Practice Quiz

[Expect to see directions similar to those below on real quizzes; the answer key is at the end.]

Name: _____________________________ SIDN: ___________________

Choose the BEST answer to each question, based on the material in your text, and [for real, as opposed to practice, quizzes] enter it on your scantron [Blue T&E 0200—full size]. Enter your name and sidn on the scantron and bubble in both. Sign this quiz sheet after "name" above, enter sidn, and return the quiz after we discuss it in class. No credit will be given unless I have a legibly signed quiz sheet from you along with your scantron. Good luck!

1. Strategic human resource planning is the process of:
   
a) developing strategies and supporting programs to implement the strategies.

   b) communicating company goals and objectives in a way that makes them understandable to rank and file employees.

   c) reacting appropriately to environmental changes.

   d) planning by the corporate human resource department without line management involvement.

   e) developing and maintaining a sustainable competitive advantage.

2. A benefit strategic human resource planning provides a company is the ability to:
   
a) react to crisis in the marketplace.

   b) focus on day to day problems and urgent matters.

   c) secure labor commitment to organizational goals.

   d) differentiate their product or service appropriately.

   e) identify human resource constraints and opportunities in the overall business strategy.

3. A benefit of a solid strategic human resources plan developed with extensive involvement of all levels is that:
   
a) it creates a sense of shared values and expectations.

   b) it will lead to a successful TQM program.

   c) the HR department is being used properly.

   d) there will be a resulting decline in production.
4. The development of a workable HR strategy requires that a number of challenges be dealt with successfully. One of these challenges would be:

a) the inevitable creation of the "common bind."

b) fitting the strategy to the unique aspects of the organization.

c) creating sustainable work flows.

d) implementing creative training.

e) adequately differentiating the company and product from competitors.

5. While the HR strategic plan is largely a product of the expertise of the HR department, it may fail for just that reason if it:

a) ties too closely into the business strategy.

b) is too conceptual or too tied to day-to-day operations.

c) it creates a common bind.

d) fails to gain line management commitment because the line managers were not involved in its creation.

e) combines intended and emergent strategy.

6. When developing strategic plans, we refer to two kinds, intended and emergent. An emergent strategy is:

a) top-down strategic approach.

b) a plan designed to provide purpose and serve as a guide for the allocation of resources.

c) a general pattern that results from the unplanned activities of a variety of people so that events mold the firm's strategy.

d) the process of translating HR strategies into programs/activities that permit the accomplishment of those plans.

e) essentially the same thing as an intended plan except for the timing of its creation.

7. Emergent plans have a number of strengths, such as:

a) the lack of specific strong leadership, therefore more people take responsibility for their success.

b) being more creative.
c) they better articulate the vision of the company.

d) they are less flexible than intended plans and therefore create greater commitment to their success.

e) they tend to develop gradually and capitalize on the organization's learning over time.

8. John and Mary are discussing how to organize a number of tasks that need to be accomplished to complete a particular project. What they are discussing is a human resource choice about:

a) work flows. b) compensation.

c) staffing. d) labor relations.

e) performance appraisal.

9. You have been hired to create a process for finding and securing the best employees for your company at the time they want them, in the types of jobs they want to fill. You are the ________ manager.

a) training b) staffing

c) labor relations d) compensation

e) employee rights

10. As a manager you want to know how well your employees are performing their current jobs. The human resource strategy that would address your concern is called:

a) compensation. b) training.

c) labor relations. d) performance appraisal.

11. The relative contributions of HR strategies to organizational performance increase whenever:

a) HR strategies are antithetical to company business strategies.

b) HR strategies are mutually consistent and reinforcing.

c) HR strategies are generic in nature and flexible.

d) the company's competencies are not affected by the HRM strategies.

e) the HR strategies have minimal impact on the surrounding environment.

12. Porter's generic strategies focus on:

a) companies as defenders of their markets.
b) companies as prospectors seeking to grow their market share through new products.

c) companies' ability to handle uncertainty and complexity in the marketplace.

d) companies' ability to achieve cost leadership, differentiate their products, or focus on a special market niche.

e) companies' overall management philosophies.

13. A company using a Miles and Snow business strategy might:

a) focus on a special market niche, make their product unique, or seek cost leadership.

b) place its efforts into renewing its overall management philosophy.

c) either defend an existing market share or seek to expand market share through new products and market opportunities.

d) have a fairly mechanistic approach to the marketplace.

e) have internally inconsistent HR strategies.

14. A company's relevant business environment can be examined in terms of that environment's:

a) acceptance of the product/service.

b) existing competitors.

c) complexity, uncertainty, volatility, and magnitude of change.

d) potential prospectors and defenders.

e) low cost leaders, differentiators, and niche marketers.

15. When assessing the fit between HR strategies and organizational characteristics, you should consider:

a) the business unit strategies.

b) the strategic human resource choices available.

c) complexity, volatility, uncertainty, and change of the environment.

d) the company's strategies in light of Snow and Miles' or Porter's paradigms.

e) the organization's production process, market posture, managerial philosophy, structure, and culture.
ANSWER KEY

1. a
2. e
3. a
4. b
5. d
6. c
7. e
8. a
9. b
10. d
11. b
12. d
13. c
14. c
15. e