Managing Human Resources 18th edition Snell Test Bank

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TRUE/FALSE

1 : Strategic planning involves a set of procedures for making decisions about an organizations long-term goals and strategies.
A : true
B : false

Correct Answer : A

2 : Neil is in the process of recruiting and selecting new employees in a way that caters to the welfare of his organizations existing employees. He is working on human resource planning (HRP).
A : true
B : false

Correct Answer : A

3 : Strategic human resources management (SHRM) is a combination of strategic planning and HR planning.
A : true
B : false

Correct Answer : A

4 : The first step in strategic planning of a firm involves establishing a mission, vision, and values for the firm.
A : true
B : false

Correct Answer : A

5 : When developing a statement that provides a perspective on where her company is headed and what the organization can become in the future, Elana is working on the organizations mission.
A : true
B : false

Correct Answer : B

6 : Organizational core values form the foundation of a firms decisions.
A : true
B : false

Correct Answer : A

7 : Changes in labor supply can place limits on the strategies available to firms.
A : true
B : false

Correct Answer : A

8 : An internal analysis enables strategic decision makers to assess an organizations

workforceits skills, cultural beliefs, and values.
A : true
B : false

Correct Answer : A

9 : Internal analysis focuses on culture and conflicts within an organization.
A : true
B : false

Correct Answer : B

10 : Susie has been tasked with examining attitudes and expectations of employees. She can accomplish this by conducting a cultural audit.
A : true
B : false

Correct Answer : A

11 : An HR manager will use strategic planning to anticipate and provide for the movement of people into, within, and out of an organization.
A : true
B : false

Correct Answer : B

12 : A manager who relies on a single factor to predict employment needs is likely using a trend analysis.
A : true
B : false

Correct Answer : A

13 : An organizations core values are the strong, enduring beliefs and principles that serve as a foundation for its corporate culture.
A : true
B : false

Correct Answer : A

14 : Stacys company has made a long-term commitment to her, investing in her continuous training and development, and even giving her an equity stake in the organization. Stacy is most likely a strategic knowledge employee.
A : true
B : false

Correct Answer : A

15 : Forecasting is frequently more of an art than a science, providing inexact approximations rather than absolute results.
A : true
B : false

Correct Answer : A

16 : Qualitative HR forecasting techniques generally employ sophisticated analytical models.
A : true
B : false

Correct Answer : B

17 : Trend analysis is a qualitative approach to labor demand forecasting.
A : true
B : false

Correct Answer : B

18 : In order to be prepared to quickly fill potential job openings with internal candidates, Mary should use skill and management inventories to create an employee replacement chart.
A : true
B : false

Correct Answer : A

19 : A vision statement clarifies the long-term direction of a company and its strategic intent.
A : true
B : false

Correct Answer : A

20 : Brad needs data on external labor supply sources. The best tool for him to use for this would be a staffing table.
A : true
B : false

Correct Answer : B

21 : A manager can use a Markov analysis to track the pattern of employee movements through various jobs within the firm.
A : true
B : false

Correct Answer : A

22 : Core values are the essence of corporate cultures and an expression of their personality.
A : true
B : false

Correct Answer : A

23 : Among Paulas responsibilities are identifying, developing, and tracking talented individuals so that they may eventually assume top-level positions within the firm. Paula is responsible for succession planning.
A : true
B : false

Correct Answer : A

24 : A SWOT analysis helps executives summarize the major facts and forecasts derived from external and internal analyses.
A : true
B : false

Correct Answer : A

25 : Corporate strategy focuses on domain selection.
A : true
B : false

Correct Answer : A

26 : In international joint ventures, the issue of culture is one of the top concerns.
A : true
B : false

Correct Answer : A

27 : One reason that large companies are able to succeed when competing based on a low-cost strategy is that they are able to take advantage of economies of scale.
A : true
B : false

Correct Answer : A

28 : A company that utilizes a differentiation strategy is competing on the basis of providing something unique to its customers.
A : true
B : false

Correct Answer : A

29 : In the long run, firms must approach outsourcing decisions based on cost alone to strengthen their core capabilities.
A : true
B : false

Correct Answer : B

30 : Critical success factors for a low-cost strategy include efficiency, productivity, and minimizing waste.
A : true
B : false

Correct Answer : A

31 : While unemployment rates vary by sector, the lack of talent in low-skill jobs continues to create a real challenge for firms.
A : true
B : false

Correct Answer : B

32 : Reva needs to get a better idea of all the jobs in the organization along with the numbers of employees currently occupying those jobs and future employment requirements. Her best option would be to create a graphical representation such as a skills inventory.
A : true
B : false

Correct Answer : B

33 : Managers might hold a meeting, or several meetings, called talent reviews to ascertain whether or not the company has the human resources that it needs to be competitive going forward.
A : true
B : false

Correct Answer : A

34 : In unionized firms, layoffs are only based on performance.
A : true
B : false

Correct Answer : B

35 : If a firm gives as much or more weight to seniority as to ability and productivity when considering layoffs, it is likely that the organization is unionized.
A : true
B : false

Correct Answer : A

36 : A disadvantage of overemphasizing seniority is that less competent employees receive the same rewards and security as more competent employees.
A : true
B : false

Correct Answer : A

37 : A Markov analysis can show the percentage of employees who remain in each of a firms jobs from one year to the next.
A : true
B : false

Correct Answer : A

38 : Sally is looking at her companys practices and performance in a specific area and comparing them with other companies. Sally is engaged in the process of benchmarking.
A : true
B : false

Correct Answer : A

39 : The target company for benchmarking does not need to be a competitor.
A : true
B : false

Correct Answer : A

40 : Tim needs to map his firms strategy in order to ensure strategic alignment. One tool that he could use for this task is a balanced scorecard.
A : true
B : false

Correct Answer : A

41 : Renee needs to measure how well the new hires in her organization are performing so that the organization will have enough top performers to propel it towards its strategic objectives. She can use a quality-of-fill metric to accomplish this task.
A : true
B : false

Correct Answer : A

MULTIPLE CHOICE

42 : The process of setting procedures for making decisions about an organizations long-term goals is called
A : strategic planning.
B : HR planning.
C : job analysis.
D : environmental scanning.

Correct Answer : A

43 : Human resource planning is
A : the technique that identifies the critical aspects of a job.
B : the process of anticipating and providing for the movement of people into, within, and out of an organization.
C : the process of setting major organizational objectives and developing comprehensive plans to achieve these objectives.
D : the process of determining the primary direction of a firm.

Correct Answer : B

44 : Customers, suppliers, and substitutes are part of a _____ environment.
A : political
B : technological
C : demographic
D : competitive

Correct Answer : D

45 : Bobbie has skills that are quite valuable to her company, but her skills are not particularly

unique, and she would not be difficult to replace. Bobbie would be considered a
A : core employee.
B : strategic knowledge worker.
C : supporting worker.
D : partner.

Correct Answer : A

46 : The mission of a company
A : is used for the systematic monitoring of its external opportunities.
B : is the basic purpose of the company.
C : is the strong enduring belief used by the company to make decisions.
D : provides a perspective on where the company is headed.

Correct Answer : B

47 : The strategic vision of a company
A : is used for the systematic monitoring of its external opportunities.
B : is the basic purpose of the company.
C : is the strong enduring belief used by the company to make decisions.
D : provides a perspective on where the company is headed.

Correct Answer : D

48 : The core values of a company
A : involve the systematic monitoring of its external opportunities.
B : make up the basic purpose of the company.
C : are the strong enduring beliefs used by the company to make decisions.
D : are determined by conducting a trend analysis on its employees.

Correct Answer : C

49 : Part of Erics job is _____, which requires him to perform systematic, regular monitoring of major external forces that influence the organization.
A : demand forecasting
B : environmental scanning
C : exception reporting
D : influence analysis

Correct Answer : B

50 : A competitive environment includes all the following EXCEPT
A : new entrants.
B : suppliers.
C : rivals.
D : subordinates.

Correct Answer : D

51 : At the fundamental level, a firms strategy should focus on creating value for
A : resellers.
B : suppliers.
C : customers.

D : subordinates.

Correct Answer : C

52 : Because Kara realizes that the firms employees are critical to its success, she wants to examine their values, attitudes, beliefs, and expectations. She can do this by conducting a(n)
A : environmental scan.
B : trend analysis.
C : cultural audit.
D : behavioral forecast.

Correct Answer : C

53 : Integrated knowledge sets within an organization that distinguish it from its competitors and deliver value to customers are known as
A : individual competencies.
B : core capabilities.
C : human capital.
D : organizational competencies.

Correct Answer : B

54 : When a firms resources improve the efficiency or effectiveness of the company, the resources are always considered to be
A : difficult to imitate.
B : valuable.
C : organized.
D : rare.

Correct Answer : B

55 : When the knowledge, skills, and abilities of a firms human resources are not equally available to its competitors, these resources are considered to be
A : impossible to imitate.
B : devalued.
C : common.
D : rare.

Correct Answer : D

56 : Strategic knowledge workers have
A : unique skills not directly related to company strategy.
B : unique skills directly related to company strategy.
C : skills that are valuable but not unique.
D : skills that are generally available in the labor market.

Correct Answer : B

57 : Which of the following is NOT a component of SWOT analysis?
A : Weakness
B : Threat
C : Strategy
D : Opportunity

Correct Answer : C

58 : In order to do an effective job at strategic planning, managers do all of the following EXCEPT
A : make forecasts of labor demand.
B : neglect supply considerations.
C : perform supply analyses.
D : balance supply and demand considerations.

Correct Answer : B

59 : Which of the following is NOT an element of organizational growth?
A : Increased employee productivity
B : Large number of employees
C : Employees developing or acquiring new skills
D : High employee turnover rate

Correct Answer : D

60 : Abe wants to use a qualitative approach to forecast demand. He should consider any of the following methods EXCEPT
A : trend analysis.
B : the Delphi technique.
C : soliciting expert opinion.
D : management forecasts.

Correct Answer : A

61 : Trend analysis includes all of the following steps EXCEPT
A : selecting a business factor.
B : soliciting expert opinions.
C : predicting employment needs.
D : plotting historical trends.

Correct Answer : B

62 : Stan is a clerical worker at XLT Corp. with fairly limited and clearly defined duties. His employment relationship with XLT is transaction based. Stan would be considered a
A : core employee.
B : strategic knowledge worker.
C : supporting worker.
D : partner.

Correct Answer : C

63 : A graphical representation of all organizational jobs along with the numbers of employees currently occupying those jobs and future employment requirements is called
A : a staffing table.
B : an organization chart.
C : a skills inventory.
D : career planning.

Correct Answer : A

64 : The corporate culture at Federal Financial Services is very competitive and encourages result-oriented behaviors. What type of culture is this?
A : Clan
B : Adhocracy
C : Market
D : Hierarchical

Correct Answer : C

65 : Talent inventories can be used to develop _____, which list current jobholders.
A : core values
B : replacement charts
C : trend models
D : staffing tables

Correct Answer : B

66 : The employees at Happy Table are a close-knit group. They show a great deal of concern for each other and for their customers. This typifies what type of corporate culture?
A : Clan
B : Adhocracy
C : Market
D : Hierarchical

Correct Answer : A

67 : Bill bought shares of stock in XLT Corp. As an investor, Bill is a _____ of the company.
A : customer
B : supplier
C : stakeholder
D : employee

Correct Answer : C

68 : XLT Corp. is pursuing a cooperative strategy as a way to drive growth. XLT might be considering a(n)
A : joint venture.
B : trend analysis.
C : merger.
D : acquisition.

Correct Answer : A

69 : Claras firm has been unable to execute effectively. Clara found that the primary reason is that the firm lacks streamlined processes. Clara has identified a flaw is which section of the 4As framework?
A : Alignment
B : Agility
C : Ability
D : Architecture

Correct Answer : D

70 : Claras firm has been unable to execute effectively. Clara feels that the main source of this problem is that no one is held accountable for results. Clara has identified a flaw is which section of the 4As framework?
A : Alignment
B : Agility
C : Ability
D : Architecture

Correct Answer : A

71 : Claras firm has been unable to execute effectively. Clara feels that this can be corrected through educational learning. Clara wants to address which section of the 4As framework?
A : Alignment
B : Agility
C : Ability
D : Architecture

Correct Answer : B

72 : In a unionized organization, layoff decisions are usually based on
A : union membership.
B : department ranking.
C : seniority.
D : favoritism.

Correct Answer : C

73 : According to the 4As framework of execution capability, which of the following would be human capital in the area of ability?
A : Clear strategic intent
B : Leadership bench
C : External connection
D : Accountability for results

Correct Answer : B

74 : One of Teds responsibilities is to regularly review HR initiatives to make sure they are in line with his companys strategy of being first to market. In other words, Ted needs to ensure _____ alignment.
A : horizontal
B : vertical
C : lateral
D : measurement

Correct Answer : B

75 : A _____ is a measurement framework that helps managers translate strategic goals into operational objectives.
A : benchmark
B : trend analysis

C : Balanced Scorecard
D : cultural audit

Correct Answer : C

76 : One of Teds responsibilities is to regularly review HR practices to make sure they all focus on the same objectives. In other words, Ted needs to ensure _____ alignment.
A : measurement
B : capacity
C : horizontal
D : vertical

Correct Answer : C

77 : _____ is the ability of an organization to rapidly reallocate resources to new or changing needs.
A : Coordination agility
B : Predicted flexibility
C : Organizational capability
D : Turnover capability

Correct Answer : A

78 : Cross-training and job rotations are intended to improve the _____ of an organization.
A : coordination flexibility
B : turnover capability
C : organizational capability
D : resource flexibility

Correct Answer : D

79 : Which of the following is NOT a cell of the Balanced Scorecard model?
A : Financial
B : Turnover
C : Customer
D : Process

Correct Answer : B

80 : The Smith family lives in the same community where Topico has its corporate offices. The Smiths are _____ of Topico.
A : creditors
B : customers
C : primary stakeholders
D : secondary stakeholders

Correct Answer : D

81 : Analysis of external opportunities and threats is _____ step of the strategic management process.
A : the second
B : the last

C : an optional
D : the penultimate

Correct Answer : A

82 : In the telephone industry, mobile phones and VOIP (Voice-over-Internet Protocol) are examples of _____ for traditional firms.
A : companions
B : rivals
C : substitutes
D : supplements

Correct Answer : C

83 : As companies diversify into new businesses, managers are inevitably faced with a make or _____ decision.
A : buy
B : lease
C : forego
D : substitute

Correct Answer : A

ESSAY

84 : Describe the basics of SWOT analysis as it relates to strategy formulation.

Correct Answer : A comparison of strengths, weaknesses, opportunities, and threats is referred to as a SWOT analysis. A SWOT analysis helps executives summarize the major facts and forecasts derived from external and internal analyses. Strategy formulation builds on SWOT analysis to use the strengths of an organization to capitalize on opportunities, counteract threats, and alleviate internal weaknesses. In short, strategy formulation moves from simple analysis to devising a coherent course of action.

85 : Describe the criteria necessary for firms to achieve sustained competitive advantage through people.

Correct Answer : For an organization to achieve sustained competitive advantage through people, four criteria must be met.The resources that are developed must be of value to the organization. People are a source of competitive advantage when they improve the efficiency or effectiveness of the organization. This value is increased when employees find ways to decrease costs, provide something unique to customers, or some combination of the two.The resources must be rare. People are a source of competitive advantage when their skills, knowledge, and abilities are not equally available to competitors.People are a source of competitive advantage when employee capabilities and contributions are inimitable, or cannot be copied by other firms. For example, companies such as Disney, Southwest Airlines, and Starbucks are known for creating unique cultures that get the most from employees and are difficult to imitate.People are a source of competitive advantage when the resources are organized in such a way that their talents can be combined and deployed to work on new assignments at a moment's notice.

86 : Describe the three key elements of the HR forecasting model.

Correct Answer : The three key elements in the HR forecasting process are: (1) forecasting the demand for labor, (2) forecasting the supply of labor, and (3) balancing supply and demand considerations.?Employment forecasting involves estimating in advance the number and type of people needed to meet organizational objectives. It may involve a quantitative approach using statistical analysis and mathematical models or a qualitative approach focusing on employee performance and promotability.?Supply analysis determines if there are sufficient numbers and types of employees available to staff anticipated openings. Sources of supply can be external or internal.?HR planning should strive for a proper balance between the emphasis placed on demand considerations and that placed on supply considerations. Demand considerations are based on the forecast of trends in business activity. Supply considerations involve the determination of where and how candidates with the required qualifications are to be found to fill vacancies.

87 : What is the Balanced Scorecard?

Correct Answer : The Balanced Scorecard is a tool developed by Drs. Robert Kaplan and David Norton that helps organizations clarify their vision and strategy and translates them into operational objectives. The model has four related cells: (1) financial, (2) customer, (3) processes, and (4) learning. The logic of this tool is firmly rooted in HRM. People management and learning helps management improve their internal business processes (e.g., product development, service, etc.) and provide excellent customer service. Internal processes are critical for creating customer satisfaction, customer loyalty, cost containment, and improved productivity. Customer value creation then can lead to higher profitability and market value.

88 : Briefly describe the 4As framework of execution capability.

Correct Answer : The “4As” required to successfully execute a strategy are as follows:Alignment. Alignment occurs in an organization when it has a clear strategic intent, its staff has shared performance expectations, and they are accountable for the results.Agility. Execution is about competing today and tomorrow. The key to execution increasingly depends on being agile, nimble, and proactive in the face of change.Architecture. A firm’s architecture consists of its structures, processes, and systems. Ideally, they should be simple and streamlined so as to propel the firm to success. But too often a firm’s architecture can end up being complicated and entangle a firm like a straightjacket.Ability. Products and processes are easy to duplicate. Talent is not. Strategy execution (and ultimately growth and profitability) depend on a firm’s talent capacity—a talented group of leaders, managers, and employees working together in an engaged and collaborative way.?