Strategic Staffing 4th edition Phillips Test Bank

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Strategic Staffing, 4e **(Phillips)**
Chapter 1 Strategic Staffing

TRUE/FALSE

1. Although a company can better match employees with jobs they like, staffing does not influence organizational performance.

   ANS: F REF: p. 2 TOP: Introduction

2. Although staffing practices can influence turnover rates, they cannot influence a firm's stock market performance.

   ANS: F REF: p. 3 TOP: Introduction

3. The final hiring decision is usually made by the hiring manager.

   ANS: T REF: p. 3 TOP: Introduction

4. Talent management requires the development of improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs.

   ANS: T REF: p. 4 TOP: The Staffing Context

5. Strategic staffing consists of filling a job as quickly and cheaply as possible.

   ANS: F REF: p. 5 TOP: How Strategic Staffing Differs from Traditional Staffing

6. Strategic staffing systems do not need to be aligned with the firm's business strategy.

   ANS: F REF: p. 5 TOP: How Strategic Staffing Differs from Traditional Staffing

7. Identifying the skills an organization will need in the future is an example of employer branding.

   ANS: F REF: p. 9 TOP: The Components of Strategic Staffing

8. Sourcing is locating qualified individuals, appropriate talent sources, and labor markets from which to recruit.

   ANS: T REF: p. 10 TOP: The Components of Strategic Staffing

9. Recruiting large numbers of applicants is always the best way to ensure quality hires.

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ANS: F REF: p. 12 TOP: The Components of Strategic Staffing

10. Socialization is the process of assimilating or integrating newly hired or recently promoted employees with their job, workgroup, and organization.

ANS: T REF: p. 12 TOP: The Components of Strategic Staffing

11. Deployment involves assigning talent to appropriate jobs and roles in the organization.

ANS: T REF: p. 12 TOP: The Components of Strategic Staffing

12. The increased financial return on staffing investment is an example of a process goal.

ANS: F REF: p. 14 TOP: The Goals of Strategic Staffing

13. Attracting sufficient numbers of appropriately qualified applicants is an example of a staffing outcome goal.

ANS: F REF: p. 15 TOP: The Goals of Strategic Staffing

14. Reducing the turnover rate of high performers is an example of a staffing process goal.

ANS: F REF: p. 15 TOP: The Goals of Strategic Staffing

15. Only those candidates who can be quickly and cheaply trained by the employer should be hired.

ANS: F REF: p. 17 TOP: Integrating the Functional Areas of Human Resource Management

16. Staffing outcomes can influence the effectiveness of an employer's compensation programs.

ANS: T REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

17. Even if a staffing system hires talented people, without performance goals and accurate performance feedback employees won't perform their best.

ANS: T REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

18. How lower-level positions are staffed does not influence the talent available to the employer for higher-level positions.

ANS: F REF: p. 19 TOP: Integrating the Functional Areas of Human

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19. Sometimes managers reluctantly engage in unethical conduct because they feel powerless to do otherwise.

ANS: T REF: p. 20 TOP: Staffing Ethics

20. Human resource management professionals, including staffing professionals, are expected to act in the best interest of employees at all times.

ANS: F REF: p. 21 TOP: Staffing Ethics

MULTIPLE CHOICE

1. An organization's competitive advantage is _____.
   a. not something that can be influenced by staffing
   b. the number of employees it hires in a year
   c. the annual employee turnover rate
   d. what it can do differently from its competitors

ANS: d REF: p. 2 TOP: Introduction

2. Staffing can be considered a cornerstone of human resource management because it _____.
   a. takes the largest part of the human resource budget
   b. determines the workforce available to the company
   c. takes the most time of any human resource management function
   d. is the only function performed by human resources

ANS: b REF: p. 3 TOP: Introduction

3. Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy is _____.
   a. workforce planning
   b. sourcing
   c. recruiting
   d. succession planning

ANS: a REF: p. 9 TOP: The Components of Strategic Staffing

4. If a staffing specialist evaluates the external labor market to determine how challenging it will be to hire the talent her employer needs over the next few years, which of the following is being done?
   a. planning
   b. acquiring

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c. sourcing
d. performance management

ANS: a REF: p. 9 TOP: The Components of Strategic Staffing

5. When a firm determines that it will need to hire 50 customer service representatives within the next three months, it has engaged in _____.
a. attracting
b. placement
c. workforce planning
d. competency modeling

ANS: c REF: p. 9 TOP: The Components of Strategic Staffing

6. Which of the following is the first of the seven components of strategic staffing?
a. sourcing
b. selecting
c. workforce planning
d. deploying

ANS: c REF: p. 9 TOP: The Components of Strategic Staffing

7. All organizational practices and decisions that affect either the number or types of individuals willing to apply for and accept job offers is _____.
a. negotiating
b. recruiting
c. performance management
d. human resource management

ANS: b REF: p. 10 TOP: The Components of Strategic Staffing

8. Locating qualified individuals and labor markets from which to recruit is _____.
a. recruiting
b. staffing
c. deployment
d. sourcing

ANS: d REF: p. 10 TOP: The Components of Strategic Staffing

9. The primary goal of _____ is to get the right people interested in working for an organization or in a specific job, then persuade them to apply and ultimately accept a job offer if one is extended.
a. sourcing
b. recruiting
c. employer branding
d. selecting

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ANS: b REF: p. 11 TOP: The Components of Strategic Staffing

10. When a company creates an advertising campaign about what a great employer it is, it has engaged in _____.
    a. sourcing
    b. competency modeling
    c. employer branding
    d. redeployment

    ANS: c REF: p. 11 TOP: The Components of Strategic Staffing

11. Interviewing job candidates to assess their fit with the job and organization is part of _____.
    a. attracting
    b. selecting
    c. deploying
    d. employee profiling

    ANS: b REF: p. 11 TOP: The Components of Strategic Staffing

12. When a supervisor assigns a new employee to a new project team, the manager has engaged in _____.
    a. deployment
    b. placement
    c. workforce planning
    d. competency modeling

    ANS: a REF: p. 12 TOP: The Components of Strategic Staffing

13. When a supervisor introduces a new hire to her new colleagues and other important people in the organization he is engaging in _____.
    a. deployment
    b. recruiting
    c. socialization
    d. career planning

    ANS: c REF: p. 13 TOP: The Components of Strategic Staffing

14. Deployment involves _____.
    a. assigning talent to appropriate jobs and roles in the organization
    b. negotiating an employment contract
    c. getting new hires up to speed and productive on their job
    d. getting a job requisition approved

    ANS: a REF: p. 12 TOP: The Components of Strategic Staffing

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15. If a company's employees have talents that would be useful to the organization and the company is not taking advantage of these talents, it is not being efficient in the activity of _____ talent.
    a. acquiring
    b. deploying
    c. sourcing
    d. recruiting

    ANS: b REF: p. 12 TOP: The Components of Strategic Staffing

16. Assigning a high-performing sales associate to work with the company's most important client is an example of _____.
    a. redeployment
    b. selection
    c. succession planning
    d. matchmaking

    ANS: a REF: p. 12 TOP: The Components of Strategic Staffing

17. Putting together an attractive job offer and negotiating with the candidate the company wants to hire is part of _____.
    a. onboarding
    b. attracting
    c. recruiting
    d. acquiring

    ANS: d REF: p. 12 TOP: The Components of Strategic Staffing

18. Strategic staffing is a(n) _____ process.
    a. simple
    b. unethical
    c. matchmaking
    d. illegal

    ANS: c REF: p. 13 TOP: The Components of Strategic Staffing

19. _____ relate to the hiring process itself.
    a. Process goals
    b. Outcome goals
    c. Hiring goals
    d. Evaluation goals

    ANS: a REF: p. 14 TOP: The Goals of Strategic Staffing

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20. Focusing on maximizing how quickly a position can be filled improves the _____ of the staffing process.
    a. efficiency
    b. effectiveness
    c. cost
    d. quality

    ANS: a REF: p. 14 TOP: The Goals of Strategic Staffing

21. If a company wants to promote from within rather than hire higher level managers from outside the company it should focus on _____.
    a. offering a comprehensive benefit package and letting employees choose their benefits
    b. paying competitive wages
    c. hiring people who can perform the current job who also have leadership potential
    d. hiring as quickly as possible

    ANS: c REF: p. 14 TOP: The Goals of Strategic Staffing

22. Which of the following is a hiring process goal?
    a. meeting stakeholder needs
    b. enhancing organizational flexibility
    c. improving business strategy execution
    d. attracting diverse applicants

    ANS: d REF: p. 15 TOP: The Goals of Strategic Staffing

23. Under which of the following circumstances does a company prefer to "churn" rather than keep existing employees?
    a. when technology is developing very rapidly
    b. when the existing employees are overqualified
    c. when the training period provided is short
    d. when competition in the market has increased

    ANS: a REF: p. 15 TOP: The Goals of Strategic Staffing

24. RST is a small software firm that operates using the very latest technology. As a result, the employee skill sets required change rapidly. The skill sets of employees who have been with the company for several years are found to be inferior to those of new hires, and the company has realized that fresh graduates are often better qualified to handle the projects. The firm's resources are limited and it needs to spend as little as possible on the staffing function, reserving most of its capital for project-specific investments. Which of the following staffing goals would be most suited to the company's needs?
    a. Recruiting semi-skilled workers from nontraditional sources and training them.
    b. Reducing the employee turnover rate.
    c. Hiring employees every two years on a contract basis.
    d. Hiring employees whose skills can be developed over the long term.

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ANS: c REF: p. 15 TOP: The Goals of Strategic Staffing

25. A call center has adopted an expansionist strategy. It has taken on a number of big contracts from clients and is on a tight schedule to supply customer support services by the deadlines promised. Which of the following statements, if true, will result in the staffing goals being best aligned to the organizational strategy?
    a. The time taken to fill a position should be tracked for each recruiting source and the fastest possible source of at least minimally qualified talent should be utilized.
    b. Only the best talent be selected even if it takes a lot of time to hire.
    c. As many applicants should be hired as possible to get the needed number of employees quickly.
    d. The compensation offered should be higher than the average market rate to attract the maximum number of applicants.

    ANS: a REF: p. 15 TOP: The Goals of Strategic Staffing

26. Which of the following is NOT a stakeholder in the staffing process?
    a. supervisors
    b. employees
    c. shareholders
    d. none of the above; all are stakeholders

    ANS: d REF: p. 16 TOP: The Goals of Strategic Staffing

27. If an employer is unable to hire candidates with the desired qualifications, _____ may be its only option.
    a. compensating them highly
    b. training
    c. succession planning
    d. performance management

    ANS: b REF: p. 17 TOP: Integrating the Functional Areas of Human

28. Which of the following does an employer have to do if it wants to hire successfully from the traditional labor pool?
    a. automate the job
    b. increase training
    c. reduce required qualifications
    d. provide competitive pay

    ANS: d REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

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29. Leo Ink is a company that produces stationery items. In order to remedy the current low-profit situation, the company plans to hire personnel and form a brand-new marketing team. The labor market proves to have a shortage of qualified marketing personnel. In this situation, which of the following strategies could Leo Ink follow to make profits?
    a. Increase the salary offered to hire the needed marketing personnel
    b. Increase its scale of production instead of hiring people
    c. Branch into the production of other items
    d. Continue in the present state

    ANS: a REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

30. Greg's Bakery chain is planning to diversify into producing and selling candy. It has opened a new factory to support this plan, and the factory is ready to be staffed. The top management at Greg's has decided that it is willing to offer the best salaries in the industry to its latest employee additions. In this situation, which of the following staffing goals should Greg's follow?
    a. hiring a large number of employees
    b. hiring the best qualified employees
    c. hiring high-salaried employees
    d. providing an extensive training period

    ANS: b REF: p. 18 TOP: Integrating the Functional Areas of Human Resource Management

31. Samuel joined an accounting firm as a clerk. Each Monday, he is assigned a new project which is due by Friday. It has been over 5 months since he joined the firm but Samuel is yet to receive any feedback about his work performance from his supervisor. This is an example of poor _____.
    a. career development
    b. succession management
    c. performance management
    d. work training

    ANS: c REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

32. Succession management ensures that _____.
    a. a company attracts sufficient numbers of appropriately qualified applicants
    b. new employees will be motivated by the firm's compensation package
    c. high-potential new hires do not leave because they are overqualified and under challenged
    d. an organization has people ready to assume leadership positions when they become available

    ANS: d REF: p. 19 TOP: Integrating the Functional Areas of Human

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33. Staffing ethics are gaining more attention as _____ increase.
    a. business demands
    b. employee turnover
    c. hiring costs
    d. legal risks

    ANS: d REF: p. 20 TOP: Current Issues in Staffing

34. _____ can pressure managers to suppress their ethical concerns in pursuit of profits.
    a. Shareholders
    b. The government
    c. Their families
    d. Elves

    ANS: a REF: p. 20 TOP: Staffing Ethics

35. Staffing professionals are expected to act as an agent of _____.
    a. their employer
    b. employees
    c. shareholders
    d. their supervisors

    ANS: a REF: p. 21 TOP: Staffing Ethics

36. Which of the following is NOT an ethical issue commonly faced by staffing professionals?
    a. Being pressured to promote an employee based on non-job-related criteria
    b. Being pressured to hire a manager's underqualified relative
    c. Being asked not to lower hiring standards to meet a demanding hiring goal
    d. Failing to consider the role of unconscious bias in recruitment and selection

    ANS: c REF: p. 21 TOP: Staffing Ethics

37. A(n) _____ is a set of rules outlining an employer's behavioral expectations and the responsibilities of employees.
    a. employment contract
    b. code of conduct
    c. schema
    d. employer brand

    ANS: d REF: p. 22 TOP: Staffing Ethics

38. When we recognize a situation as presenting an ethical issue we have employed _____.
    a. a schema
    b. a contract

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c. our intuition
d. metacognition

ANS: a REF: p. 22 TOP: Staffing Ethics

39. When an employer studies the causes of turnover among its high performers it is engaging in _____.
a. deployment
b. succession management
c. staffing ethics
d. staffing analytics

ANS: d REF: p. 24 TOP: Staffing Analytics

40. _____ is being used to speed up hiring, lower hiring costs, and enhance the candidate experience during the hiring process
a. Staffing analytics
b. Staffing technology
c. Career planning
d. Staffing ethics

ANS: b REF: p. 24 TOP: Staffing Analytics

ESSAY QUESTIONS

1. How does strategic staffing differ from traditional staffing?

Answer: Strategic staffing is the process of staffing an organization in future-oriented and goal-directed ways that support the organization's business strategy and enhance organizational effectiveness. The focus of strategic staffing is the integration of staffing practices with business strategy and with the other areas of human resource management to enhance organizational performance. Traditional staffing tends to focus on quickly and conveniently filling an opening rather than on aligning the staffing effort with the long-term strategic needs of the organization. By contrast, strategic staffing entails both short- and long-term planning. The process involves acquiring, deploying, and retaining the right number of employees with the appropriate talents to effectively execute this strategy. When done strategically, staffing can enable a company to acquire a sustainable competitive advantage that allows it to successfully fulfill its mission and reach its goals.

REF: p. 5 TOP: How Strategic Staffing Differs from Traditional Staffing

2. Explain the seven components of strategic staffing. How will compensation affect each component?

Answer: There are seven staffing activities that, if done well strategically, create a staffing system that supports business strategy and organizational performance. The level

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of pay an organization is willing and able to invest in salaries can both determine and be determined by its ability to hire people with the necessary qualifications.

1. Workforce Planning: Strategically evaluating the company's current lines of business, new businesses it will be getting into, businesses it will be leaving, and the gaps between the current skills in the organization and the skills it will need to execute its business strategy.

   Organizations need to assess the availability of their sought-after competencies in the labor market and use recruitment and effective selection practices to ensure that new hires have the requisite skills, background, and motivation so the firm's compensation system works as it's intended.

2. Sourcing Talent: Locating qualified individuals and labor markets from which to recruit.

   If an organization is willing to pay premium wages, its staffing effort can focus on identifying and attracting the most qualified candidates. If an organization would like to pay lower wages, but is unable to hire the candidates it would like at its preferred salary levels, then it may be forced to raise its salaries to be competitive in the labor market or to make investments in training and development.

3. Recruiting Talent: Making decisions and engaging in practices that affect either the number or types of individuals willing to apply for and accept job offers.

   Often, paying top dollar to hire the highest quality candidates is not always the best strategy if the company doesn't really need top talent and average talent will do. In other words, sometimes the greater productivity of the most talented applicants is not enough to offset their higher salaries.

4. Selecting Talent: Assessing job candidates and deciding who to hire.

   When the labor supply is tight, the firm might need to increase its salaries just to be able to hire candidates with minimum skill levels and qualifications. If higher pay is not an option, recruiting from nontraditional sources might allow the organization to overcome its compensation challenges. If hiring from nontraditional labor pools is unsuccessful, automating the job, increasing the training the organization provides its employees, or reducing the required qualifications of new hires may be the only alternatives.

5. Acquiring Talent: Putting together job offers that appeal to chosen candidates, and persuading job offer recipients to accept those job offers.

   The employment contract, or written offer to the candidate, formalizes the outcomes of the negotiations. This specifies the job's compensation, such as salary, bonus, long-term accounting, and stock-based compensation.

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6. Deploying Talent: Assigning people to appropriate jobs and roles in the organization to best utilize their talents.

   Ensuring that new hires have the potential to succeed is one of the primary goals of staffing. Performance incentives will be ineffective unless workers are given jobs suited to their skills. An organization that wishes to motivate its employees to be more productive by using a pay-for-performance or merit pay system will not be able to fully leverage its programs if the skills of the workforce are lacking. Performance incentives are only effective if the individuals have the potential to perform well in the first place.

7. Retaining Talent: Keeping successful employees engaged and committed to the firm.

   It can be frustrating to locate and hire the right talent only to watch these people leave after a short time. Turnover is expensive, especially when it is the best performers who are leaving. Retaining successful employees means that the organization spends less time and fewer resources filling job vacancies. Performance incentives are one tool that employers can use to retain talent.

REF: p. 9 TOP: The Components of Strategic Staffing

3. What is the difference between process goals and outcome goals in staffing?

   Answer: Creating hiring goals that are clearly linked to organizational strategies and objectives guides the strategic staffing process. Process goals relate to the hiring process itself, including how many of what quality applicants apply, attracting appropriate numbers of diverse applicants, and meeting hiring timeline goals, such as completing interviews within two weeks and making job offers within one week of the final interview.

   Outcome goals apply to the product of the hiring effort and include the number and quality of people hired, the financial return on the staffing investment, and whether the staffing effort improved organizational effectiveness.

REF: p. 14 TOP: The Goals of Strategic Staffing

4. How does staffing influence an organization's training activities, and how is staffing influenced by an organization's training activities?

   Answer: Training is often expensive, so one of the first considerations in developing a staffing strategy is to decide whether new hires should have certain competencies at the time they are hired or whether the firm will train new hires in those competencies. If the staffing function fails to hire candidates with appropriate qualifications, training may be an organization's only option to secure these qualifications in its workforce. Strategic staffing ensures that new hires are ready and able to benefit from the organization's

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training and development programs.

Competencies that can be quickly and cheaply trained are often not as useful for screening job candidates as competencies, values, styles, and experiences that cannot be trained as easily. Even if the choice is to train, it is critical that the recruiting and hiring effort secures new hires who possess at least the minimum qualifications required for training success. If employees do not have the proper background and motivation, then training is likely to be futile. It is also important to identify how long employees tend to stay with the company. Training may not be the right choice if employees tend to leave the organization before the firm recovers the cost of their training through their job performance. In this case, strategic staffing efforts will focus on identifying and hiring employees who are likely to remain with the organization so that it may recoup its training investments.

REF: p. 17 TOP: Integrating the Functional Areas of Human Resource Management

5. How does staffing influence an organization's performance management activities, and how is staffing influenced by an organization's performance management activities?

Answer: Staffing influences the effectiveness of a performance management system by providing the raw talent that the system will manage. Even the best performance management system cannot replace important capabilities that employees must have to do their jobs well.

Additionally, performance management systems affect a staffing system's effectiveness. For example, even if highly talented employees are hired, they won't perform at their best if they get no or inaccurate performance feedback. If employees perceive performance feedback to be unfair, talented employees may not be motivated to contribute as much as they could. Without performance goals, employees will not know what aspects of their jobs to focus on and will not know what level of performance is expected of them.

REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

6. What staffing practices must a firm adopt to ensure that it has the able leadership while also providing career development to its employees?

Answer: Staffing practices can influence and be influenced by an organization's career development activities and the career advancement opportunities that exist in the company. An organization unable to offer employees opportunities for challenging work and career advancement is likely to have a low job offer acceptance rate. In addition, high-potential new hires that do actually go to work for the organization are likely to quit sooner as a result of their being overqualified and under-challenged. This might prompt staffing personnel to recruit less qualified individuals who are less likely to quit but who may also be lower performers. Obviously, this is an even larger problem if the people being hired for current jobs are intended to be the employees upon whom the firm focuses its succession efforts. So, if the firm's current hiring efforts fail to produce

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employees with the potential for promotion, the organization's future leadership capabilities are likely to be compromised. Thus, organizations that rely on internal recruiting and promoting as part of their succession plans need to consider the long-term potential of candidates they hire from outside the firm as well as their ability to perform the jobs they're currently applying for.

REF: p. 19 TOP: Integrating the Functional Areas of Human Resource Management

7. What is an ethical staffing schema and how can one be developed?

Answer: A schema is a pattern of thought that organizes categories of information and the relationships among them to aid in information processing. When a schema for staffing-related decisions is developed with an awareness of ethical issues and approaches, it is much easier to recognize and make ethical decisions. To develop an ethical staffing schema that incorporates ethical awareness, it helps to be repeatedly exposed to numerous examples of ethical standards, issues, and considerations, s well as a variety of possible decisions and their consequences for all stakeholders. For existing employees, ethics training courses, embedding ethical situations in training courses to expose employees to ethical issues they are likely to encounter at work, and having supervisors lead discussions of common ethical issues can all help to build and reinforce ethical staffing schema.

REF: p. 22 TOP: Staffing Ethics

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