

## c1

*Student:* \_\_\_\_\_

1. The major objective of human resource planning is to ensure that the organization currently has the right people with the right skills.

True   False

2. Human resource planning is a major decision-making tool enabling organizations to optimally leverage their human resources.

True   False

3. Succession planning, training, and recruitment are three processes that support and facilitate overall human resource planning objectives.

True   False

4. Meeting the challenges of managing human resources globally are becoming a critical skill required by human resource professionals.

True   False

5. The "READI" paradigm outlines the five steps in the human resources planning process.

True   False

6. When the human resource planning process is stand-alone, it allows human resources management to be more proactive.

True False

7. From a business strategy perspective, Microsoft could be regarded as a prospector organization.

True False

8. The first step in the human resource planning process is to identify what the planners will do in order to achieve their goals.

True False

9. Which of the following applications characterizes where in the evolution of human resource planning we were during the 1980s?

- A. Customer focused
- B. Strategic
- C. Resource-based view
- D. Minimum HR involvement

10. Which of the following is **NOT** one of the three key fundamental elements of human resource planning?

- A. Evaluating
- B. Forecasting
- C. Programming
- D. Executing

11. Which of the following group of processes became the focus during the resource-based view?
- A. Succession planning, career development, and training
  - B. Career development, performance management, and training
  - C. Environmental scanning, succession planning, and career development
  - D. SHRM, succession planning, and performance management
12. Which of the following methods is used to identify opportunities and threats to an organization?
- A. Benchmarking
  - B. TQM
  - C. Forecasting
  - D. Environmental scanning
13. Which of the following is NOT one of the elements of the "READI" paradigm-why planning is important?
- A. Aligns to business strategy
  - B. Distributes the activities of the HR function
  - C. Enables the organization to project its resource needs
  - D. Instils pride in employees

14. The development of a skills inventory to better enable an organization to deploy its employees is part of which element of the "READI" paradigm?
- A. Directs
  - B. Enables
  - C. Aligns
  - D. Results
15. Which of the following statements about human resource planning in today's economic climate is true?
- A. Due to the need for some companies to downsize their workforce rapidly, human resource plans should be put on hold.
  - B. Human resource plans are of no use when mass terminations are the order of the day.
  - C. Organizations must prepare for the recovery period that will follow and therefore, change their Human resource planning to a long term focus.
  - D. In these rapidly changing times, an HR plan that is dynamic and focused on the short-term may be the best approach.
16. Which of the following conditions are consistent with a stand-alone approach to human resource planning?
- A. Responsive and pre-emptive
  - B. Two-way dialogue and proactive
  - C. One- way communication and reactive
  - D. Cost effective and timely

17. Which strategy identifies how businesses compete?

- A. Marketing strategy
- B. Business strategy
- C. Corporate strategy
- D. Functional strategy

18. Which of the following is **NOT** one of the general approaches to corporate strategy?

Differentiation

- 1. Vertical integration
- 2. Concentration
- 3. Diversification
- 4. Answer: A

19. Under which type of corporate strategy are joint ventures likely to occur?

- A. Differentiation
- B. Diversification
- C. Vertical integration
- D. Cost leadership

20. Pegasus Inc. operates in a stable environment and protects their market share by cost controls and operational efficiencies. Which business strategy does it employ?
- A. Cost leadership
  - B. Prospector
  - C. Focused differentiation
  - D. Defender
21. Under which business strategy would an organization provide superior quality and services and product innovations?
- A. Analyzer
  - B. Prospector
  - C. Differentiation
  - D. Defender
22. Which of the following strategies helps focus, mobilize, and direct activities on issues that most directly affect the business?
- A. Business strategies
  - B. Functional strategies
  - C. Focus strategies
  - D. Policies and procedures

23. Which of the following traits are associated with a prospector strategy?

- A. Decentralized, informal, and broad job design
- B. Vertical communication, tight controls, and short-term planning
- C. Centralized, tight controls, and long-term planning
- D. Few rules, vertical communications, and focus on skill building

24. In which of the following ways does human resource planning facilitate the recruitment and selection process?

- A. Helps to determine the best methods for interviewing job candidates
- B. Determines the recruitment methods used to attract qualified candidates
- C. Provides the criteria needed to evaluate the recruitment process
- D. Provides the basis for timely initiation of the recruitment process

25. Which of the following statements best describes an organization operating at the highest level of planning sophistication?

- A. The organization is reacting well to requests for training.
- B. The organization values its employees and embraces the value they can deliver.
- C. The organization engages in long-term business planning.
- D. The organization creates long-term forecasts and projects their needs 3-5 years.

26. At which step in the human resource planning process would we be considering the option of reducing the workforce and deciding who should be retained?

- A. Forecasting labour demand
- B. Determining a business strategy
- C. Designing and implementing HR programs
- D. Establishing human resource objectives

27. Which of the following is **NOT** an element of people equity?

- A. Compatibility
- B. Engagement
- C. Alignment
- D. Capability

28. The Director of HR at Hallowell Inc. has come to the realization that he needs to improve the methods of collecting the data for calculating the demand for labour. At which step in the HR planning process is he operating?

- A. Establishing objectives
- B. Forecasting labour demand and supply
- C. Program evaluation
- D. Designing and implementing HR programs to achieve objectives



29. Define human resource planning and provide 2 specific examples of how an effective HR plan can contribute to strategic human resource management.

30. Use the READI paradigm to explain 5 important outcomes of HR planning.

## c1 Key

1. The major objective of human resource planning is to ensure that the organization currently has the right people with the right skills.  
(p. 03)

FALSE

*Bulmash - Chapter 01 #1*

*Difficulty: 1*

*Learning Objective: 1*

2. Human resource planning is a major decision-making tool enabling organizations to optimally leverage their human resources.  
(p. 03)

TRUE

*Bulmash - Chapter 01 #2*

*Difficulty: 2*

*Learning Objective: 2*

3. Succession planning, training, and recruitment are three processes that support and facilitate overall human resource planning objectives.  
(p. 06)

FALSE

*Bulmash - Chapter 01 #3*

*Difficulty: 2*

*Learning Objective: 2*

4. Meeting the challenges of managing human resources globally are becoming a critical skill required by human resource professionals.  
(p. 07)

TRUE

*Bulmash - Chapter 01 #4*

5. The "READI" paradigm outlines the five steps in the human resources planning process.

*(p. 08)*

**FALSE**

*Bulmash - Chapter 01 #5*  
*Difficulty: 1*  
*Learning Objective: 3*

6. When the human resource planning process is stand-alone, it allows human resources management to be more proactive.

*(p. 11)*

**FALSE**

*Bulmash - Chapter 01 #6*  
*Difficulty: 2*  
*Learning Objective: 3*

7. From a business strategy perspective, Microsoft could be regarded as a prospector organization.

*(p. 14)*

**TRUE**

*Bulmash - Chapter 01 #7*  
*Difficulty: 3*  
*Learning Objective: 4*

8. The first step in the human resource planning process is to identify what the planners will do in order to achieve their goals.

*(p. 19)*

**FALSE**

*Bulmash - Chapter 01 #8*  
*Difficulty: 1*  
*Learning Objective: 7*

9. Which of the following applications characterizes where in the evolution of human resource planning we were during the 1980s?  
(p. 04)

- A. Customer focused
- B. Strategic
- C. Resource-based view
- D. Minimum HR involvement

*Bulmash - Chapter 01 #9*

*Difficulty: 2*

*Learning Objective: 1*

10. Which of the following is **NOT** one of the three key fundamental elements of human resource planning?  
(p. 05)

- A. Evaluating
- B. Forecasting
- C. Programming
- D. Executing

*Bulmash - Chapter 01 #10*

*Difficulty: 1*

*Learning Objective: 1*

11. Which of the following group of processes became the focus during the resource-based view?  
(p. 06)

- A. Succession planning, career development, and training
- B. Career development, performance management, and training
- C. Environmental scanning, succession planning, and career development
- D. SHRM, succession planning, and performance management

*Bulmash - Chapter 01 #11*

*Difficulty: 3*

12. Which of the following methods is used to identify opportunities and threats to an organization?  
(p. 07)

- A. Benchmarking
- B. TQM
- C. Forecasting
- D. Environmental scanning

Bulmash - Chapter 01 #12

Difficulty: 1

Learning Objective: 2

13. Which of the following is NOT one of the elements of the "READI" paradigm-why planning is important?  
(p. 08)

- A. Aligns to business strategy
- B. Distributes the activities of the HR function
- C. Enables the organization to project its resource needs
- D. Instils pride in employees

Bulmash - Chapter 01 #13

Difficulty: 2

Learning Objective: 2

14. The development of a skills inventory to better enable an organization to deploy its employees  
(p. 09) is part of which element of the "READI" paradigm?

- A. Directs
- B. Enables
- C. Aligns
- D. Results

*Bulmash - Chapter 01 #14*

*Difficulty: 2*

*Learning Objective: 2*

15. Which of the following statements about human resource planning in today's economic climate  
(p. 09) is true?

- A. Due to the need for some companies to downsize their workforce rapidly, human resource plans should be put on hold.
- B. Human resource plans are of no use when mass terminations are the order of the day.
- C. Organizations must prepare for the recovery period that will follow and therefore, change their Human resource planning to a long term focus.
- D. In these rapidly changing times, an HR plan that is dynamic and focused on the short-term may be the best approach.

*Bulmash - Chapter 01 #15*

*Difficulty: 3*

*Learning Objective: 3*

16. Which of the following conditions are consistent with a stand-alone approach to human resource planning?  
(p. 11)

- A. Responsive and pre-emptive
- B. Two-way dialogue and proactive
- C. One- way communication and reactive
- D. Cost effective and timely

*Bulmash - Chapter 01 #16*

*Difficulty: 3*

*Learning Objective: 3*

17. Which strategy identifies how businesses compete?  
(p. 12)

- A. Marketing strategy
- B. Business strategy
- C. Corporate strategy
- D. Functional strategy

*Bulmash - Chapter 01 #17*

*Difficulty: 1*

*Learning Objective: 4*

18. Which of the following is **NOT** one of the general approaches to corporate strategy?  
(p. 12)

Differentiation

- 1. Vertical integration
- 2. Concentration
- 3. Diversification
- 4. Answer: A

*Bulmash - Chapter 01 #18*

*Difficulty: 1*

19. Under which type of corporate strategy are joint ventures likely to occur?

(p. 13)

- A. Differentiation
- B. Diversification
- C. Vertical integration
- D. Cost leadership

Bulmash - Chapter 01 #19

Difficulty: 2

Learning Objective: 4

20. Pegasus Inc. operates in a stable environment and protects their market share by cost controls and operational efficiencies. Which business strategy does it employ?

(p. 13)

- A. Cost leadership
- B. Prospector
- C. Focused differentiation
- D. Defender

Bulmash - Chapter 01 #20

Difficulty: 2

Learning Objective: 4



21. Under which business strategy would an organization provide superior quality and services and product innovations?  
(p. 13)

- A. Analyzer
- B. Prospector
- C. Differentiation
- D. Defender

*Bulmash - Chapter 01 #21*

*Difficulty: 2*

*Learning Objective: 4*

22. Which of the following strategies helps focus, mobilize, and direct activities on issues that most directly affect the business?  
(p. 14)

- A. Business strategies
- B. Functional strategies
- C. Focus strategies
- D. Policies and procedures

*Bulmash - Chapter 01 #22*

*Difficulty: 2*

*Learning Objective: 4*

23. Which of the following traits are associated with a prospector strategy?  
(p. 14)

- A. Decentralized, informal, and broad job design
- B. Vertical communication, tight controls, and short-term planning
- C. Centralized, tight controls, and long-term planning
- D. Few rules, vertical communications, and focus on skill building

*Bulmash - Chapter 01 #23*

*Difficulty: 3*

24. In which of the following ways does human resource planning facilitate the recruitment and selection process?  
(p. 15)

- A. Helps to determine the best methods for interviewing job candidates
- B. Determines the recruitment methods used to attract qualified candidates
- C. Provides the criteria needed to evaluate the recruitment process
- D. Provides the basis for timely initiation of the recruitment process

Bulmash - Chapter 01 #24

Difficulty: 3

Learning Objective: 5

25. Which of the following statements best describes an organization operating at the highest level of planning sophistication?  
(p. 16 - 17)

- A. The organization is reacting well to requests for training.
- B. The organization values its employees and embraces the value they can deliver.
- C. The organization engages in long-term business planning.
- D. The organization creates long-term forecasts and projects their needs 3-5 years.

Bulmash - Chapter 01 #25

Difficulty: 2

Learning Objective: 6

26. At which step in the human resource planning process would we be considering the option of reducing the workforce and deciding who should be retained?  
(p. 18 - 19)

- A. Forecasting labour demand
- B. Determining a business strategy
- C. Designing and implementing HR programs
- D. Establishing human resource objectives

*Bulmash - Chapter 01 #26*

*Difficulty: 2*

*Learning Objective: 7*

27. Which of the following is **NOT** an element of people equity?  
(p. 19)

- A. Compatibility
- B. Engagement
- C. Alignment
- D. Capability

*Bulmash - Chapter 01 #27*

*Difficulty: 1*

*Learning Objective: 7*

28. The Director of HR at Hallowell Inc. has come to the realization that he needs to improve the methods of collecting the data for calculating the demand for labour. At which step in the HR planning process is he operating?  
(p. 20)

- A. Establishing objectives
- B. Forecasting labour demand and supply
- C. Program evaluation
- D. Designing and implementing HR programs to achieve objectives

*Bulmash - Chapter 01 #28*

29. Define human resource planning and provide 2 specific examples of how an effective HR plan  
(p. 03, 14, 15) can contribute to strategic human resource management.

Human resource planning is a process used to help an organization determine its future human resource requirements by anticipating future business demands, analyzing the impact these demands will have on the organization in terms of changes in demand for human resources, both in numbers and by skill sets, and making decisions on how to acquire and utilize the human resources of the firm in a timely fashion.

Examples: (3). Students may be able to draw from existing knowledge from prerequisite learning.

Where HR plans indicate the existing work will need to acquire new skills in order to effectively contribute to the strategic goals of the organization, programs can be established and delivered more effectively and efficiently as a result of the advanced preparation time that planning will afford.

Where an HR plan anticipates a labour shortage, HRM will be able to tap the labour market more effectively by having advanced information as to when the vacancies will need to be filled. This will also lead to more timely execution of the recruiting process.

HR planning facilitates the integration of career planning with the strategic goals of the organization and helping employees make decisions that can help them prepare to take advantage of career opportunities that will be created within the organization. This link with HR planning will also help to improve retention as employees see potential rewards for development and performance.

30. Use the READI paradigm to explain 5 important outcomes of HR planning.

(p. 8 - 9)

Results-HRP focuses on results tied to productivity and profitability as well as people and operational measures. Planning is a proactive approach that is essential to being strategic. Evidence shows strong correlations between planning and a number of positive performance outcomes.

Enables-HRP enables organizations to project resource requirements which in turn improves the ability of the organization to acquire and use its human resources to better contribute to the achievement of important organizational goals.

Aligns-HRP is proactive and it forms the basis for the Human Resource Management function to align its goals and actions to the strategic goals and objectives of the organization to improve organizational performance.

Directs-HRP directs the human resource activities of the organization and drives the need to establish HR objectives.

Instils-It instils pride in employees when they are acknowledged as a valuable asset and their capabilities are being utilized to maintain a competitive advantage.

*Bulmash - Chapter 01 #30*

*Difficulty: 3*

*Learning Objective: 2*

## c1 Summary

<u>Category</u>	<u># of Questions</u>
Bulmash - Chapter 01	30
Difficulty: 1	9
Difficulty: 2	14
Difficulty: 3	7
Learning Objective: 1	5
Learning Objective: 2	7
Learning Objective: 3	4
Learning Objective: 4	8
Learning Objective: 5	1
Learning Objective: 6	1
Learning Objective: 7	4