CHAPTER 2
Identifying Human Resource Plans and Performance Requirements

TRUE/FALSE QUESTIONS

1. Performance standards have to be identified before performance criteria can be determined.

   F, p. 34, Easy, Recall

2. Typical criteria are either behaviours or outcomes, not attitudes.

   F, p. 35, Easy, Recall

3. Criterion contamination occurs when aspects of performance, which should have been measured, have not in fact been assessed.

   F, p. 39, Moderate, Recall

4. As a new hire "learns the ropes" on the job, performance criteria may undergo review and change.

   T, p. 39, Moderate, Application

5. The assessment of a physician's performance is more likely to be beset with problems of criterion deficiency than criterion contamination.

   T, p. 39, Difficult, Application

6. The time frame used for evaluating a production worker should be different from that used for a human resource professional working in the same organization.

   T, p. 40, Moderate, Application

7. Reliability of a criterion refers to the correspondence between the measure and organization's ultimate goals.

   F, p. 41, Moderate, Recall

8. The ability of a performance appraisal instrument to separate superior and poor performers in a garment-sewing factory reflects the discriminability of the measure.

   T, p. 43, Difficult, Application

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9. If more than one person holds a particular job it is called a position.

F, p. 45, Moderate, Recall

10. A key step in the job analysis process is familiarization with the organization and its jobs.

T, p. 46, Easy, Application

11. When conducting job analysis in a fish processing plant, it is possible to use both human and non-human sources for collecting data.

T, p.46, Moderate, Application

12. Functional job analysis uses a five-point scale to determine the degree to which 194 different task elements are involved in performing a job.

F., p. 48, Difficult, Recall

13. Observation as a job analysis data collection tool tends to be the most consistently accurate means of information gathering.

F., p. 48, Moderate, Recall

14. When doing job analysis, especially in large work settings, employee logs are the most popular job analysis approach since they cause the least interruption and are the least time consuming.

F, p. 49, Difficult, Application

15. A job description is often a narrower and more specific description of a job than a task inventory.

F, p. 49, Moderate, Recall

16. A competency for a supervisor in a textile-manufacturing unit may be his or her tendency to initiate actions before being asked.

T, p. 53, Difficult, Application

17, Employee-involved goal setting is more appropriate when a job lacks obvious performance standards.

T, p. 57, Moderate, Application

18. The advantages of a checklist are economy and limited training for raters.

   T, p. 61, Easy, Application

19. Extrapolation involves linearly extending past rates of human resource changes into the future.

   T, p. 67, Moderate, Recall

20. Markov analysis is used to predict external supply of human resources in the long term, especially in small-business organizations.

   F, p. 70, Difficult, Application

MULTIPLE CHOICE QUESTIONS

1. If a salesperson's performance is assessed solely by the number of units sold, a potential problem is/are:
   A. criterion contamination
   B. criterion deficiency
   C. criterion overlap
   D. B and C
   E. all of the above

   B, p. 38, Moderate, Application

2. If a salesperson is assessed on problem solving skills unrelated to selling, a potential problem is:
   A. criterion deficiency
   B. criterion overlap
   C. criterion dilution
   D. A and C
   E. none of the above

   E, p. 39, Difficult, Application

3. A major problem related to the valid assessment of constructs such as adaptiveness and organizational citizenship is:
   A. a lack of clear operational measures
   B. a lack of agreement on the time period used for assessment
   C. criterion contamination
   D. criterion deficiency
   E. none of the above

   A, p. 40, Difficult, Application

4. Reliability of a criterion refers to its:
    A. relevance
    B. adequacy
    C. validity
    D. ease of measurement
    E. none of the above

        E, p. 41, Moderate, Recall

5. A measure of reliability is its:
    A. controllability
    B. internal consistency
    C. convergent validity
    D. predictability
    E. none of the above

        B, p. 41–42, Moderate, Recall

6. The collection of activities, duties, and responsibilities of an individual employee is referred to as a:
    A. job
    B. position
    C. performance standard
    D. performance criteria
    E. none of the above

        B, p. 45, Easy, Recall

7. A group of related activities and duties held by one or more employees is referred to as a:
    A. position
    B. role
    C. work team
    D. performance standard
    E. none of the above

        E, p. 45, Moderate, Recall

8. What lists all the tasks that form part of a job and the competencies required to perform it?
   A. Task inventory
   B. Task description
   C. Job description
   D. Job specification
   E. Performance criteria

   A, p. 51, Easy, Recall

9. If you were doing a job analysis of customer service representatives in an electronic retail store, the human sources of organizational job data could include all the following except for:
   A. managers at other electronic stores
   B. job incumbents
   C. supervisors
   D. customers
   E. subordinates

   A, p. 47, Moderate, Application

10. Non-human sources of job analysis data in a textile factory could include all the following except for:
    A. existing job descriptions
    B. safety manuals
    C. Internet research
    D. equipment design blueprints
    E. interviews with employees

    E, p. 46–47, Easy, Application

11. The job identity section on a job description would typically include the following except for:
    A. job title
    B. job location
    C. job grade
    D. job summary
    E. job status

    D., p. 49, Moderate, Recall

12. A job specification describes:
    A. what a job does
    B. where the job fits specifically within the organization
    C. job demands and human characteristics required to accomplish them
    D. specific job behaviours required by company policies
    E. salary and benefits

    C, p. 49, Moderate, Recall

13. Which of the following statements best illustrate a job specification?
    A. Job reports to data entry supervisor
    B. Job requires adherence to specific company regulations
    C. Job requires lifting 20kg bags in wet, noisy environment
    D. Job deals solely with retail customers
    E. Job may involve shift work

    C, p. 51, Moderate, Application

14. A competency is a skill or ability associated with:
    A. top managers
    B. lower-level employees
    C. high job performance
    D. high salary levels
    E. none of the above

    C, p. 51, Moderate, Recall

15. Which of the following statements about the competency model is/are true?
    A. It differentiates high performers from low performers.
    B. It can include items such as "tenacity."
    C. It facilitates career planning.
    D. A and B statements are true.
    E. All of the above statements are true.

    E, p. 53, Moderate, Recall

16. Direct assessment of performance:
    A. is less accurate than indirect observation
    B. requires the rater seeing job performance or behaviour
    C. is extremely difficult, making it virtually impossible for most jobs
    D. B and C
    E. all of the above are true of direct assessment

    B, p. 58, Difficult, Recall

17. When you are conducting a performance appraisal, an employee explains successful performance in terms of his or her own traits ("I am a hard worker"). This illustrates:
   A. personal prejudices
   B. attribution error
   C. self-serving error
   D. range restriction error
   E. none of the above

   B, p. 59, Moderate, Application

18. A group of 5 to 15 experts are brought together to identify factors that will have an impact on staffing needs in one to two years. Participants list as many ideas as they can imagine, and these ideas are shared in a round-table fashion until all items have been listed and recorded. What technique is being used?
   A. Delphi
   B. Nominal group
   C. Focus group
   D. Expert opinion
   E. HR task team

   B, p. 67, Moderate, Application

19. Markov analysis is more effective for:
   A. job positions of over 50 employees
   B. job positions of less than 20 employees
   C. service industries
   D. manufacturing industries
   E. government or nonprofit organizations

   A, p. 70, Difficult, Recall

20. Means for dealing with a human resource surplus include all of the following except for which?
   A. Hiring freeze
   B. Job sharing
   C. Layoffs
   D. Overtime
   E. Internal transfers

   D, p. 71–72, Moderate, Recall