

1. Strategic planning involves a set of procedures for making decisions about an organization's long-term goals and strategies.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

2. Human resource planning (HRP) refers to the process of recruitment and selection that caters to the welfare of an organization's existing employees.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

3. Strategic human resources management (SHRM) is a combination of strategic planning and HR planning.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

5. The strategic vision of an organization never moves beyond its mission statement to provide a perspective on where the company is headed and what the organization can become in the future.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

6. Organizational core values form the foundation of a firm's decisions.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

7. Changes in labor supply can place limits on the strategies available to firms.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

8. An internal analysis enables strategic decision makers to assess an organization's workforce—its skills, cultural beliefs, and values.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

9. Internal analysis focuses on culture and conflicts within an organization.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

10. A cultural audit can be used to examine the attitudes and expectations of employees.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

11. Strategic planning is the process of anticipating and providing for the movement of people into, within, and out of an organization.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

12. Trend analysis relies on a single factor to predict employment needs.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

13. An organization's core values are the strong enduring beliefs and principles that the company uses as a foundation for

its decisions.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

14. Organizations tend to make long-term commitments to strategic knowledge employees, investing in their continuous training and development, and perhaps giving them an equity stake in the organization.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

15. Forecasting is frequently more of an art than a science, providing inexact approximations rather than absolute results.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

16. Qualitative HR forecasting techniques generally employ sophisticated analytical models.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

17. Trend analysis is a qualitative approach to labor demand forecasting.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

18. Trend analysis refers to the use of statistical techniques to plot a historical trend of a business factor.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

20. Staffing tables provide data on external labor supply sources.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

21. A Markov analysis can be used to track the pattern of employee movements through various jobs.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-4
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

22. Core values are the essence of corporate cultures and an expression of their personality.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-1
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

23. Succession planning is the process of identifying, developing, and tracking talented individuals so that they may eventually assume top-level positions.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-4
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

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

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

25. Corporate strategy focuses on domain selection.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

26. In international joint ventures, the issue of culture is paramount.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

27. Dell has been very successful competing based on a low-cost strategy.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

28. FedEx has been very successful in utilizing a differentiation strategy.

- a. True
- b. False

ANSWER: True
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

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

- a. True
- b. False

ANSWER: False
POINTS: 1

DIFFICULTY: Moderate
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Comprehension

30. Critical success factors for a low-cost strategy include efficiency, productivity, and minimizing waste.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

ANSWER: False

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

32. Organizational structure is the framework in which the activities of organization members are coordinated.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

33. Shared values act as a guiding parameter for strategic planning.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

34. In unionized firms, layoffs are only based on performance.

- a. True
- b. False

ANSWER: False

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

35. Unionized organizations recognize seniority.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

37. A Markov analysis can show the percentage of employees who remain in each of a firm's jobs from one year to the next.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

38. Benchmarking is a process that companies use to look at their practices and performance in a given area and then compare them with other companies.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

39. The target company for benchmarking does not need to be a competitor.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

40. The Balanced Scorecard is a tool for mapping a firm's strategy in order to ensure strategic alignment.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

41. The quality-of-fill metric attempts to measure how well new hires of an organization are performing so that the organization will have enough top performers to propel it towards its strategic objectives.

- a. True
- b. False

ANSWER: True

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

42. The process of setting procedures for making decisions about an organization's long-term goals is called:

- a. strategic planning.
- b. HR planning.
- c. job analysis.
- d. environmental scanning.

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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.

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

44. Customers, suppliers, and substitutes are part of a _____ environment.

- a. political
- b. technological
- c. demographic
- d. competitive

ANSWER: d

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

45. The group of employees which has skills that are quite valuable to a company in creating customer value but not

particularly unique or difficult to replace is referred to as:

- a. core employees.
- b. strategic knowledge workers.
- c. supporting workers.
- d. partners.

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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.

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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.

ANSWER: d

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

48. The core value of a company:

- a. is 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. is determined by conducting a trend analysis on its employees.

ANSWER: c

POINTS: 1

DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-1
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

49. The systematic, regular monitoring of major external forces influencing an organization is called:

- a. demand forecasting.
- b. environmental scanning.
- c. exception reporting.
- d. influence analysis.

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

50. A competitive environment includes all the following EXCEPT:

- a. new entrants.
- b. suppliers.
- c. rivals.
- d. subordinates.

ANSWER: d

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

51. At the fundamental level, a firm's strategy should focus on creating value for:

- a. resellers.
- b. suppliers.
- c. customers.
- d. subordinates.

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

52. The examination of the attitudes and activities of a company's workforce is done using:

- a. environmental scanning.
- b. trend analysis.
- c. cultural audit.
- d. behavioral modeling.

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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.

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

54. When a firm's 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.

ANSWER: b

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

55. When the knowledge, skills, and abilities of a firm's 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.

ANSWER: d
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: MGHR.SNEL.17.2-3
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Comprehension

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.

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: MGHR.SNEL.17.2-3
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Comprehension

57. Which of the following is NOT a component of SWOT analysis?

- a. Weakness
- b. Threat
- c. Strategy
- d. Opportunity

ANSWER: c
POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-5
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

58. In order to do an effective job at strategic planning managers do all of the following EXCEPT:

- a. making forecasts of labor demand.
- b. neglecting supply considerations.
- c. performing supply analyses.
- d. balancing supply and demand considerations.

ANSWER: b
POINTS: 1
DIFFICULTY: Moderate
LEARNING OBJECTIVES: MGHR.SNEL.17.2-3
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Comprehension

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

ANSWER: d

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

60. A qualitative approach to demand forecasting can include any of the following EXCEPT:

- a. trend analysis
- b. the Delphi technique
- c. soliciting expert opinion
- d. management forecast

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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.

ANSWER: b

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

62. The Delphi technique:

- a. is an attempt to decrease subjectivity of forecasts.
- b. is a quantitative method.
- c. is used to plot historical trends.
- d. is the quickest method for increasing employee turnover rates.

ANSWER: a

POINTS: 1
DIFFICULTY: Easy
LEARNING OBJECTIVES: MGHR.SNEL.17.2-4
NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
STATE STANDARDS: United States - OH - DISC: HRM
KEYWORDS: Bloom's: Knowledge

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.

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

64. A _____ is used to depict the number and percentage of employees of an organization in each job from year to year, with proportions of those who are promoted, demoted, transferred, or who exit the organization.

- a. staffing table
- b. Markov analysis
- c. skills inventory
- d. trend analysis

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

65. Talent inventories can be used to develop _____, which list current jobholders.

- a. core values
- b. replacement charts
- c. trend models
- d. staffing tables

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

66. The process of identifying, developing, and tracking talented individuals so that they may eventually assume top-level positions is:

- a. target forecasting.
- b. predicted change.
- c. succession planning.
- d. replacement selection.

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-4

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

67. A _____ analysis is intended to help executives summarize the major facts and forecasts derived from external and internal analyses.

- a. gap
- b. Markov
- c. SWOT
- d. trend

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

68. Cooperative strategies pursued by firms include:

- a. joint ventures.
- b. trend analysis.
- c. mergers.
- d. acquisitions.

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

69. An organizational structure:

- a. lays out the route that the organization will take in the future to increase absenteeism.
- b. is the framework in which activities of employees are coordinated.

- c. is the formal procedure that governs every day activity.
- d. is used to increase employee turnover rate.

ANSWER: b
 POINTS: 1
 DIFFICULTY: Easy
 LEARNING OBJECTIVES: MGHR.SNEL.17.2-6
 NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
 STATE STANDARDS: United States - OH - DISC: HRM
 KEYWORDS: Bloom's: Knowledge

70. In the 7-S framework analysis, the "Hard S" category includes systems and processes which:
- a. lay out the route that the organization will take in the future to increase absenteeism.
 - b. only includes the framework in which activities of employees are coordinated.
 - c. include formal and informal procedures that govern the every day activities of a firm.
 - d. act as guiding parameters for strategic planning in order to increase employee turnover rate.

ANSWER: c
 POINTS: 1
 DIFFICULTY: Easy
 LEARNING OBJECTIVES: MGHR.SNEL.17.2-6
 NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
 STATE STANDARDS: United States - OH - DISC: HRM
 KEYWORDS: Bloom's: Knowledge

71. Shared values:
- a. are essential for an organization that aims to increase its employee turnover rate.
 - b. act as the framework in which activities of employees are coordinated to reduce absenteeism.
 - c. are formal and informal procedures that govern every day activity of the managers of an organization.
 - d. act as guiding parameters for strategic planning.

ANSWER: d
 POINTS: 1
 DIFFICULTY: Easy
 LEARNING OBJECTIVES: MGHR.SNEL.17.2-6
 NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills
 STATE STANDARDS: United States - OH - DISC: HRM
 KEYWORDS: Bloom's: Knowledge

72. Layoff decisions are usually based on:

- a. union membership.
- b. department ranking.
- c. seniority.
- d. favoritism.

ANSWER: c
 POINTS: 1
 DIFFICULTY: Easy
 LEARNING OBJECTIVES: MGHR.SNEL.17.2-6
 NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

73. According to 7-S framework analysis, which of following is NOT in the “Hard S” category?

- a. Strategy
- b. Shared values
- c. Structure
- d. Systems and processes

ANSWER: b

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

74. Measures of turnover costs do NOT include:

- a. separation costs.
- b. employee turnover costs.
- c. replacement costs.
- d. training program costs.

ANSWER: b

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

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

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

76. The capacity of an organization to continuously act and change in pursuit of sustainable competitive advantage is known as:

- a. coordination flexibility.
- b. predicted capability.

- c. organizational capability.
- d. turnover flexibility.

ANSWER: c

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

77. _____ is the ability of an organization to rapidly reallocate resources to new or changing needs.

- a. Coordination flexibility
- b. Predicted flexibility
- c. Organizational capability
- d. Turnover capability

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

ANSWER: d

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

79. Which of the following is NOT a cell of the Balanced Scorecard model?

- a. Financial
- b. Turnover
- c. Customer
- d. Process

ANSWER: b

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-6

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

80. The first step in strategic planning involves:

- a. analyzing the competition.
- b. interviewing potential employees.
- c. reviewing failed plans from the past in order to improve employee turnover rate.
- d. establishing a mission, vision, and values for an organization.

ANSWER: d

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-1

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

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

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

82. In the telephone industry, mobile phones and VOIP (Voice-over-the Internet Protocol) are examples of _____ for traditional firms.

- a. companions
- b. rivals
- c. substitutes
- d. supplements

ANSWER: c

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-2

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

83. As companies diversify into new businesses, managers are inevitably faced with a make or _____ decision.

- a. buy
- b. lease

- c. forego
- d. substitute

ANSWER: a

POINTS: 1

DIFFICULTY: Easy

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Knowledge

84. Describe the basics of SWOT analysis.

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.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: MGHR.SNEL.17.2-5

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

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

ANSWER: For an organization to achieve sustained competitive advantage through people, four criteria must be met.

- a. First, 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.
- b. Second, the resources must be rare. People are a source of competitive advantage when their skills, knowledge, and abilities are not equally available to competitors.
- c. Third, 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.
- d. Finally, people are a source of competitive advantage when their talents can be combined and deployed to work on new assignments at a moment's notice when they are organized.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVE: MGHR.SNEL.17.2-3

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

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STATE STANDARDS: United States - OH - DISC: HRM

KEYWORDS: Bloom's: Comprehension

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

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.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: HR.SNEL.17.2-4

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

DARDS:

STATE STANDARDS: United States - OH - DISC: HRM

DS:

KEYWORDS: Bloom's: Comprehension

87. What is the Balanced Scorecard?

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. This tool builds on some existing key management concepts like customer-defined quality, continuous improvement, employee empowerment, and measurement-based management and feedback. 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, contain costs, and improve productivity. Customer value creation then can lead to higher profitability and market value.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: HR.SNEL.17.2-6

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

DARDS:

STATE STANDARDS: United States - OH - DISC: HRM

DS:

KEYWORDS: Bloom's: Comprehension

88. Briefly describe the concept of organizational capability.

ANSWER: Organizational capability refers to the capacity of the organization to continuously act and change in

pursuit of sustainable competitive advantage. Flexibility can be achieved in two primary ways: coordination flexibility and resource flexibility. Coordination flexibility is the ability to rapidly reallocate resources to new or changing needs. Through Human resources planning (HRP), managers can anticipate upcoming events, keep abreast of changes in legal regulations, forecast economic trends, spot competitors' moves, and the like. With advance notice, managers can move people into and out of jobs, retrain them for new skill requirements, and modify the kinds of incentives they use. The use of a contingency workforce composed of part-timers, temporary employees, and external partners also helps achieve coordination flexibility. Resource flexibility, on the other hand, results from having resources that can be used different ways and people who can perform different functions in different ways. Cross-training employees, rotating them into different jobs, and using teams are all efforts that focus on building a flexible workforce.

POINTS: 1

DIFFICULTY: Moderate

LEARNING OBJECTIVES: HR.SNEL.17.2-6

CTIVES:

NATIONAL STANDARDS: United States - BUSPROG - Analytic - Business knowledge and analytic skills

DARDS:

STATE STANDARDS: United States - OH - DISC: HRM

DS:

KEYWORDS: Bloom's: Comprehension