Staffing Organization, 15e **(Heneman)**
Chapter 1   Staffing Models and Strategy

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

Answer: TRUE
Topic: The Nature of Staffing

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

Answer: FALSE
Topic: The Nature of Staffing

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.

Answer: TRUE
Topic: The Nature of Staffing

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

Answer: TRUE
Topic: The Nature of Staffing

5) Internal staffing systems work in fundamentally different ways than external staffing systems.

Answer: FALSE
Topic: The Nature of Staffing

6) Organizations should attempt to eliminate all employee turnover if at all possible.

Answer: FALSE
Topic: The Nature of Staffing

7) Employee turnover does not represent a significant cost to most organizations.

Answer: FALSE
Topic: The Nature of Staffing

8) Staffing is more of a process than an event.

Answer: TRUE
Topic: The Nature of Staffing

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

Answer: TRUE
Topic: The Nature of Staffing

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

Answer: FALSE
Topic: The Nature of Staffing

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.

Answer: TRUE
Topic: The Nature of Staffing

12) Employee shortages seldom require job reassignments or overtime for current employees.

Answer: FALSE
Topic: The Nature of Staffing

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.

Answer: FALSE
Topic: The Nature of Staffing

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.

Answer: TRUE
Topic: The Nature of Staffing

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

Answer: TRUE
Topic: Staffing Models

16) When head count requirements exceed availabilities, the organization will be overstaffed.

Answer: FALSE
Topic: Staffing Models

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

Answer: FALSE
Topic: Staffing Models

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

Answer: TRUE
Topic: Staffing Models

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.

Answer: FALSE
Topic: Staffing Models

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

Answer: TRUE
Topic: Staffing Models

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.

Answer: TRUE
Topic: Staffing Models

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.

Answer: FALSE
Topic: Staffing Models

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

Answer: FALSE
Topic: Staffing Models

24) The initial stage in the staffing system components model is recruitment.

Answer: TRUE
Topic: Staffing Models

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

Answer: TRUE
Topic: Staffing Models

26) The selection stage of the staffing process emphasizes the assessment and evaluation of job applicants.

Answer: TRUE
Topic: Staffing Models

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

Answer: TRUE
Topic: Staffing Models

28) Organizational strategy usually dictates HR strategy, and HR strategy seldom has an impact on organizational strategy.

Answer: FALSE
Topic: Staffing Models

29) Support activities for HR include legal compliance, planning, and job analysis.

Answer: TRUE
Topic: Staffing Models

30) Core activities for HR include legal compliance, planning, and job analysis.

Answer: FALSE
Topic: Staffing Models

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.

Answer: FALSE
Topic: Staffing Strategy

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

Answer: TRUE
Topic: Staffing Strategy

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

Answer: TRUE
Topic: Staffing Strategy

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

Answer: FALSE
Topic: Staffing Strategy

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

Answer: TRUE
Topic: Staffing Strategy

36) Outsourcing is when an organization sets up its own operations in another country.

Answer: FALSE
Topic: Staffing Strategy

37) Some organizations understaff in order to avoid costly layoffs.

Answer: TRUE
Topic: Staffing Strategy

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.

Answer: FALSE
Topic: Staffing Strategy

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

Answer: TRUE
Topic: Staffing Strategy

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

Answer: FALSE
Topic: Staffing Strategy

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.

Answer: TRUE
Topic: Staffing Strategy

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

Answer: A
Topic: The Nature of Staffing

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

Answer: B
Topic: The Nature of Staffing

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

Answer: B
Topic: The Nature of Staffing

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

Answer: C
Topic: The Nature of Staffing

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

Answer: D
Topic: The Nature of Staffing

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

Answer: C
Topic: Staffing Models

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

Answer: D
Topic: Staffing Models

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

Answer: D
Topic: Staffing Models

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.

Answer: C
Topic: Staffing Models

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

Answer: A
Topic: Staffing Models

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

Answer: D
Topic: Staffing Models

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.

Answer: C
Topic: Staffing Models

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

Answer: A
Topic: Staffing Models

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

Answer: B
Topic: Staffing Models

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

Answer: B
Topic: Staffing Models

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

Answer: C
Topic: Staffing Models

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

Answer: A
Topic: Staffing Models

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

Answer: C
Topic: Staffing Models

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

Answer: B
Topic: Staffing Models

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

Answer: C
Topic: Staffing Models

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

Answer: A
Topic: Staffing Strategy

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

Answer: C
Topic: Staffing Strategy

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

Answer: D
Topic: Staffing Strategy

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

Answer: B
Topic: Staffing Strategy

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

Answer: B
Topic: Staffing Strategy

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

Answer: B
Topic: Staffing Strategy

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