | |

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| 58. | According to the overall staffing organizations model, HR and staffing strategy are driven by \_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the mission, goals and objectives of the organization |  |  |  | | --- | --- | | B. | support activities |  |  |  | | --- | --- | | C. | legal compliance activities |  |  |  | | --- | --- | | D. | all of the above are correct | |

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| 59. | Which of the following is a part of the recruiting phase of the staffing process?      |  |  | | --- | --- | | A. | drawing up job offers |  |  |  | | --- | --- | | B. | completing application blanks |  |  |  | | --- | --- | | C. | developing and conducting job fairs |  |  |  | | --- | --- | | D. | both drawing up job offers and developing and conducting job fairs | |

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| 60. | Which of these activities is most directly associated with the employment phase of the staffing process?      |  |  | | --- | --- | | A. | screening job applications |  |  |  | | --- | --- | | B. | deciding on finalists for a job |  |  |  | | --- | --- | | C. | advertising a job opening |  |  |  | | --- | --- | | D. | evaluating the results of a job aptitude test | |

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| 61. | Staffing system management involves \_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | assessing applicant qualifications |  |  |  | | --- | --- | | B. | facilitating employee retention |  |  |  | | --- | --- | | C. | guiding, coordinating, controlling, and evaluating staffing activities |  |  |  | | --- | --- | | D. | day-to-day legal compliance activities | |

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| 62. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy would have an organization concentrate on acquiring new employees who can "hit the ground running."      |  |  | | --- | --- | | A. | pure acquisition |  |  |  | | --- | --- | | B. | pure development |  |  |  | | --- | --- | | C. | lead system |  |  |  | | --- | --- | | D. | lag system | |

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| 63. | The \_\_\_\_\_\_\_\_\_\_\_ is composed of more peripheral workers who are used on an as-needed, just-in-time basis.      |  |  | | --- | --- | | A. | core workforce |  |  |  | | --- | --- | | B. | high performance workforce |  |  |  | | --- | --- | | C. | flexible workforce |  |  |  | | --- | --- | | D. | none of the above | |

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| 64. | Outsourcing is \_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | setting up operations in another country |  |  |  | | --- | --- | | B. | typically prohibited by law in most states |  |  |  | | --- | --- | | C. | a strategy that is being used less and less |  |  |  | | --- | --- | | D. | moving a business process to another vendor | |

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| 65. | Organizations often \_\_\_\_\_\_\_\_\_\_ when they choose to ride out dips in demand for goods and services or to stockpile talent.      |  |  | | --- | --- | | A. | understaff |  |  |  | | --- | --- | | B. | overstaff |  |  |  | | --- | --- | | C. | attract |  |  |  | | --- | --- | | D. | relocate | |

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| 66. | A(n) \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy is when organizations decide to go to locations where there are ample labor supplies.      |  |  | | --- | --- | | A. | transfer system |  |  |  | | --- | --- | | B. | relocate system |  |  |  | | --- | --- | | C. | factional system |  |  |  | | --- | --- | | D. | extrinsic system | |

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| 67. | When jobs are highly fluid, it is probably advisable for organizations to focus more on.      |  |  | | --- | --- | | A. | person-job match |  |  |  | | --- | --- | | B. | person-organization match |  |  |  | | --- | --- | | C. | recruiter-recruit match |  |  |  | | --- | --- | | D. | dynamic equilibrium | |

Chapter 01 Staffing Models and Strategy Answer Key

**True / False Questions**

|  |  |
| --- | --- |
| 1. | Human capital refers to the knowledge, skill, and ability of people and their motivation to use them successfully on the job.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 2. | For the average organization, employee costs (wages or salaries and benefits) are under 10% of its total revenue.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 3. | Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 4. | Acquisition activities involve external staffing systems that govern the initial intake of applicants into the organization.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 5. | Internal staffing systems work in fundamentally different ways than external staffing systems.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 6. | Organizations should attempt to eliminate all employee turnover if at all possible.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 7. | Employee turnover does not represent a significant cost to most organizations.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 8. | Staffing is more of a process than an event.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 9. | Staffing the organization requires attention to both the quantity and quality of people brought into, moved within, and retained by the organization.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 10. | Staffing systems exist primarily to fill specific vacancies, and are not closely linked to overall organizational profitability and growth.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 11. | Quantity or quality labor shortages can mean lost business opportunities, scaled-back expansion plans, an inability to provide critical consumer goods and services, and even threats to organizational survival.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 12. | Employee shortages seldom require job reassignments or overtime for current employees.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 13. | Enterprise Rent-A-Car tries to use a single strategy for recruiting employees, rather than spreading their efforts across a lot of different strategies.    **FALSE** |

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| *Topic: The Nature of Staffing* |

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| 14. | Pfizer has concluded that it cannot project what kind of talent it needs in the next 10 years and then select employees whose skills matched these long-range future talent needs.    **TRUE** |

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| *Topic: The Nature of Staffing* |

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| 15. | The quantity portion of the staffing definition means that organizations must be concerned about staffing levels and their adequacy.    **TRUE** |

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| *Topic: Staffing Models* |

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| 16. | When head count requirements exceed availabilities, the organization will be overstaffed.    **FALSE** |

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| *Topic: Staffing Models* |

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| 17. | The person/job match model says that jobs are characterized by their level of qualifications and motivation.    **FALSE** |

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| *Topic: Staffing Models* |

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| 18. | The person/job match model says that individuals are characterized by their level of qualifications and motivation.    **TRUE** |

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| *Topic: Staffing Models* |

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| 19. | The person/job match model states that it is more important to match job rewards to individual motivations than to match job requirements to KSAOs.    **FALSE** |

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| *Topic: Staffing Models* |

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| 20. | Matching concerns that involve the larger organization include organizational values, new job duties, multiple jobs, and future jobs.    **TRUE** |

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| *Topic: Staffing Models* |

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| 21. | In organizations where technology and globalization have caused jobs to change at a rapid pace, person/organization match is more important than person/job match.    **TRUE** |

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| *Topic: Staffing Models* |

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| 22. | It is usually wise to just focus on task and KSAO requirements when staffing, because job requirements almost never extend beyond task and KSAO requirements.    **FALSE** |

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| *Topic: Staffing Models* |

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| 23. | The three stages of entering an organization (in order) are selection, recruitment, and employment.    **FALSE** |

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| *Topic: Staffing Models* |

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| 24. | The initial stage in the staffing system components model is recruitment.    **TRUE** |

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| *Topic: Staffing Models* |

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| 25. | The recruitment stage of the staffing process involves identification and attraction activities by both the organization and the individual.    **TRUE** |

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| *Topic: Staffing Models* |

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| 26. | The selection stage of the staffing process emphasizes the assessment and evaluation of job applicants.    **TRUE** |

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| *Topic: Staffing Models* |

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| 27. | Self-selection refers to employee decisions about whether to continue in or drop out of the staffing process.    **TRUE** |

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| *Topic: Staffing Models* |

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| 28. | Organizational strategy usually dictates HR strategy, and HR strategy seldom has an impact on organizational strategy.    **FALSE** |

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| *Topic: Staffing Models* |

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| 29. | Support activities for HR include legal compliance, planning, and job analysis.    **TRUE** |

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| *Topic: Staffing Models* |

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| 30. | Core activities for HR include legal compliance, planning, and job analysis.    **FALSE** |

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| *Topic: Staffing Models* |

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| 31. | Sound staffing strategy should always focus on acquiring employees who can hit the ground running and be at peak performance the moment they arrive.    **FALSE** |

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| *Topic: Staffing Strategy* |

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| 32. | Small and midsized organizations have increasingly turned to outsourcing as a way to improve the quality of certain recruiting and hiring processes.    **TRUE** |

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| *Topic: Staffing Strategy* |

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| 33. | Organizations choose to follow an internal staffing strategy if they want to cultivate a stable, committed workforce.    **TRUE** |

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| *Topic: Staffing Strategy* |

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| 34. | An organization's core workforce is composed of workers who are used on an as-needed, just-in-time basis.    **FALSE** |

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| *Topic: Staffing Strategy* |

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| 35. | Some organizations accept a certain level of turnover as inevitable and frequently hire replacements to fill vacancies.    **TRUE** |

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| *Topic: Staffing Strategy* |

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| 36. | Outsourcing is when an organization sets up its own operations in another country.    **FALSE** |

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| *Topic: Staffing Strategy* |

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| 37. | Some organizations understaff in order to avoid costly layoffs.    **TRUE** |

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| *Topic: Staffing Strategy* |

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| 38. | When forced to choose between addressing short-term labor shortages or identifying talent for the long term, most organizations focus on developing the long-term concerns.    **FALSE** |

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| *Topic: Staffing Strategy* |

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| 39. | A person/organization match is likely to be more important than a person/job match when jobs are poorly defined and fluid.    **TRUE** |

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| *Topic: Staffing Strategy* |

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| 40. | Examples of job-specific KSAOs include flexibility and adaptability, ability to learn, written and oral communication skills, and algebra/statistics skills.    **FALSE** |

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| *Topic: Staffing Strategy* |

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| 41. | An active diversity strategy might be pursued as a way of acquiring workers who can help identify a products that might be received favorably by various segments of the marketplace.    **TRUE** |

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| *Topic: Staffing Strategy* |

**Multiple Choice Questions**

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| 42. | The process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness is called \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | **A.** | staffing |  |  |  | | --- | --- | | B. | recruitment |  |  |  | | --- | --- | | C. | selection |  |  |  | | --- | --- | | D. | placement | |

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| *Topic: The Nature of Staffing* |

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| 43. | Which of the following statements is true regarding staffing?      |  |  | | --- | --- | | A. | The organization is the only active player in the staffing process. |  |  |  | | --- | --- | | **B.** | The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers. |  |  |  | | --- | --- | | C. | The staffing process should only be viewed from the perspective of the individual (line) manager. |  |  |  | | --- | --- | | D. | None of the above | |

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| *Topic: The Nature of Staffing* |

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| 44. | The process that involves the placement of new hires on the actual job they will hold is called \_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | acquisition |  |  |  | | --- | --- | | **B.** | deployment |  |  |  | | --- | --- | | C. | retention |  |  |  | | --- | --- | | D. | none of the above | |

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| *Topic: The Nature of Staffing* |

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| 45. | The purpose of retention systems is to \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | attract qualified applicants to job openings in the organization |  |  |  | | --- | --- | | B. | establish a good person-job match |  |  |  | | --- | --- | | **C.** | manage the flow of employees out of the organization |  |  |  | | --- | --- | | D. | establish a good person-organization match | |

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| *Topic: The Nature of Staffing* |

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| 46. | Staffing systems should ultimately be used, to \_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | ensure that day-to-day operations run smoothly |  |  |  | | --- | --- | | B. | ensure that procedural, transactional, and routine activities are accomplished |  |  |  | | --- | --- | | C. | reduce costs regardless of the effects on quality or quantity |  |  |  | | --- | --- | | **D.** | contribute to the attainment of organizational goals such as survival, profitability, and growth | |

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| *Topic: The Nature of Staffing* |

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| 47. | According to the staffing quantity model, an organization will be \_\_\_\_\_\_\_\_\_\_ when availabilities exceed requirements.      |  |  | | --- | --- | | A. | fully staffed |  |  |  | | --- | --- | | B. | understaffed |  |  |  | | --- | --- | | **C.** | overstaffed |  |  |  | | --- | --- | | D. | none of the above | |

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| *Topic: Staffing Models* |

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| 48. | The staffing quantity model uses \_\_\_\_\_\_\_\_\_ to determine whether a condition of being overstaffed, fully staffed, or understaffed exists.      |  |  | | --- | --- | | A. | projected staffing requirements |  |  |  | | --- | --- | | B. | projected staffing availabilities |  |  |  | | --- | --- | | C. | projected economic trends |  |  |  | | --- | --- | | **D.** | projected staffing requirements and projected staffing availabilities are both needed | |

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| *Topic: Staffing Models* |

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| 49. | Which of the following are portions of person-job match?      |  |  | | --- | --- | | A. | Jobs are characterized by their requirements |  |  |  | | --- | --- | | B. | Jobs are characterized by their embedded rewards |  |  |  | | --- | --- | | C. | Individuals are characterized by their level of qualification and motivation |  |  |  | | --- | --- | | **D.** | All of the above | |

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| *Topic: Staffing Models* |

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| 50. | Which of the following statements is false regarding person-job match?      |  |  | | --- | --- | | A. | Jobs are characterized by their requirements and embedded rewards. |  |  |  | | --- | --- | | B. | Individuals are characterized by their level of qualification. |  |  |  | | --- | --- | | **C.** | Organizational culture is an important aspect of person-job match. |  |  |  | | --- | --- | | D. | Individuals can be characterized by their motivation levels. | |

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| *Topic: Staffing Models* |

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| 51. | The person/job match model says that there must be a match between \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | **A.** | job requirements with KSAOs and job rewards with individual motivation |  |  |  | | --- | --- | | B. | job requirements and individual motivation |  |  |  | | --- | --- | | C. | KSAOs and individual motivation |  |  |  | | --- | --- | | D. | none of the above | |

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| *Topic: Staffing Models* |

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| 52. | Regarding the person/job match model, \_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | staffing is only concerned with the job requirements-KSAO portion of the match |  |  |  | | --- | --- | | B. | job requirements should be expressed in terms of only tasks involved and not KSAOs |  |  |  | | --- | --- | | C. | It applies only to tasks that have been identified and written down |  |  |  | | --- | --- | | **D.** | none of the above is correct | |

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| *Topic: Staffing Models* |

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| 53. | In terms of the person/organization match \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | the "organization" includes only tasks to be performed that are written down as part of the job description. |  |  |  | | --- | --- | | B. | attempts to match people to organization values should not be made. |  |  |  | | --- | --- | | **C.** | there is a concern with the "fit" of people to multiple jobs or future jobs. |  |  |  | | --- | --- | | D. | all of the above are correct. | |

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| *Topic: Staffing Models* |

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| 54. | Which of the following matching concerns arise in person-organization match \_\_\_\_\_\_\_\_\_?      |  |  | | --- | --- | | **A.** | values, new job duties, multiple jobs, and future jobs |  |  |  | | --- | --- | | B. | values, qualifications, and motivation |  |  |  | | --- | --- | | C. | person, process, and principle |  |  |  | | --- | --- | | D. | all of the above are correct | |

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| *Topic: Staffing Models* |

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| 55. | The staffing system components model says that the phases of the staffing process occur in which order after the initial interaction between the applicant and the organization?      |  |  | | --- | --- | | A. | selection, recruitment, employment |  |  |  | | --- | --- | | **B.** | recruitment, selection, employment |  |  |  | | --- | --- | | C. | recruitment, employment, selection |  |  |  | | --- | --- | | D. | employment, recruitment, selection | |

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| *Topic: Staffing Models* |

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| 56. | According to the overall staffing organizations model, one support activity is \_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | external staffing |  |  |  | | --- | --- | | **B.** | job analysis |  |  |  | | --- | --- | | C. | internal staffing |  |  |  | | --- | --- | | D. | labor relations | |

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| *Topic: Staffing Models* |

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| 57. | According to the overall staffing organizations model, an example of a(n) core staffing activity is \_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | HR strategy and planning |  |  |  | | --- | --- | | B. | job analysis |  |  |  | | --- | --- | | **C.** | internal recruitment |  |  |  | | --- | --- | | D. | none of the above | |

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| *Topic: Staffing Models* |

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| 58. | According to the overall staffing organizations model, HR and staffing strategy are driven by \_\_\_\_\_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | **A.** | the mission, goals and objectives of the organization |  |  |  | | --- | --- | | B. | support activities |  |  |  | | --- | --- | | C. | legal compliance activities |  |  |  | | --- | --- | | D. | all of the above are correct | |

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| *Topic: Staffing Models* |

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| 59. | Which of the following is a part of the recruiting phase of the staffing process?      |  |  | | --- | --- | | A. | drawing up job offers |  |  |  | | --- | --- | | B. | completing application blanks |  |  |  | | --- | --- | | **C.** | developing and conducting job fairs |  |  |  | | --- | --- | | D. | both drawing up job offers and developing and conducting job fairs | |

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| *Topic: Staffing Models* |

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| 60. | Which of these activities is most directly associated with the employment phase of the staffing process?      |  |  | | --- | --- | | A. | screening job applications |  |  |  | | --- | --- | | **B.** | deciding on finalists for a job |  |  |  | | --- | --- | | C. | advertising a job opening |  |  |  | | --- | --- | | D. | evaluating the results of a job aptitude test | |

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| *Topic: Staffing Models* |

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| 61. | Staffing system management involves \_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | assessing applicant qualifications |  |  |  | | --- | --- | | B. | facilitating employee retention |  |  |  | | --- | --- | | **C.** | guiding, coordinating, controlling, and evaluating staffing activities |  |  |  | | --- | --- | | D. | day-to-day legal compliance activities | |

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| *Topic: Staffing Models* |

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| 62. | A \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy would have an organization concentrate on acquiring new employees who can "hit the ground running."      |  |  | | --- | --- | | **A.** | pure acquisition |  |  |  | | --- | --- | | B. | pure development |  |  |  | | --- | --- | | C. | lead system |  |  |  | | --- | --- | | D. | lag system | |

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| *Topic: Staffing Strategy* |

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| 63. | The \_\_\_\_\_\_\_\_\_\_\_ is composed of more peripheral workers who are used on an as-needed, just-in-time basis.      |  |  | | --- | --- | | A. | core workforce |  |  |  | | --- | --- | | B. | high performance workforce |  |  |  | | --- | --- | | **C.** | flexible workforce |  |  |  | | --- | --- | | D. | none of the above | |

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| *Topic: Staffing Strategy* |

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| 64. | Outsourcing is \_\_\_\_\_\_\_\_\_\_.      |  |  | | --- | --- | | A. | setting up operations in another country |  |  |  | | --- | --- | | B. | typically prohibited by law in most states |  |  |  | | --- | --- | | C. | a strategy that is being used less and less |  |  |  | | --- | --- | | **D.** | moving a business process to another vendor | |

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| *Topic: Staffing Strategy* |

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| 65. | Organizations often \_\_\_\_\_\_\_\_\_\_ when they choose to ride out dips in demand for goods and services or to stockpile talent.      |  |  | | --- | --- | | A. | understaff |  |  |  | | --- | --- | | **B.** | overstaff |  |  |  | | --- | --- | | C. | attract |  |  |  | | --- | --- | | D. | relocate | |

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| *Topic: Staffing Strategy* |

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| 66. | A(n) \_\_\_\_\_\_\_\_\_\_\_\_\_ staffing strategy is when organizations decide to go to locations where there are ample labor supplies.      |  |  | | --- | --- | | A. | transfer system |  |  |  | | --- | --- | | **B.** | relocate system |  |  |  | | --- | --- | | C. | factional system |  |  |  | | --- | --- | | D. | extrinsic system | |

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| *Topic: Staffing Strategy* |

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| 67. | When jobs are highly fluid, it is probably advisable for organizations to focus more on.      |  |  | | --- | --- | | A. | person-job match |  |  |  | | --- | --- | | **B.** | person-organization match |  |  |  | | --- | --- | | C. | recruiter-recruit match |  |  |  | | --- | --- | | D. | dynamic equilibrium | |

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| *Topic: Staffing Strategy* |