

## Chapter 1 An Introduction to Recruitment and Selection

1. The chapter opening article, “Signs That You Made a Bad Hire” suggests that the costs of bad hires can be reduced if the employer does what?

- a. discharges the new hire with a penalty
- b. trains the new hire to adapt to the company’s formal and informal requirements
- c. transfers the new hire to another position for which he or she is better suited
- d. recruits a better qualified candidate and buddies the new hires up during their probationary period

*ANSWER:* c

2. Which of the following practices would NOT lead to an improvement in the hiring system of an organization?

- a. communicating to the hiring managers about their annoying interview habits
- b. using scientific methods and efficient selection methods
- c. determining the motivations of job seekers
- d. knowing the going rates of pay and offering slightly more

*ANSWER:* d

3. What is the definition of recruitment?

- a. generating an applicant pool
- b. choosing job candidates
- c. finding and hiring the best person for the job
- d. finding and screening job applicants

*ANSWER:* a

4. What is the definition of selection?

- a. generating an applicant pool
- b. finding and screening job applicants
- c. choosing job candidates
- d. matching an applicant’s competencies with a job position

*ANSWER:* c

5. In the Human Resources System model outlined in the textbook, which of the following aspects does NOT relate to work environment?

- a. complaint resolution
- b. leadership
- c. health and safety
- d. vision and mission

*ANSWER:* d

6. In the Human Resources System model outlined in the textbook, which of the following is NOT part of the socioeconomic environment?

- a. competition
- b. globalization
- c. marketplace
- d. demographics

*ANSWER:* a

7. In the Human Resources System model outlined in the textbook, within which environment does human rights belong?

## Chapter 1 An Introduction to Recruitment and Selection

- a. social
- b. economic
- c. political
- d. legislative

*ANSWER:* d

8. What can effective recruitment and selection practices do for an organization?

- a. improve the knowledge, skills, and abilities of its employees
- b. offer a limited impact on employee motivation
- c. encourage expensive high performers to leave the organization
- d. discourage poor performers from leaving an organization

*ANSWER:* a

9. What two important principles ensure a human resources system functions properly?

- a. Enhance communication between human resource functions and ensure ethical compliance.
- b. Assess the impact of legislative requirements and scan the socioeconomic environment for trends.
- c. Emphasize the roles of recruitment and selection and apply them to organizational strategy.
- d. Think in systems terms and coordinate human resource activities with all organizational units and people.

*ANSWER:* d

10. Which of the following elements are part of the socioeconomic external environment that affects recruitment and selection?

- a. national and international organization policies
- b. human resources information systems and management
- c. globalization and demographics
- d. cost containment and marketplace

*ANSWER:* c

11. Why must Canadian organizations be cognizant of the influences of globalization when considering recruitment and selection?

- a. Globalization affects the pricing strategies for goods and services.
- b. Globalization creates higher trade barriers for entry.
- c. Globalization demonstrates that best practices for staffing are necessary.
- d. Globalization threatens the survival of domestic retailers.

*ANSWER:* c

12. Which of the following is NOT a benefit of e-recruiting, according to the Government of Canada?

- a. higher tracking costs
- b. lower recruiting costs
- c. lower printing costs
- d. larger pool of candidates

*ANSWER:* a

13. Given the fact that technology reduces the need for labour, what is one strategy being applied by HR managers to cope with large numbers of employees approaching retirement?

- a. Employers have reduced their need to advertise with traditional media sources like newspapers.

## Chapter 1 An Introduction to Recruitment and Selection

- b. Employers have focused their search on younger and tech-savvy applicants.
- c. Employers have limited their early-retirement incentives to managers only.
- d. Employers have implemented layoffs that are not age related.

*ANSWER:* d

14. Given that best practices in recruitment and selection are applied to an organization, which of the following results has NOT been supported with empirical studies?

- a. establishing employee trust
- b. increasing the firm's market price
- c. reducing employee turnover
- d. encouraging poor performers to leave

*ANSWER:* b

15. Given the application of progressive human resources practices, what might an organization expect from its employees?

- a. higher compensation costs
- b. lower dysfunctional behaviours
- c. higher operating costs
- d. lower unionization

*ANSWER:* b

16. According to the Work Foundation and Institute for Employment Studies in the United Kingdom, what percentage of investment in human resources will produce an approximate increase of \$2800 of profit per employee?

- a. 1 percent
- b. 5 percent
- c. 10 percent
- d. 50 percent

*ANSWER:* c

17. Which of the following organizations establishes national core standards for the HR profession in Canada?

- a. CSIOP
- b. CPHR
- c. CPA
- d. CHRP

*ANSWER:* b

18. Why do growing numbers of employers require their human resources professionals to have professional designations?

- a. Certified human resources professionals must adhere to a code of ethics that dictates standards of performance.
- b. Certified human resources professionals clearly understand all legislation.
- c. Certified human resources professionals can enforce organizational conflict-of-interest policies and ethical codes of conduct.
- d. Certified human resources professionals are certified in their HR field of expertise, which requires less post-secondary education.

*ANSWER:* a

## Chapter 1 An Introduction to Recruitment and Selection

19. Why might you consider acquiring a professional designation in human resources?
- Ethical standards are defined, which will allow you to easily resolve workplace ethical dilemmas.
  - It will certify you to provide advice concerning legal and ethical behaviour.
  - It will identify you as someone possessing HR knowledge, skills and abilities, and ethical behaviour.
  - It is recognition of achievement of all the HR competencies, meaning that you will require minimal post-secondary education.

*ANSWER:* c

20. The HRM of Northshore Industries has not developed a code of ethical conduct for its employees because senior management believes that it places unnecessary constraints and limited flexibility on management decisions such as recruitment and selection. With what might the HRM be most concerned?
- organizational culture
  - legal requirements and equitable practices
  - conflict of interest
  - poor leadership

*ANSWER:* b

21. Ethics can be defined in a variety of ways. According to the textbook, which of the following is NOT a definition of ethics?
- knowing what is good from what is bad
  - determining what is moral from what is immoral
  - identifying what may be done from what may not be done
  - distinguishing what is right from what is wrong

*ANSWER:* a

22. The CEO of your company asks you to hire an older woman to avoid the significant family-related challenges and high turnover rate that comes with hiring younger administration employees. What is this an example of?
- streamlining internal company staffing policies
  - recruitment and retention constraints
  - balancing the rights and interests of employees and management
  - the need for written codes and standards of conduct

*ANSWER:* d

### Scenario 1-1

You are excited about your new position as the human resource manager for Scribe Engineering. The CEO of this medium-sized Canadian software development company has clearly stated that one of your first tasks is to deal with the difficulties the company is experiencing in recruiting and retaining several of its office administration positions. The CEO wants hard evidence to back up your staffing costs.

23. Refer to Scenario 1-1. Upon what would you initially want to concentrate your efforts?
- understanding the external organizational factors affecting recruitment and selection
  - ensuring that human resource planning is integrated with the strategic planning of the organization
  - determining which recruitment and retention processes are economically and technically feasible
  - ensuring that organizational information contained in the human resource information systems is current, secure, and confidential

*ANSWER:* b

## Chapter 1 An Introduction to Recruitment and Selection

24. Refer to Scenario 1-1. What is a current internal factor that may have an impact on Scribe Engineering's recruitment and selection practices?

- a. human rights legislation
- b. organization values, mission, and strategic goals
- c. knowledge, skills, and abilities available in the labour market
- d. industry and organization type and size

*ANSWER:* b

25. Refer to Scenario 1-1. What is a current economic challenge that may have an impact on the recruitment and selection practices at Scribe Engineering?

- a. human rights and total compensation issues
- b. global competition
- c. rapid advances in information technology
- d. changing work force demographics

*ANSWER:* b

### Scenario 1-2

You have recently been hired as the human resources manager for a small Canadian aviation company. The president of TS Inc. has asked you to review the staffing function to determine how ready the organization is to use technology in its recruitment and selection process. She is excited about the potential of utilizing staffing social networking technologies but wants to ensure you take the steps required to ensure success.

26. Refer to Scenario 1-2. What is TS Inc.'s goal for recruitment?

- a. to find and screen job applicants
- b. to hire job candidates
- c. to generate an applicant pool
- d. to find and hire the best aviation employees

*ANSWER:* c

27. Refer to Scenario 1-2. What is TS Inc.'s goal for selection?

- a. to choose aviation candidates from an applicant pool
- b. to find the best possible aviation professionals to hire
- c. to find and hire the best person for each aviation position
- d. to generate and build a large aviation applicant pool

*ANSWER:* a

28. Refer to Scenario 1-2. What would indicate that the recruitment and selection process has been successful at TS Inc.?

- a. the process is valid and reliable
- b. the continued use of effective but unproven practices
- c. the use of technology to facilitate and improve recruitment and selection
- d. a significantly large number of applications for job positions

*ANSWER:* a

29. Refer to Scenario 1-2. What two important principles should be followed if TS Inc.'s human resource system is to function properly?

- a. Build a sustainable staffing strategy and use Web-based technology.
- b. Coordinate human resources activities with other parts of the organization and use a systems-thinking

## Chapter 1 An Introduction to Recruitment and Selection

approach.

- c. Systematically integrate diversity and manage human resource information systems.
- d. Build a strong culture and enhance communication systems.

*ANSWER:* b

30. Refer to Scenario 1-2. What would be a critical initial question you would want to ask to assess TS Inc.'s recruitment and selection practices?

- a. What are the personnel needs of TS Inc.?
- b. What are the external factors affecting the human resource and organizational strategies?
- c. What are the human resource information system needs of TS Inc.?
- d. How ready and committed is TS Inc. to moving beyond traditional practices to a more technical approach?

*ANSWER:* b

31. Refer to Scenario 1-2. What does TS Inc. accomplish by using technology in its recruitment and selection process?

- a. It provides access to a wide pool of candidates
- b. It coordinates human resource activities with other parts of the organization by using a systems-thinking approach.
- c. It determines which recruitment and retention processes are economically and technically feasible.
- d. It guarantees that organizational information contained in human resource information systems is current, secure, and confidential.

*ANSWER:* b

32. Refer to Scenario 1-2. What current legislative requirement challenge may have an impact on TS Inc.'s recruitment and selection practices?

- a. human rights, privacy, and security issues
- b. rapid advances in information technology
- c. changing work force demographics
- d. total compensation and reward strategy

*ANSWER:* a

33. Refer to Scenario 1-2. Why might TS Inc. state that a professional HR designation is required?

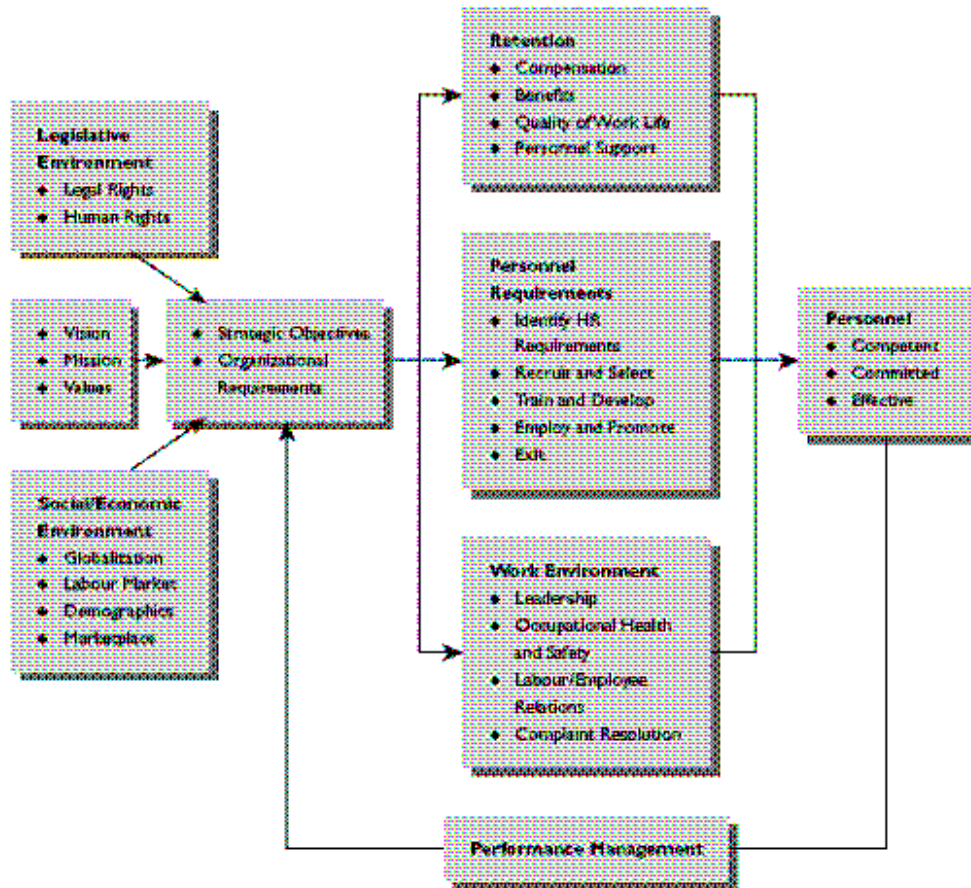
- a. HRM professional associations define the competencies and ethical guidelines for human resources professionals.
- b. HR professionals clearly understand and can oversee employment legislation.
- c. The certification sets a high standard that requires less training and the costs associated with continuing education.
- d. Professional ethical standards are defined, allowing HR professionals to easily resolve workplace ethical dilemmas.

*ANSWER:* a

Chapter 1 An Introduction to Recruitment and Selection

FIGURE 1.1

Example of a Human Resources System



34. Refer to Figure 1.1. Which of the following are external factors that affect the HR system?
- legal and socioeconomic environments
  - vision, values, and mission
  - strategic objectives and organizational requirements
  - personnel competence, commitment, and effectiveness

ANSWER: a

35. Recruitment and selection, training and development, succession planning and compensation are all functions within what process?
- performance management
  - succession planning
  - talent management
  - career management

ANSWER: c

36. What is an HRIS?
- a computerized version of an HR system
  - a payroll and benefits processing method