Mid- term test 2011. november
Course: Strategic Human Resource Management
Programme: MBA

Name: _____

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

1) Strategic staffing means _____.   1) _____
   A) filling a job as quickly and cheaply as possible in order to add manpower to an organization
   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) staffing an organization in future- oriented and goal- directed ways that support the
      organization's business strategy and enhance organizational effectiveness

2) An organization's competitive advantage is _____.   2) _____
   A) the number of employees it hires in a year
   B) what it can do differently from its competitors
   C) not something that can be influenced by staffing
   D) the annual employee turnover rate

3) The primary goal of _____ is to get the right people interested in working for an   3) _____
organization or in a specific job, then persuade them to apply and ultimately accept the
job offer if they are extended.
   A) recruiting   B) employer branding
   C) sourcing   D) selecting

4) Locating qualified individuals and labor markets from which to recruit is _____.   4) _____
   A) recruiting   B) sourcing   C) deployment   D) staffing

5) Succession management ensures that _____.   5) _____
   A) high- potential new hires do not leave because they are overqualified and underchallenged
   B) a company attracts sufficient numbers of appropriately qualified applicants
   C) new employees will be motivated by the firm's compensation package
   D) an organization has people ready to assume leadership positions when they become available

6) When a firm pursues a differentiation strategy, it is attempting to _____.   6) _____
   A) expand the company to increase the firm's sales
   B) be the lowest- cost producer for a particular level of product quality
   C) develop products that have unique characteristics
   D) achieve the efficient production and delivery of products

7) Axis Auto tries to keep its operational spending as low as possible so that it can pass its savings on   7) _____
   to customers in the form of lower prices. This is known as a _____ strategy.
   A) differentiation   B) cost- leadership   C) specialization   D) growth

8) Taking the time to explain the hiring process and making every effort to follow up with candidates and minimize delays is an example of _____.
    A) a commitment to diversity   B) a commitment to ethical behavior
    C) hiring for long- term careers   D) viewing applicants as assets

8) _____

9) 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) talent inventories   B) replacement charts
    C) performance reviews   D) transition databases

9) _____

10) Which of the following is a way in which companies usually deal with temporary employee surpluses?
    A) removing contingent workers   B) announcing massive layoffs
    C) stopping filling of vacated positions   D) offering early retirement options

10) _____

11) The first step in conducting a job analysis is to _____.
    A) write the job description and person specification
    B) communicate the purpose of the job analysis to the job experts
    C) collect critical incidents
    D) get the support of top management

11) _____

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

12) _____

13) After the gaps between the firm's labor supply and labor demand are identified, a firm should:
    A) develop and implement action plans.
    B) identify its business strategy.
    C) articulate its talent philosophy and strategic staffing decisions.
    D) conduct a workforce analysis.

13) _____

14) The balance between the intrinsic and extrinsic rewards an employee receives by working for a particular employer in return for their job performance is the _____.
    A) employee value proposition   B) work- life balance
    C) job's total compensation package   D) job's total rewards

14) _____

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

15) _____

16) _____ helps a company tailor its recruiting message to appeal to the needs, values, and motivations of targeted potential applicants.
    A) Job elements analysis   B) A task inventory
    C) Job rewards analysis   D) Competency analysis

16) _____

17) 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) _____.   17) _____
    A) passive job seeker   B) latent job seeker
    C) active job seeker   D) non- active job seeker

18) Which of the following means of sourcing talent is sometimes considered unethical?   18) _____
    A) raiding   B) data mining
    C) acquisitions and mergers   D) transitional talent deployment

19) Which of the following types of workers would most value the reward of having different tasks to do every day?   19) _____
    A) workers who are seeking skill development
    B) workers who value making individual contributions
    C) workers who value being rewarded for individual contribution
    D) workers who desire career advancement

20) Publicizing open jobs to employees is known as _____.   20) _____
    A) succession planning   B) internal job posting
    C) external job posting   D) employee development

21) An organization that is currently composed of primarily white males may discriminate against minorities and women if it uses which recruiting source?   21) _____
    A) employee referrals   B) college recruiting
    C) search firms   D) job fairs

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) employee development   B) leadership development program
    C) succession management   D) internal job posting