True / False Questions

1. The four major internal and external influences on HR and planning are organizational strategy, organizational culture, labor markets, and technology.

   **TRUE**

2. Strategy planning incorporates evaluating the organization's strengths, weaknesses, opportunities and threats.

   **TRUE**

3. It is usually more efficient and effective for HR managers to just focus on their own functional responsibilities, and avoid getting bogged down with learning about the organization's strategy.

   **FALSE**

4. Culture is a set of easily recognized and measured properties of an organization that mostly includes things like formal policies and procedures.

   **FALSE**
5. Although culture is intangible, it can have very significant effects on staffing planning activities.

**TRUE**

6. Staffing planning should focus on benchmarking policies that are successful at other companies, because they will probably work with your organization's culture as well.

**FALSE**

7. When a company's values are consistent with practices that employees encounter on a day-to-day basis, motivation, communication, and retention are enhanced.

**TRUE**

8. Projections suggest that job growth is likely to occur in services sectors, whereas mining and agriculture will likely see declines in demand for workers.

**TRUE**

9. Data from the U.S. Department of labor shows that labor force participation has been rapidly increasing in recent years.

**FALSE**

10. Most employers note that high school graduates have more than adequate skills in the areas of reading comprehension, writing, and math, but do not have sufficient critical thinking and time management skills.

**FALSE**

11. Some of the most significant workforce trends affecting staffing planning include high costs of healthcare, increased global competition, and greater need for cross-cultural business knowledge.

**TRUE**
12. Advances in technology always result in net job destruction, which is one of the main reasons unemployment rates have continued to increase over time.

**FALSE**

13. In human resources planning, a comparison is made between labor force requirements and labor availability.

**TRUE**

14. The gap between current workforce size and available workforce size is a critical part of the reconciliation process.

**FALSE**

15. The process of developing a strategy of HR should start with a vision and goals, and only then progress to developing potential strategies for achieving these goals.

**TRUE**

16. In plan-based HR planning, the organization's representatives set up a system that is integrally related to the organization's strategic planning process.

**TRUE**

17. In project based HR planning, the organization's representatives set up a system that looks far into the future and tries to avoid consideration of short term perturbations in the market.

**FALSE**

18. Planning based on a specific group of employees, such as faculty in specialized areas of a university or nursing employees, is called population-based HRP.

**TRUE**
19. Counting the number of employees on payroll may be a misleading indicator of the workforce because it ignores the amount of scheduled time worked by each employee relative to a full workweek.

**TRUE**

20. Statistical techniques are of little importance to HR managers and should usually be rejected as methods for evaluating HRP needs.

**FALSE**

21. The key to ratio analysis is assessing each promotable employee for KSAO or competency gaps, and where there are gaps, creating employee training and development plans that will close the gap.

**FALSE**

22. In regression analysis, historical predictors of workforce size, like sales or new customers, are used to predict staffing levels.

**TRUE**

23. Trend analysis directly takes into account external factors that might change trends.

**FALSE**

24. Manager judgment is an ideal method for forecasting workforce availabilities for companies with large numbers of employees in many job categories.

**FALSE**

25. In scenario planning, a variety of potential issues that might affect future plans is considered, and multiple different strategies corresponding to each scenario for the coming year are developed simultaneously.

**TRUE**
26. Markov Analysis is used to assess a previous period's workforce supply on the basis of historical patterns of external applications.

FALSE

27. When conducting Markov analysis, it is desirable to have 20 or more employees in each job category/level.

TRUE

28. Through replacement and succession planning the organization constructs internal talent pipelines.

TRUE

29. Succession planning precedes replacement planning.

FALSE

30. Replacement and succession planning are conducted primarily for managerial jobs.

TRUE

31. Staffing objectives are derived from identified gaps between requirements and availabilities.

TRUE

32. Long term options for dealing with an employee shortage include hires, transfers into the position, retraining workers, or transferring the work out of the firm.

TRUE

33. If an organization faces a surplus of workers, it is likely that they will have to either downsize or encourage voluntary retirement, because there aren't many alternatives to these actions.

FALSE
34. One advantage of a core workforce is that the organization maintains the legal right to control employees working in its behalf, in terms of both work process and expected results.

**TRUE**

35. A core workforce is nearly always less expensive than a flexible workforce because the core workforce will accept lower pay and benefits.

**FALSE**

36. A core workforce is an excellent technique for acquiring new technical and administrative knowledge.

**FALSE**

37. A flexible workforce can bring in new technical and administrative knowledge that isn't available from the core workforce.

**TRUE**

38. Sometimes members of the internal workforce will resent external hires, which can limit the effectiveness external hiring.

**TRUE**

39. Internal hiring methods are often less expensive than external hiring methods.

**TRUE**

40. Companies often prefer internal hiring because it gives them a large labor market to recruit from.

**FALSE**
41. Employing organizations usually have a lot of control over the quality of the flexible workforce.

FALSE

42. A flexible workforce can be obtained by using staffing firms or independent contractors.

TRUE

43. Outsourcing is a more drastic step than using independent contractors or temporary employees.

TRUE

44. Outsourcing is confined almost exclusively to manufacturing work.

FALSE

45. One reason organizations outsource is because specialized vendors can achieve economies of scale for routine tasks that would be performed across many organizations.

TRUE

46. Organizations need to take diversity into account because the workforce has become more diverse.

TRUE

47. Despite popular press to the contrary, there hasn't really been an increase in the number of Latinos and Asians in the American workforce.

FALSE
48. Active diversity planning occurs when the organization encourages underrepresented minorities to apply for positions, actively recruits from a variety of sources, and provides additional training and mentoring to underrepresented groups.

TRUE

49. Evidence suggests that demographically diverse teams are far more effective than homogeneous teams.

FALSE

50. Studies show that women and minorities are largely indifferent to whether an organization has a commitment to diversity in their recruiting efforts.

FALSE

51. Many organizations do not take demographic shifts in the workplace into account when developing staffing plans.

TRUE

52. Targeted recruitment, inclusion of women and African-Americans on top management teams, work family accommodations, and affirmative action plans increase the racial and gender diversity of the organization's managerial workforce.

TRUE

53. AAPs are organization-specific plans that have a legal origin and basis.

TRUE

54. The components of AAPs are enforced by the Department of Workforce Diversity (DWD).

FALSE
55. Federal contractors are legally required to have AAPs in place.

**TRUE**

56. A general rule of thumb is that if the ratio of incumbency percentage for a group to their availability is less than 80%, the organization should establish a placement goal to increase minority representation.

**TRUE**

57. Replacement goals from AAPs are often legally termed "quotas" for minorities and women in an organization.

**FALSE**

58. Some states have banned the use of AAPs for government contractors and educational institutions.

**TRUE**

**Multiple Choice Questions**

59. Which of the following are likely to occur during job expansion periods?

A. New hire rates increase for entry level jobs, but decrease for higher level jobs

B. Departure of some employees to take opportunities at other firms

C. Stagnation of movement through internal labor markets

D. Reductions in turnover rates
60. Which of the following is a major part of organizational strategy's influence on staffing?

A. Demographic trends  
B. Current financial and human resources in the organization  
C. Financial and marketing goals  
D. Both current financial and human resources in the organization and financial and marketing goals

61. What is the set of intangible factors, including the expressed vision of executives, hierarchy and bureaucracy, and style of communication, that influences attitudes and behavior in organizations called?

A. Organizational strategy  
B. Organizational culture  
C. The labor market  
D. None of the these

62. In general, the labor force is becoming _____.

A. younger  
B. older  
C. less skilled  
D. less diverse

63. What percentage of employers believe high school graduates are deficient in work habits such as professionalism, critical thinking, personal accountability, and time management?

A. 70%  
B. 15%  
C. 40%  
D. 95%
64. Which of the following are likely responses to labor shortages?

A. Decreased pay and benefits packages  
**B.** Hiring bonuses and stock options  
C. Decreased use of temporary employees  
D. Higher hiring standards

65. Which of the following is a likely effect of technology on employment demand?

A. Changes in the skill requirements of the workforce  
B. Elimination of some jobs  
C. Creation of new jobs  
**D.** All of these

66. Human resource planning activities most directly involve ______.

A. assessing external environmental factors  
**B.** forecasting labor requirements and availabilities  
C. generating technological replacements for labor  
D. all of these

67. The process of determining reconciliation and gaps tells managers ______.

**A.** how many employees will be needed for jobs in the coming period  
B. why employees are leaving the organization  
C. which activities should be performed to place new employees in appropriate positions  
D. when employees are most likely to quit
68. Plan-based HRP consists of ________.

A. organizational responses to sudden changes in the environment
B. planning focused on a specific employee group
C. planning that is part of the organization's strategic planning process
D. planning based on best practices of competitors

69. Project-based HRP consists of ________.

A. organizational responses to sudden changes in the environment
B. planning focused on a specific employee group
C. planning that is part of the organization's strategic planning process
D. planning based on best practices of competitors

70. Population-based HRP consists of ________.

A. organizational responses to sudden changes in the environment
B. planning focused on a specific employee group
C. planning that is part of the organization's strategic planning process
D. planning based on best practices of competitors

71. A manager has gathered data on staffing levels over time, and then predicts future requirements based on the pattern of demand, taking seasonal variations in demand into account. This equation is used to predict future staffing levels. This is an example of __________.

A. regression analysis
B. ratio analysis
C. trend analysis
D. Markov analysis
A manager has collected data on the dollar value of sales and has divided this by the number of FTE. Assuming this relationship will hold in the future, and using projected sales, the manager estimates the number of employees required. This is an example of ______________.

A. regression analysis  
B. ratio analysis  
C. trend analysis  
D. Markov analysis

A manager has collected data on sales, the economy, and taxes over a number of years, and statistically estimates an equation that describes how each of these predictors has affected staffing levels in the past. This equation is used to predict future staffing levels. This is an example of ______________.

A. regression analysis  
B. ratio analysis  
C. trend analysis  
D. Markov analysis

Which of the following would not be addressed in forecasting HR availabilities?

A. Promotions  
B. Transfers  
C. Exits  
D. Motivation level

Markov analysis is a technique for __________.

A. job analysis  
B. availability forecasting  
C. HR requirement forecasting  
D. seniority estimation
76. A transition matrix would appear in a _________.

A. regression analysis  
B. stochastic analysis  
C. Markov analysis  
D. time series analysis

77. In Markov analysis for staffing, ________ is used to forecast future workforce availabilities.

A. cost data  
B. product demand  
C. transition probabilities  
D. bayesian inference

78. Which of the following creates a problem for Markov analysis?

A. large sample sizes  
B. lack of employee moves  
C. poor economic conditions  
D. small sample sizes

79. Manager judgment is an important method for staffing in _________.

A. organizations with extensive records on human resources outcomes  
B. smaller organizations  
C. organizations with lateral diffusion of responsibility  
D. organizations in the manufacturing sector
80. Which of the following is *not* a shortcoming of using manager judgment for forecasting availability?

A. managers may not know employee intentions  
B. the complexity of forecasting may overwhelm the manager  
C. managers are always overly aggressive in making estimates of hiring requirements  
D. none of these are shortcomings of manager judgment

81. Employment reconciliation analyzes gaps between _______.

A. AA requirements and the external labor force  
B. future HR requirements and AA requirements  
C. future HR requirements and HR availability  
D. all of these

82. For succession planning to work, organizations must also have _____.

A. historical data on product demand  
B. training and development systems in place  
C. reimbursable expenditure accounts  
D. none of these

83. Human resource information systems provide which of the following functions for succession planning?

A. Creating lists of employees who are ready to move into specific positions  
B. Seeking out passive candidates within the organization  
C. Tracking candidates across a variety of locations  
D. all of these
84. A key advantage of having a core work force is that it provides ________.

A. greater predictability
B. increased ability to rapidly modify organizational plans
C. greater organizational profitability
D. lower costs

85. A major disadvantage of a flexible work force is that ________.

A. it leads to loss of some control over workers
B. it can lead to conflict between core and flexible workers
C. flexible workers are often less familiar with equipment
D. all of these

86. Advantages of a core workforce include ________________.

A. stability, continuity, and predictability
B. a sense of commitment and shared purpose toward the organization's purpose
C. an organization can directly control how it acquires its workforce
D. all of these

87. Which of the following are advantages of external staffing?

A. bringing in employees with new KSAOs
B. quick method to identify job applicants
C. it's less expensive than internal staffing
D. all of these
88. Which of the following services is *not* provided by staffing firms?

A. Advance screening of job candidates  
B. They may provide on-site managers to help with training  
**C.** They absorb full legal liability for temporary workers  
D. None of these

89. A(n) ____ provides specific task and project assistance to the organization, such as maintenance, bookkeeping, advertising, programming, and consulting, with payment contingent on completion of the project (rather than time worked or methods of completing the task).

A. external service provider  
B. independent contractor  
C. temporary worker  
D. offshore site

90. Firms offshore work because ____________?

A. wages are often lower overseas  
B. there is a growing pool of highly qualified workers overseas  
C. overseas manufacturing always has strict quality control  
**D.** both wages are often lower overseas and there is a growing pool of highly qualified workers overseas

91. In recent years there has been an increase in the number of ________ in the workforce.

A. women  
B. Latinos  
C. Individuals with disabilities  
**D.** all of these
92. Managers are especially concerned about all of the following issues because of the aging workforce except ________.

A. loss of skills due to retirement
B. decreased ability to learn new material
C. increases in medical expenses
D. employee elder-care responsibilities

93. Passive diversity planning means ________.

A. reviewing policies and practices to ensure there is no discrimination
B. encouraging underrepresented groups to apply
C. actively recruiting from a variety of sources that are likely to be seen by underrepresented groups
D. providing additional training for underrepresented groups

94. The major legal issue for HR strategy and planning is ________.

A. affirmative action plans
B. disparate treatment
C. disparate impact
D. sexual harassment

95. Affirmative action plans and programs do not originate from ________.

A. voluntary employer efforts
B. court-imposed remedies for discriminatory practices
C. consent agreements
D. international treaties
To have a high probability of being acceptable in the eyes of the Supreme Court, an organization’s AAP should

A. not necessarily interfere with the job status of non-minority and male employees
B. concentrate on future, rather than past discrimination
C. not focus on underutilization
D. be a permanent feature of organizational structure

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