

Student name: _____

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

true

false

For the average organization, employee costs (wages or salaries and benefits) are about 20% of its total revenue.

true

false

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.

true

false

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

true

false

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

true

false

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

true

false

Employee turnover represents a significant cost to most organizations.

true

false

Staffing is an ongoing process.

true

false

Staffing the organization requires making key decisions about the acquisition, deployment, and retention of the organization's workforce.

true

false

Staffing systems exist primarily to fill specific vacancies, and are not closely linked to overall organizational strategy and mission.

true

false

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.

true

false

Employee overstaffing may occur when there are dips in demand for the organization's products or services that the organization chooses to ride out.

true

false

What term captures the knowledge, skill, ability, and traits of people and their motivation to use these successfully on the job?

human capital

investment resource

intellectual reservoir

absorptive capacity

An organization's _____ system must guide the acquisition, deployment, and retention of its workforce.

staffing

recruitment

selection

placement

Which of the following statements is true regarding staffing?

The organization is the only active player in the staffing process.

The staffing process is composed of a series of interrelated parts including recruitment, selection, decision making and job offers.

The staffing process should only be viewed from the perspective of the individual (line) manager.

None of the answer choices are correct.

Which of the following are the four core job requirements and qualifications discussed in staffing practice?

motivation, engagement, grit, and emotional intelligence

kinesthetic capabilities, standards, accountability, and operational function

intuition, confidence, courage, and conformity

knowledge, skills, abilities, and other characteristics

The activities that involve external staffing systems are called _____.

acquisition

deployment

retention

None of the answer choices are correct.

The process that encompasses guiding the movement of current employees throughout the organization through internal staffing systems is called _____.

acquisition

deployment

retention

None of the answer choices are correct.

The purpose of retention systems is to _____.

attract qualified applicants to job openings in the organization

establish a good person-job match

manage the flow of employees out of the organization

establish a good person-organization match

Staffing systems should ultimately be used to _____.

ensure that day-to-day operations run smoothly

ensure that procedural, transactional, and routine activities are accomplished

reduce costs regardless of the effects on quality or quantity

contribute to the attainment of organizational goals such as survival, profitability, and growth

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

true

false

When head count requirements exceed availabilities, the organization will be understaffed.

true

false

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

true

false

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

true

false

The person/job match perspective states that it is more important to match job rewards to individual motivations than to match job requirements to KSAOs.

true

false

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

true

false

In organizations where technology and globalization have caused jobs to change at a rapid pace, person/job match is more important than person/organization match.

true

false

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.

true

false

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

true

false

The initial stage in the staffing system components perspective is deployment.

true

false

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

true

false

The deployment stage of the staffing process emphasizes the assessment and evaluation of job applicants.

true

false

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

true

false

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

true

false

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

true

false

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

true

false

According to the staffing quantity perspective, an organization will be _____ when availabilities exceed requirements.

fully staffed

understaffed

overstaffed

None of the answer choices are correct.

The staffing quantity perspective uses _____ to determine whether a condition of being overstaffed, fully staffed, or understaffed exists.

projected staffing requirements

projected staffing availabilities

projected economic trends

projected staffing requirements and availabilities

Which of the following are portions of person-job match?

Jobs are characterized by their requirements.

Jobs are characterized by their embedded rewards.

Individuals are characterized by their level of qualification and motivation.

All of the answer choices are correct.

Which of the following statements is false regarding person-job match?

Jobs are characterized by their requirements and embedded rewards.

Individuals are characterized by their level of qualification.

Organizational culture is an important aspect of person-job match.

Individuals can be characterized by their motivation levels.

The person/job match perspective says that there must be a match between _____.

job requirements with KSAOs and job rewards with individual motivation

job requirements and individual motivation

KSAOs and individual motivation

None of the answer choices are correct.

Regarding the person/job match model, _____.

staffing is only concerned with the job requirements-KSAO portion of the match

job requirements should be expressed in terms of only tasks involved and not KSAOs

it applies only to tasks that have been identified and written down

None of the answer choices are correct.

In terms of the person/organization match _____.

the “organization” includes only tasks to be performed that are written down as part of the job description

attempts to match people to organization values should not be made

there is a concern with the “fit” of people to multiple jobs or future jobs

All of the answer choices are correct.

Which of the following matching concerns arise in person-organization match?

values, new job duties, multiple jobs, and future jobs

values, qualifications, and motivation

person, process, and principle

All of the answer choices are correct.

The staffing system components model perspective says that the phases of the staffing process occur in which order after the initial interaction between the applicant and the organization?

selection, recruitment, employment

recruitment, selection, employment

recruitment, employment, selection

employment, recruitment, selection

According to the overall staffing organizations model, one support activity is _____.

external staffing

job analysis

internal staffing

labor relations

According to the overall staffing organizations perspective, an example of a(n) core staffing activity is _____.

HR strategy and planning

job analysis

internal recruitment

None of the answer choices are correct.

According to the overall staffing organizations perspective, HR and staffing strategy are driven by _____.

the mission, goals and objectives of the organization

support activities

legal compliance activities

All of the answer choices are correct.

Which of the following is a part of the recruiting phase of the staffing process?

drawing up job offers

completing application blanks

developing and conducting job fairs

drawing up job offers and developing and conducting job fairs

Which of these activities is most directly associated with the employment phase of the staffing process?

screening job applications

deciding on finalists for a job

advertising a job opening

evaluating the results of a job aptitude test

Staffing system management involves _____.

assessing applicant qualifications

facilitating employee retention

guiding, coordinating, controlling, and evaluating staffing activities

day-to-day legal compliance activities

Sound staffing strategy should always focus on acquiring employees who can hit the ground running and be at peak performance the moment they arrive.

true

false

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

true

false

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

true

false

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

true

false

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

true

false

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

true

false

Some organizations understaff in order to avoid costly layoffs.

true

false

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.

true

false

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

true

false

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

true

false

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.

true

false

A _____ staffing strategy would have an organization concentrate on acquiring new employees who can "hit the ground running."

pure acquisition

pure development

lead system

lag system

The _____ is composed of more peripheral workers who are used on an as-needed, just-in-time basis.

core workforce

high performance workforce

flexible workforce

None of the answer choices are correct.

Outsourcing is _____.

setting up operations in another country

typically prohibited by law in most states

a strategy that is being used less and less

moving a business process to another vendor

Organizations often _____ when they choose to ride out dips in demand for goods and services or to stockpile talent.

understaff

overstaff

attract

relocate

A _____ staffing strategy is when organizations decide to go to locations where there are ample labor supplies.

transfer system

relocate system

factional system

extrinsic system

When jobs are highly fluid, it is probably advisable for organizations to focus more on _____.

person-job match

person-organization match

recruiter-recruit match

dynamic equilibrium

Answer Key

Test name: CH1 Staffing Organizations E11

TRUE

TRUE

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