

1. What are the limitations of disparate impact statistics as indicators of potential staffing discrimination?
2. Why is each of the four situational factors necessary for establishing a claim of disparate treatment?
3. What factors would lead an organization to enter into a consent agreement rather than continue pursuing a suit in court?
4. What are the differences between staffing in the private sector and staffing in the public sector? Why would private employers probably resist adopting many of the characteristics of public staffing systems?
5. What are ways that the organization can ensure that KSAO deficiencies do not occur in its workforce ?
6. What types of experiences, especially staffing-related ones, will an organization be likely to have if it does not engage in HR and staffing planning?
7. Why are decisions about job categories and levels so critical to the conduct and results of HRP?
8. What are the advantages and disadvantages of doing succession planning for all levels of management instead of just top management?
9. What is meant by reconciliation, and how can it be useful as an input to staffing planning?
10. What problems might an organization encounter in creating an AAP that it might not encounter in regular staffing planning?

21. A sound promotion policy is important. List the characteristics necessary for an effective promotion policy.
22. Compare and contrast a closed internal recruitment system with an open internal recruitment system.
23. What information should be included in the targeted internal communication message?
24. Describe how you might go about determining scores for applicants responses to (a) interview questions, (b) letter of recommendation, and (c) questions about previous work experience.
25. Give examples of when you would want the following for a written job knowledge test: (a) a low coefficient alpha (e.g., $\alpha = .35$) and (b) a low test-retest reliability.
26. Assume you gave a general ability test, measuring both verbal and computational skills, to a group of applicants for a specific job. Also assume that because of severe hiring pressures, you hired all of the applicants, regardless of their test scores. How would you investigate the criterion-related validity of the test?
27. Using the same example as in question four, how would you go about investigating the content validity of the test?
28. What information does a selection decision maker need to collect in making staffing decision? What are the ways in which this information can be collected?
29. A selection plan describes the predictor(s) that will be used to assess the KSAOs required to perform the job. What are the three steps to follow in establishing a selection plan?
- In what ways are the following three initial assessment methods similar and in what ways are they different: application blanks, biographical information, and reference and background checks?
30. Describe the criteria by which initial assessment methods are evaluated. Are some of these criteria more important than others?

31. How can organizations avoid legal difficulties in the use of pre-employment inquiries in initial selection decisions?
32. Describe the similarities and difference between personality tests and integrity tests. When is each warranted in the selection process?
33. Describe the structured interview. What are the characteristics of structured interviews that improve on the shortcomings of unstructured interviews?
34. What are the most common discretionary and contingent assessment methods? What are the similarities and differences between the use of these two methods?
35. What is the best way to collect and use drug-testing data in selection decisions?
36. Explain how internal selection decisions differ from external selection decisions.
37. What are the differences among peer ratings, peer nominations, and peer rankings?
38. Explain the theory behind assessment centers.
39. Describe the three different types of interview simulations.
40. Evaluate the effectiveness of seniority, assessment centers, and job knowledge as substantive internal selection procedures.
41. What steps should be taken by an organization that is committed to shattering the glass ceiling?
42. What are the positive consequences associated with a high predictor cut score? What are the negative consequences?
43. Under what circumstances should a compensatory model be used? When should a multiple hurdles model be used?

44. What are the advantages of ranking as a method of final choice over random selection?
45. What roles should HR professional play in staffing decisions? Why?
46. If you were the HR staffing manager for an organization, what guidelines might you recommend regarding oral and written communication with job applicants by members of the organization?
47. What are the advantages and disadvantages of the sales approach in the presentation of the job offer?
48. What are the advantages of having a centralized staffing function, as opposed to letting each manager be totally responsible for all staffing activities in his or her unit?
49. What are examples of staffing tasks and activities that cannot or should not be simply delegated to a staffing information system?
50. What are the advantages and disadvantages of outsourcing an entire staffing system to a vendor?
51. For the three primary causes of voluntary turnover (desirability of leaving, ease of leaving, alternatives), might their relative importance depend on the type of employee or type of job? Explain.
52. Which of the costs and benefits of voluntary turnover are most likely to vary according to type of job? Give examples.
53. If someone said to you, "it's easy to reduce turnover-just pay people more money," what would your response be?

54. Why should an organization seek to retain employees with performance or discipline problems? Why not just fire them?

55. Discuss some potential problems with downsizing as an organization's first response to a need to cut labor costs.