

Chapter 4 Human Resource Planning, Recruitment, and Selection

MULTIPLE CHOICE

1. What is human resources planning?
- the process of setting major organizational objectives and developing comprehensive plans to achieve these objectives
 - the process of determining the primary direction of the firm
 - the process of ensuring that the organization has qualified people to accomplish the strategic and operational goals of the organization
 - the process that identifies the critical aspects of a job

ANS: C PTS: 1 REF: 108 OBJ: 1
BLM: R

2. Which item is a key purpose of human resource planning?
- to provide greater job security in uncertain times
 - to remove the responsibility for effective employee selection from line managers
 - to anticipate labour shortages and surpluses
 - to deploy human resources in a manner that conforms to employment legislation

ANS: C PTS: 1 DIF: Understanding
REF: 108 OBJ: 1 BLM: R

3. What is one major consequence of inadequate HR planning?
- managers spend more time performing employee selection tasks
 - key employees leave the organization to seek better career opportunities
 - turnover of poor performers is reduced
 - changes in the demographics of the workforce go unnoticed

ANS: B PTS: 1 DIF: Understanding
REF: 110 OBJ: 2 BLM: R

4. What is the process of setting overall organization objectives and developing plans to achieve them called?
- strategic planning

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

ANS: A PTS: 1 DIF: Application
 REF: 94
 OBJ: 2 BLM: R

5. What must HR managers ensure HR planning is aligned with?

- a. the organization's strategic plan
- b. the competitive environment
- c. the organization's return on its human assets
- d. the organization's marketing position

ANS: A PTS: 1 DIF: Key Terms/Understanding
 REF: 109 OBJ: 1 BLM: R

6. How does HR Planning assist an organization that has made a strategic decision to move into a new market?

- a. it provides information about the objectives the organization is attempting to achieve
- b. it helps the organization to understand the relevance of the skill sets of existing employees
- c. it removes the need for managers to evaluate their current labour costs
- d. it provides information about the compensation levels of competitors in the new market

ANS: B PTS: 1 REF: 109 OBJ: 2
 BLM: HO

7. In what type of organizations does HR planning happen more systematically?

- a. small organizations
- b. entrepreneurial organizations
- c. organizations with rapidly changing environments
- d. large organizations

ANS: D PTS: 1 DIF: Key Terms
 REF: 110

OBJ: 2 BLM: R

8. What is the first step taken in an effective HR planning process?
- a. determine internal and external supply of labour
 - b. identify the gap between demand and supply
 - c. forecast demand for labour
 - d. develop an action plan to address future needs

ANS: C PTS: 1 DIF: Understanding

REF: 111 OBJ: 1 BLM: R

9. Which statement describes a key characteristic of management forecasts for human resource needs?
- a. forecasts are quantitative estimates that require large amounts of data
 - b. forecasts are qualitative estimates of the number and type of people that are needed in the future
 - c. forecasts are scientific and relatively error-free
 - d. forecasts rely strictly on sophisticated analytical models

ANS: B PTS: 1 DIF: Understanding

REF: 110 OBJ: 2 BLM: R

10. What does recruiting from within enable the organization to do?
- a. locate and encourage all potential job applicants
 - b. simplify the application of its HR practices and policies
 - c. capitalize on the investment it has made in recruiting, training, and development
 - d. broaden the pool of qualified applicants

ANS: C PTS: 1 DIF: Key Terms

REF: 114

OBJ: 3 BLM: R

11. What can transfers serve to do?
- a. protect employees from layoffs
 - b. encourage employee empowerment
 - c. reward employees who were unsuccessful in obtaining a promotion
 - d. increase the motivation of poor performers

ANS: A PTS: 1 DIF: Key Terms

REF: 112

OBJ: 3 BLM: R

12. What is a primary method used to locate qualified applicants internally?

- a. job evaluation records
- b. employee referrals
- c. internal job posting
- d. employment testing

ANS: C PTS: 1 DIF: Key Terms

REF: 115

OBJ: 3 BLM: R

13. What does promotion from within serve to do?

- a. protect the organization from discrimination suits
- b. take some pressure off HR to fill outstanding job vacancies
- c. reduce compensation budgets
- d. reward employees for past performance

ANS: D PTS: 1 DIF: Application

REF: 115

OBJ: 3 BLM: R

14. What are two techniques used to assess the internal supply of labour?

- a. staffing tables and vacancy analysis
- b. vacancy analysis and Markov analysis
- c. Markov analysis and job analysis
- d. staffing tables and Markov analysis

ANS: D PTS: 1 REF: 111 OBJ:

3

BLM: R

15. What might be caused by recruiting from within?

- a. increased recruiting costs
- b. decreased morale and satisfaction
- c. inbreeding of ideas and attitudes
- d. reduced employee performance

ANS: C PTS: 1 DIF: Understanding

REF: 115 OBJ: 3 BLM: R

16. What is one major disadvantage of external recruitment?

- a. an outside person may not have the skills the organization requires
- b. there is a lack of solid information about the person's performance on the job
- c. different experiences and perspectives will disrupt the culture of the organization
- d. salary requirements for the external hire may be higher than an internal hire

ANS: B PTS: 1 REF: 116 OBJ: 4

BLM: R

17. What is one advantage of external recruitment?

- a. it stabilizes the organization
- b. employees have less resentment toward an outsider who fills a job they wanted
- c. it can bring in people with a variety of experiences and perspectives
- d. it can help maintain the corporate culture

ANS: C PTS: 1 DIF: Key Terms

REF: 116

OBJ: 4 BLM: R

18. What circumstances are often seen in a tight labour market?

- a. demand for labour exceeds the labour supply
- b. unemployment is high
- c. numbers of job applicants and job openings are about equal
- d. compensation rates decline

ANS: A PTS: 1 DIF: Understanding

REF: 117 OBJ: 4 BLM: R

19. What is the most commonly used job search method for those seeking jobs?

- a. employment agencies
- b. unsolicited applications
- c. career fairs and open houses
- d. the Internet

ANS: D PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4 BLM: R

20. What should employers keep in mind when developing effective advertisements?

- a. be careful to avoid being overly creative
- b. use smaller newspapers and journals to target a particular group of readers
- c. provide a limited amount of job-specific information in the advertisement
- d. provide applicants with the contact information for the hiring manager

ANS: B PTS: 1 DIF: Application
REF: 117
OBJ: 4 BLM: R

21. What is a primary difference between private and public employment agencies?

- a. Private agencies charge a fee.
- b. Private agencies screen candidates.
- c. Private agencies assist employers with employment testing.
- d. Private agencies match unemployed applicants with job openings.

ANS: A PTS: 1 DIF: Key Terms
REF: 120
OBJ: 4 BLM: R

22. Which activity of an employment agency is illegal?

- a. charging an employer more than 20% of the annual salary of a successful candidate
- b. head-hunting prospective candidates while they are at work for their present employer
- c. charging job seekers a fee for helping to them to find work
- d. contact a prospective candidate on behalf of two different employers

ANS: C PTS: 1 REF: 120 OBJ: 4
BLM: R

23. Which employment agency service is growing the fastest?

- a. searches for executive positions
- b. searches for full time positions

- c. searches for temporary positions
- d. searches for technical positions

ANS: C PTS: 1 REF: 121 OBJ:
4
BLM: R

24. Which of the following is NOT an advantage of using temporary workers?

- a. useful for staffing peak work periods
- b. lower employment costs
- c. increased employee loyalty
- d. increased flexibility in maintaining proper staffing levels

ANS: C PTS: 1 REF: 121 OBJ:
4
BLM: R

25. Which of these external recruiting sources normally provides employers with high quality applicants?

- a. job postings
- b. educational institutions
- c. newspaper ads
- d. employee referrals

ANS: D PTS: 1 DIF: Key Terms
REF: 122
OBJ: 4 BLM: R

26. Which of the following is a notable issue with the employee referral method of recruiting?

- a. the quality of employee referred applicants is usually quite low
- b. the costs of the employee referral method are unnecessarily high
- c. employees are hesitant to recommend individuals who they prefer to work with in their current roles
- d. employee referrals raise the potential for systemic discrimination

ANS: D PTS: 1 DIF: Key Terms
REF: 122
OBJ: 4 BLM: R

27. As a source of recruitment, what do unsolicited applications and résumés do?

- a. produce a high percentage of acceptable applicants
- b. allow individuals to introduce themselves to organizations that are of interest to them
- c. increase the need for an applicant tracking system
- d. lead to higher incidents of discrimination in the selection process

ANS: B PTS: 1 DIF: Understanding

REF: 122 OBJ: 4 BLM: R

28. Why are professional organizations a useful source of recruitment?

- a. retention rates tend to be higher for members of professional organizations
- b. they pay the employment agency fee for their members seeking employment
- c. they provide placement services to their members as a benefit
- d. they provide screening services for employers seeking to hire their members

ANS: C PTS: 1 DIF: Understanding

REF: 122 OBJ: 4 BLM: R

29. Which methods are most commonly used by employers to develop a diverse workforce?

- a. advertise vacancies in foreign countries
- b. focus recruitment efforts on communities of different ethnic and cultural backgrounds
- c. relying on employee referrals from existing employees who belong to minority groups
- d. require employment agencies to contact only candidates who belong to minority groups

ANS: B PTS: 1 REF: 123 OBJ:
4

BLM: R

30. Which group of people are not part of the legislated designated groups?

- a. women
- b. First Nations people

- c. visible minorities
- d. French speaking people

ANS: D PTS: 1 DIF: Key Terms
 REF: 123
 OBJ: 4 BLM: R

31. What is an essential part of any employment equity policy?
- a. recruitment of men into jobs traditionally held by women
 - b. a preference toward hiring women
 - c. favouritism toward hiring designated groups members
 - d. an effort to recruit members of designated groups

ANS: D PTS: 1 DIF: Key Terms
 REF: 123
 OBJ: 4 BLM: HO

32. What is the primary purpose of the selection process?
- a. to choose individuals who have relevant qualifications to fill job openings
 - b. to use employment tests to supplement interviews
 - c. to weed out obvious misfits
 - d. to validate the organization's job descriptions

ANS: A PTS: 1 DIF: Key Terms
 REF: 125
 OBJ: 5 BLM: R

33. What is the most important type of information to have when making selection decisions?
- a. information that will predict job performance of the candidate
 - b. information about the educational background of the candidate
 - c. information about the positions previously held by the candidate
 - d. information about the personality profile of the candidate

ANS: A PTS: 1 REF: 125 OBJ: 5
 BLM: R

34. What must be known by a hiring manager before a candidate is interviewed for a specific vacancy?
- a. the number of candidates that belong to a legislated protected group
 - b. the current location of the candidate's residence

- c. the knowledge, skills and abilities required for success on the job
- d. the quality of the candidate's references

ANS: C PTS: 1 REF: 125 OBJ: 6
BLM: R

35. Which step in the selection process usually follows the employment testing step?

- a. hiring decision
- b. screening
- c. reference checks
- d. supervisory interview

ANS: D PTS: 1 DIF: Key Terms
REF: 125
OBJ: 6 BLM: R

36. Which of the following describes the degree to which an instrument measures what it is supposed to measure?

- a. reliability
- b. aptitude and achievement
- c. validity
- d. personality and behaviour

ANS: C PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6 BLM: R

37. Which of the following describes the degree to which a selection procedure yields comparable data over successive uses?

- a. reliability
- b. aptitude and achievement
- c. validity
- d. personality and behaviour

ANS: A PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6 BLM: R

38. What is the major source of information about job candidates that is used for selection decisions?

- a. interviews; employment tests; reference checks; résumés
- b. reference checks; medical reports; application forms; performance evaluations
- c. résumés; employment tests; interviews; medical reports
- d. performance evaluations; medical reports; interviews; reference checks

ANS: A PTS: 1 DIF: Key Terms
 REF: 126
 OBJ: 7 BLM: R

39. Which of the following is NOT a purpose of application forms?

- a. to provide information for initial decisions whether an applicant meets the minimum job requirements
- b. to indicate the gender of the applicant
- c. to provide a basis for verifying the background of the applicant
- d. to provide a consistent format for collecting specific information

ANS: B PTS: 1 DIF: Key Terms
 REF: 126
 OBJ: 7 BLM: R

40. What is the term for the interview approach that allows the applicant a maximum amount of freedom in determining the course of the discussion?

- a. situational interview
- b. behavioural description interview
- c. non-directive interview
- d. structured interview

ANS: C PTS: 1 DIF: Key Terms
 REF: 132
 OBJ: 8 BLM: R

41. Which interview approach is typical of asking an applicant what they actually did in a given situation?

- a. structured interview
- b. behavioural description interview
- c. non-directive interview
- d. situational interview

ANS: B PTS: 1 DIF: Understanding
 REF: 130 OBJ: 8 BLM: R

42. Which interview approach uses a set of standardized questions and an established set of answers?

- a. stress producing
- b. Non-directive
- c. mixed
- d. structured

ANS: D PTS: 1 DIF: Key Terms
REF: 130
OBJ: 8 BLM: R

43. What type of interview asks interviewees to describe how they would react in a given situation?

- a. situational interview
- b. directive interview
- c. behavioural description interview
- d. non-directive interview

ANS: C PTS: 1 DIF: Understanding
REF: 130-131 OBJ: 8 BLM: R

44. What type of interview asks interviewees to describe how they reacted in a past situation?

- a. situational interview
- b. directive interview
- c. behavioural description interview
- d. non-directive interview

ANS: C PTS: 1 REF: 130-131
OBJ: 8
BLM: R

45. Which type of test is used to measure a person's openness to experience?

- a. cognitive abilities test
- b. personality and interest inventory test
- c. job sample test
- d. emotional intelligence test

ANS: B PTS: 1 DIF: Key Terms

REF: 136

OBJ: 9 BLM: R

46. Which type of test is used to measure a person's general intelligence?

- a. cognitive abilities test
- b. personality and interest inventory test
- c. job sample test
- d. emotional intelligence test

ANS: A PTS: 1 REF: 135 OBJ: 9

BLM: R

47. Which type of test is used to measure a person's personal qualities for leadership roles?

- a. cognitive abilities test
- b. personality and interest inventory test
- c. job sample test
- d. emotional intelligence test

ANS: D PTS: 1 DIF: Key Terms

REF: 136

OBJ: 9 BLM: R

48. Which test measures the applicant's ability to perform the specific tasks that are required for a job?

- a. intelligence test
- b. achievement test
- c. job sample test
- d. aptitude test

ANS: C PTS: 1 DIF: Key Terms

REF: 137

OBJ: 9 BLM: R

Scenario 4.1: Future Healthcare Labour Market Shortages

According to a new Canadian labour market projection report, there are currently labour shortages in a number of occupations, including those in healthcare, particularly doctors and nurses, at both the provincial and national level. These healthcare occupations have employment and wages increasing substantially faster than in other occupations. Unemployment is very low, less than 1% for many healthcare occupations, relative to historical data and to other occupation data. Regional hospitals across Canada have been proactive by implementing strategies and techniques to deal with these shortages.

49. Please refer to Scenario 4.1. Indicators suggest that the demand for healthcare occupations currently exceeds supply, at the provincial and national levels. What would this estimating of demand and supply be called?

- a. strategic human resource management
- b. human resource planning
- c. human resource estimating techniques
- d. human resource forecasting techniques

ANS: B PTS: 1 REF: 108 OBJ: 1
BLM: HO

50. Please refer to Scenario 4.1. What would you call the process described in the above paragraph?

- a. strategic human resource management
- b. human resource planning
- c. linking human resource management with strategic planning
- d. human resource supply techniques

ANS: B PTS: 1 REF: 108 OBJ: 1
BLM: HO

51. Please refer to Scenario 4.1. What is the federal labour market projection report attempting to do?

- a. predict the future demand and supply for a wide variety of occupations
- b. predict the future demand growth for a wide variety of occupations
- c. predict the future demand and supply for Canadian workers
- d. predict the future demand and supply for Canadian healthcare workers

ANS: A PTS: 1 REF: 110 OBJ: 1
BLM: HO

52. Please refer to Scenario 4.1. The situation above can be referred to as a tight labour market. What occurs in a tight labour market?

- a. the supply for labour exceeds the labour demand
- b. the supply and demand for labour create labour market tension
- c. the demand for labour exceeds the labour supply
- d. the supply and demand create labour shortages

ANS: C PTS: 1 REF: 112 OBJ:
2

BLM: HO

53. Please refer to Scenario 4.1. The growth in demand for healthcare occupations has been strong due to the rising needs associated with the aging population and a high number of retiring workers. Although countless challenges influence the demand for healthcare workers, what is the primary cause of demand in this case?

- a. external factors
- b. workforce factors
- c. labour market factors
- d. organizational factors

ANS: B PTS: 1 REF: 113 OBJ:
2

BLM: HO

54. Please refer to Scenario 4.1. What human resource technique is being used to gather the data for the federal labour market projection report?

- a. human resource occupational planning
- b. human resource Markov analysis
- c. human resource audits
- d. human resource forecasting

ANS: D PTS: 1 REF: 110 OBJ:
1

BLM: HO

55. Please refer to Scenario 4.1. What would be two human resource forecasting techniques that the regional hospitals could use?

- a. Delphi and trend projection techniques

- b. extrapolation and transition matrices techniques
- c. indexation and replacement chart techniques
- d. budget analysis and skills inventory techniques

ANS: A PTS: 1 REF: 111 OBJ:
1
BLM: HO

56. Please refer to Scenario 4.1. What are two human resource external supply estimate techniques that the regional hospitals could use?

- a. Delphi and extrapolation techniques
- b. demographic trends and labour market analysis
- c. transition matrices and replacement summary techniques
- d. indexation and replacement chart techniques

ANS: B PTS: 1 REF: 116 OBJ:
2
BLM: HO

57. Please refer to Scenario 4.1. What would be the most effective strategy to deal with the regional hospitals physician shortages?

- a. utilize job sharing arrangements
- b. contact medical school graduates
- c. use flexible contract arrangements
- d. use internal transfers

ANS: B PTS: 1 REF: 121 OBJ:
4
BLM: HO

58. Please refer to Scenario 4.1. What would be the most effective strategy to deal with the regional hospitals unit clerk shortages?

- a. regular overtime use and flexible scheduling
- b. internal transfers and outplacements
- c. contact local office administration school graduates
- d. temporary help agencies

ANS: C PTS: 1 REF: 121 OBJ:
4
BLM: HO

59. Please refer to Scenario 4.1. Which of the following is a result of adequate HR planning?

- a. vacancies that remain unfilled for short periods of time
- b. the departure of employees who are seeking better career opportunities
- c. over-hiring followed by moderate layoffs
- d. a reduction in the lead-time required to hire replacements

ANS: D PTS: 1 REF: 108 OBJ:
2
BLM: HO

60. Please refer to Scenario 4.1. What must the regional hospitals' HR managers align their human resource planning with?

- a. the organization's strategic plan
- b. the organization's marketing position
- c. the organization's return on its human assets
- d. the organization's competitive environment

ANS: A PTS: 1 REF: 109 OBJ:
2
BLM: HO

TRUE/FALSE

1. Professional and technical jobs are becoming easier to staff.

ANS: F PTS: 1 DIF: Understanding
REF: 116 OBJ: 1

2. HR planning is the process of setting major operational objectives for an organization and developing comprehensive plans to achieve those objectives.

ANS: F PTS: 1 DIF: Key Terms
REF: 109
OBJ: 1

3. HR planning is a proactive process, which anticipates and influences the future of an organization.

ANS: T PTS: 1 DIF: Understanding

REF: 109 OBJ: 1

4. Agencies that provide temporary employees are one of the fastest-growing recruitment sources.

ANS: T PTS: 1 DIF: Key Terms

REF: 121

OBJ: 1

5. Lack of HR planning can make it difficult for employers to make effective plans to fill job vacancies.

ANS: T PTS: 1 DIF: Understanding

REF: 109 OBJ: 1

6. HR managers should not interfere in their organization's management steering committee or strategic planning group.

ANS: F PTS: 1 DIF: Understanding

REF: 109 OBJ: 1

7. HR planning serves as the coordinating and integrating link to all of the other HRM functions.

ANS: T PTS: 1 DIF: Understanding

REF: 109 OBJ: 1

8. Without the knowledge of what work is to be done and the skills required to do the work, the manager cannot select qualified employees.

ANS: T PTS: 1 DIF: Understanding

REF: 125 OBJ: 1

9. The process that informs the applicants about the qualifications required to perform the job and the career opportunities the organization offers its employees is known as performance evaluation.

ANS: F PTS: 1 DIF: Application
REF: 117
OBJ: 2

10. Recruiting is the process of attempting to locate and encourage potential applicants to apply for existing or anticipated job openings.

ANS: T PTS: 1 DIF: Key Terms
REF: 117
OBJ: 2

11. Promotions and transfers are forms of recruiting within the organization.

ANS: T PTS: 1 DIF: Key Terms
REF: 114
OBJ: 3

12. Promoting from within makes use of the people who already know the organization and the contribution they have made.

ANS: T PTS: 1 DIF: Key Terms
REF: 114
OBJ: 3

13. Most firms fill their management positions with applicants recruited from sources outside the organization.

ANS: F PTS: 1 DIF: Key Terms/Understanding
REF: 114 OBJ: 3

14. Transfers usually provide the same motivational value as promotions.

ANS: F PTS: 1 DIF: Understanding

REF: 114 OBJ: 3

15. Qualified job candidates within the organization can be located by using computerized record systems, job posting and job bidding.

ANS: T PTS: 1 DIF: Key Terms
REF: 114
OBJ: 3

16. Computerized record systems can be used to enhance the career paths of employees.

ANS: T PTS: 1 DIF: Key Terms
REF: 115
OBJ: 3

17. Job bidding programs are less effective when they are part of a formalized career development program.

ANS: F PTS: 1 DIF: Understanding
REF: 115 OBJ: 3

18. The process of identifying, developing, and tracking key internal employees for future promotions is called succession planning.

ANS: T PTS: 1 DIF: Key Terms
REF: 115
OBJ: 3

19. An organization that emphasizes innovation and creativity should rely heavily on internal recruiting.

ANS: F PTS: 1 DIF: Application
REF: 115
OBJ: 3

20. Excessive reliance upon internal sources can create the risk of employee cloning.

ANS: T PTS: 1 DIF: Understanding

REF: 115 OBJ: 3

21. Although external recruitment is usually organized and coordinated by the HR department, the line manager frequently gives suggestions about the advertisement and where to recruit.

ANS: T PTS: 1 DIF: Key Terms

REF: 116

OBJ: 4

22. The boundaries of a labour market will vary with the type of job to be filled and the amount of compensation to be paid for the job.

ANS: T PTS: 1 DIF: Understanding

REF: 116 OBJ: 4

23. Cost of advertising is not a constraint in an organization's effort to recruit from outside.

ANS: F PTS: 1 DIF: Key Terms

REF: 116

OBJ: 4

24. One advantage of external recruitment is that the individual may bring unique skills that the company needs now.

ANS: T PTS: 1 DIF: Key Terms

REF: 116

OBJ: 4

25. A disadvantage to external recruitment is that the process does not identify many qualified candidates for the job.

ANS: F PTS: 1 DIF: Application

REF: 116

OBJ: 4

26. During periods of high unemployment, it may be necessary to advertise more heavily to attract job applicants.

ANS: F PTS: 1 DIF: Application
REF: 116
OBJ: 4

27. Labour market refers to the area from which applicants are to be recruited.

ANS: T PTS: 1 DIF: Key Terms
REF: 116
OBJ: 4

28. Typically, an employer at any given time will find it necessary to utilize several recruitment sources.

ANS: T PTS: 1 DIF: Key Terms
REF: 116
OBJ: 4

29. Well-written advertisements highlight the major assets of the position while showing the responsiveness of the organization to the job and career needs of the applicant.

ANS: T PTS: 1 DIF: Key Terms
REF: 117
OBJ: 4

30. The extensive use of the Internet as a job search tactic makes it the most significant influence of technology on recruitment.

ANS: T PTS: 1 DIF: Key Terms
REF: 118
OBJ: 4

31. Private employment agencies have to charge an employer a 10% to 15% placement fee.

ANS: F PTS: 1 DIF: Key Terms
REF: 120
OBJ: 4

32. Private employment agencies usually focus on clerical, technical, and junior-middle management positions.

ANS: T PTS: 1 DIF: Key Terms
REF: 120
OBJ: 4

33. Executive search firms seek out candidates with qualifications that match the requirements of the positions their client firm is seeking to fill.

ANS: T PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4

34. The fee that executive search firms charge ranges from 10% to 30% of the annual salary for the position to be filled.

ANS: F PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4

35. Since high calibre executives are in short supply, a significant number of large corporations in Canada use search firms to fill their top positions.

ANS: T PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4

36. Educational institutions are typically a source of young applicants with formal training but relatively little full-time work experience.

ANS: T PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4

37. For technical and managerial positions, colleges and universities are generally the primary source of recruitment.

ANS: T PTS: 1 DIF: Understanding

REF: 121 OBJ: 4

38. It is better to avoid using employee referrals as a source of applicants, since the quality of employee-referred applicants is normally below standard.

ANS: F PTS: 1 DIF: Understanding/Application

REF: 122 OBJ: 4

39. Many employers receive unsolicited applications and résumés from individuals who may not be good prospects for employment.

ANS: T PTS: 1 DIF: Key Terms

REF: 122

OBJ: 4

40. It is a common belief that individuals who contact a prospective employer on their own initiative will be better employees than those recruited through college placement services or newspaper advertisements.

ANS: F PTS: 1 DIF: Key Terms

REF: 122

OBJ: 4

41. In trying to recruit, line managers and HR professionals may use professional organizations and labour unions as possible sources of information on qualified candidates.

ANS: T PTS: 1 DIF: Key Terms

REF: 122|123

OBJ: 4

42. Organizations are increasingly using open houses and job fairs as a recruitment strategy to tap the managerial and executive labour market.

ANS: F PTS: 1 DIF: Key Terms
REF: 121
OBJ: 4

43. Many professional organizations and societies offer a placement service to their members as a benefit.

ANS: F PTS: 1 DIF: Application
REF: 122
OBJ: 4

44. A recent study of the S&P 500 reported that companies that aggressively sought and supported a diverse workforce outperformed the other companies in the study.

ANS: T PTS: 1 DIF: Key Terms
REF: 124
OBJ: 4

45. Recently, the Toronto Region Immigrant Employment Council came under harsh criticism for not doing enough to help immigrants find suitable employment.

ANS: F PTS: 1 DIF: Understanding
REF: 124 OBJ: 4

46. Beyond satisfying the legislated employment opportunity requirements, many companies are seeking to have a diverse workforce for the success of their business.

ANS: T PTS: 1 DIF: Key Terms
REF: 123
OBJ: 4

47. In recruiting designated group members, managers do not have to be involved in outreach programs.

ANS: F PTS: 1 DIF: Application
REF: 123
OBJ: 4

48. Selection is the process of choosing individuals who have relevant qualifications and skills to fill existing or projected job openings.

ANS: T PTS: 1 DIF: Key Terms
REF: 124
OBJ: 5

49. Selection is one of the major HR activities by which employers can reach their employment equity goals.

ANS: T PTS: 1 DIF: Understanding
REF: 125 OBJ: 5

50. A systematic selection process increases the possibility of getting the right person for the right job at the right time.

ANS: T PTS: 1 DIF: Key Terms
REF: 125
OBJ: 5

51. The selection process enables the recruiter or employer to predict job performance of the candidate in the organization.

ANS: T PTS: 1 DIF: Key Terms
REF: 125
OBJ: 5

52. Information about the job and about the job applicant is not essential for making sound employment decisions.

ANS: F PTS: 1 DIF: Application

REF: 125
OBJ: 5

53. In making hiring decisions, the selection process can be structured to achieve perfect results.

ANS: F PTS: 1 DIF: Application
REF: 125
OBJ: 5

54. The selection process involves measuring the applicant's competencies and matching them with requirements of the job and the needs of the organization.

ANS: T PTS: 1 DIF: Key Terms
REF: 125
OBJ: 5

55. Because of turnover, selection is a continuous process in most organizations.

ANS: T PTS: 1 DIF: Application
REF: 125
OBJ: 5

56. The number of steps in the selection process and their sequence will vary with the organization and the type and level of the jobs to be filled.

ANS: T PTS: 1 DIF: Key Terms
REF: 125
OBJ: 6

57. Typically the selection process has six steps including: submission of application, screening, employment test, interview, reference checks and hiring decision.

ANS: T PTS: 1 DIF: Key Terms
REF: 125
OBJ: 6

58. The employer cannot, by law, reject an applicant after any step in the process.

ANS: F PTS: 1 DIF: Application
REF: 125
OBJ: 6

59. All the steps in the selection process must show compliance with federal and provincial employment legislation.

ANS: T PTS: 1 DIF: Understanding
REF: 126 OBJ: 6

60. The information used for selection decisions must be both reliable and valid.

ANS: T PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6

61. The degree to which a source of information or a selection method yields comparable data over a period of time is known as reliability.

ANS: T PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6

62. In employee selection, the indicator of the extent to which data from a selection procedure accurately predicts job performance is known as validity.

ANS: T PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6

63. Reliability is the accuracy with which a predictor or selection method measures what it purports to measure.

ANS: F PTS: 1 DIF: Key Terms
REF: 126
OBJ: 6

64. Application forms, résumés, interviews, tests, and reference checks are different sources of information about applicants.

ANS: T PTS: 1 DIF: Key Terms
REF: 126
OBJ: 7

65. Application forms are used by most organizations because they provide a quick and systematic means of obtaining information about the applicant.

ANS: T PTS: 1 DIF: Key Terms
REF: 126
OBJ: 7

66. Résumés provide job-related information about the job seeker.

ANS: T PTS: 1 DIF: Key Terms
REF: 127
OBJ: 7

67. Depending on the type of job, applicants may be interviewed by one person, by members of a work team, or by the other individuals in the organization.

ANS: T PTS: 1 DIF: Key Terms
REF: 128
OBJ: 8

68. Most organizations, because of tradition, predominantly use the employment interview as a method of hiring employees.

ANS: T PTS: 1 DIF: Key Terms/Application
REF: 128 OBJ: 8

69. Panel interviews have more advantages than traditional one-to-one interviews.

ANS: T PTS: 1 DIF: Key Terms
REF: 129
OBJ: 8

70. Computers are used to help in the interviewing process by gathering information about the applicant and comparing it with an ideal profile.

ANS: T PTS: 1 DIF: Application
REF: 130
OBJ: 8

71. The structured interview tends to be less reliable than the unstructured method where the questions are more open-ended.

ANS: F PTS: 1 DIF: Key Terms/Application
REF: 130 OBJ: 8

72. The premise underlying behavioural description interviews is that intentions predict behaviour.

ANS: F PTS: 1 DIF: Application
REF: 130
OBJ: 8

73. An interview in which applicants are asked questions about what they actually did in a given situation is known as a behavioural description interview.

ANS: T PTS: 1 DIF: Key Terms
REF: 130
OBJ: 8

74. In the non-directive interview, the applicant's remarks are carefully documented and edited.

ANS: F PTS: 1 DIF: Application
REF: 132

OBJ: 8

75. The interview in which the interviewer asks broad, open-ended questions and permits the applicant to talk freely with minimum interruptions is known as a non-directive interview.

ANS: T PTS: 1 DIF: Key Terms
REF: 131
OBJ: 8

76. The situational interview is a variation of the nondirective interview.

ANS: F PTS: 1 DIF: Application
REF: 131
OBJ: 8

77. The structured interview is given more attention as a result of employment equity requirements and a concern for increasing the validity of selection decisions.

ANS: T PTS: 1 DIF: Key Terms
REF: 130
OBJ: 8

78. Interview training programs increase the effectiveness of interviewers in assessing and evaluating candidates fairly and accurately.

ANS: T PTS: 1 DIF:
Understanding/Application
REF: 132 OBJ: 8

79. All interview questions must be appropriate in accordance with the Human Rights prohibited grounds.

ANS: T PTS: 1 DIF: Key Terms
REF: 133
OBJ: 8

80. An employment test is an objective and standardized way to assess a person's competencies and other characteristics in relation to other individuals.

ANS: T PTS: 1 DIF: Key Terms/Application
REF: 134 OBJ: 9

81. The general concern regarding employment tests is focused on whether these tests are biased and appropriate for the job under consideration.

ANS: T PTS: 1 DIF:
Understanding/Application
REF: 134 OBJ: 9

82. The purpose of employment tests is to ensure that most applicants fail rather than succeed to get employment.

ANS: F PTS: 1 DIF: Understanding
REF: 134 OBJ: 9

83. Generally, employment tests may be viewed as measuring either aptitude or achievement of the applicant.

ANS: T PTS: 1 DIF: Key Terms
REF: 134
OBJ: 9

84. Aptitude tests measure a person's capacity to learn or acquire skills; they are also referred to as cognitive ability tests.

ANS: T PTS: 1 DIF: Key Terms
REF: 134
OBJ: 9

85. Cognitive ability tests that measure general intelligence, for example IQ, are good predictors of performance across a wide variety of jobs.

ANS: T PTS: 1 DIF: Key Terms
REF: 135

OBJ: 8|9

86. Intelligence tests are the most difficult tests to use and evaluate.

ANS: F PTS: 1 DIF:

Understanding/Application

REF: 135 OBJ: 9

87. Personality tests measure personal characteristics such as extroversion, dependability and honesty.

ANS: T PTS: 1 DIF: Key Terms

REF: 136

OBJ: 9

88. Personality tests have a high ability to predict job performance.

ANS: F PTS: 1 DIF: Application

REF: 136

OBJ: 9

89. It is generally NOT recommended to use personality tests for background information because they can inadvertently discriminate against individuals who would otherwise perform effectively.

ANS: T PTS: 1 DIF: Application

REF: 136

OBJ: 9

90. For demanding and potentially dangerous jobs, the use of physical ability tests is recommended.

ANS: T PTS: 1 DIF: Understanding

REF: 137 OBJ: 9

91. Reference checks are the most effective and efficient method of predicting employee performance.

ANS: F PTS: 1 DIF: Key Terms

REF: 138
OBJ: 9

92. While the majority of organizations conduct reference checks, there are no legal reasons to do so.

ANS: F PTS: 1 DIF: Key Terms
REF: 139
OBJ: 9

ESSAY

1. Explain the importance of Human Resource Planning for staffing needs.

ANS:

Human Resource Planning provides a framework for the coordination and integration of Human Resource Management policies and practices related to staffing and development activities, since they affect the requirements for, and supply of, human resources. Effective Human Resource Planning helps an organization to:

- achieve its goals and objectives
- plan and coordinate recruitment, selection, training, career planning, and other staffing and development activities more effectively
- achieve economies in hiring new workers
- make major labour market demands more successfully
- anticipate and avoid shortages and surpluses of human resources
- control and/or reduce labour costs
- utilize employees' capabilities more effectively, thereby increasing performance and productivity, and reducing dissatisfaction and turnover
- establish employment equity goals and timetables that are realistic and attainable

PTS: 1 DIF: Understanding
REF: 109
OBJ: 2

2. Since the overall outcome of HR planning is to have the right people with the right skills

at the right time in the right jobs, there is a need to forecast the supply and demand for employees. Identify and briefly describe one quantitative and one qualitative approach to forecasting demand.

ANS:

Forecasting can be done through a quantitative approach called **trend analysis**. A trend analysis will forecast employment requirements on some type of organizational index, such as sales or units of production. Previous years' experiences will be analyzed and projections will be made for the future.

Forecasting can be done through a qualitative approach called **management forecasts**. In management forecasts, the opinions and judgments of people who are knowledgeable about the organization's future needs will develop scenarios that can be used for planning purposes.

PTS:	1	DIF:	Understanding
REF:	110		
OBJ:	1		

3. Besides forecasting the demand for employees, an organization will also need to look at the supply of employees. Identify and briefly describe three methods for identifying internal supply of employees.

ANS:

Forecasting the supply of employees can be done by looking at internal supply using methods such as staffing tables, Markov analyses and skills inventories. **Staffing tables** are graphic representations of all organizational jobs, along with the numbers of employees currently occupying those jobs (and perhaps also future employment requirements derived from demand forecasts). **Markov analysis** shows the percentage (and actual number) of employees who remain in each job from one year to the next, as well as the proportions of those who are promoted, demoted, or transferred, or who leave the organization. **Skills inventories** identify the key skills or core competencies necessary for organizational success, and catalogue information about the education, experiences and skills of existing staff.

PTS:	1	DIF:	Understanding
REF:	111		
OBJ:	1		

4. Compare and contrast the advantages of internal and external sources of recruitment.

ANS:

External source applicants often bring new and innovative ideas to the workplace. They are less likely to think in the same old ways as current employees. Also, external candidates can be used to provide knowledge, skills, and abilities that are lacking in the current workforce.

The use of internal source applicants provides motivation and enhances the morale of the current workforce by linking performance to rewards. Also, internal applicants are well known to management and require less training than external applicants.

PTS: 1 DIF: Understanding
REF: 114|116
OBJ: 3|4

5. What are the advantages of using private employment agencies for external recruitment?

ANS:

An agency can save the organization a great deal of time by finding, interviewing and selecting qualified candidates for referral to the hiring manager; cut down on the number of people for the employer to interview; help to ensure that only candidates matching the job specifications are interviewed; fill a position very quickly; and potentially recruit a greater number of designated group members than the firm has been able to attract on its own.

PTS: 1 DIF: Understanding
REF: 121
OBJ: 4

6. Describe the purpose of employee selection, and explain what those who are responsible for making selection decisions must know in order to successfully match candidates to jobs.

ANS:

Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings, and who are predicted to perform well on the job.

Those responsible for making selection decisions should have adequate information on which to base their decisions, including the necessary knowledge, skills, and abilities for the job (usually identified through job analysis), and relevant information about the applicants themselves (usually identified through résumés, tests, interviews and references).

PTS: 1 DIF: Understanding
REF: 125
OBJ: 5

7. List the steps in the selection process, and briefly explain the purpose of each step.

ANS:

Completion of application form or submission of résumé

- résumés provide information for deciding whether an applicant meets the minimum
- requirements for experience and education
- résumés provide a basis for questions the interviewer will ask about the applicant's
- background
- résumés offer sources for reference checks

Initial screening/interviewing by HR person

- initial screening ensures that applicants who do not meet minimum qualifications are removed from the applicant pool for testing and interviewing
- having HR staff do the initial screening reduces the overall cost of the selection process by ensuring that the organization focuses on only the eligible applicants

Employment tests

- organizations use assessments/tests to gather more in-depth information on applicants
- employment assessment is an objective and standardized way to assess a person's KSAs, competencies, and other characteristics in relation to other individuals

Supervisory or team interview

- structured interview questions allow the hiring decision to be made based on an applicant's response to real-work incidents, or hypothetical situations intended to show how a candidate would actually perform in the job
- unstructured interviews allow the candidate to freely discuss responses to broad and open-ended questions, which allows the interviewer to more generally assess a candidate's fit with the organization and the job

Reference checks

- organizations can obtain valuable information about an applicant's character and habits
- the reference check is to obtain relevant information to predict whether the person will be a good match with the organization and is capable of performing the work successfully

Hiring decision

- the most critical step in the selection process
- the hiring decision is a systematic consideration of all relevant data gathered from previous steps and is a final determination of the best fit between the candidates and the job

PTS: 1 DIF: Understanding

REF: 125-140

OBJ: 6|7|8|9

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