Recruitment and Selection in Canada (Canadian) 8th edition Catano Test Bank

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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 buddy the new hires up during their probationary period

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

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

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

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

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a. complaint resolution

b. leadership

c. health and safety

*d. vision and mission

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

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

a. social

b. economic

c. political

*d. legislative

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

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

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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.

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

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.

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

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.

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.

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

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

a. higher compensation costs

*b. less dysfunctional behaviour

c. higher operating costs

d. lower unionization

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

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

a. CSIOP

*b. CPHR

c. CPA

d. CHRP

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.

19. Why might you consider acquiring a professional designation in human resources?

a. Ethical standards are defined, which will allow you to easily resolve workplace ethical dilemmas.

b. It will certify you to provide advice concerning legal and ethical behaviour.

*c. It will identify you as someone possessing HR knowledge, skills and abilities, and ethical behaviour.

d. It is recognition of achievement of all the HR competencies, meaning that you will require minimal post-secondary education.

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?

a. organizational culture

*b. legal requirements and equitable practices

c. conflict of interest

d. poor leadership

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21. Ethics can be defined in a variety of ways. According to the textbook, which of the following is NOT a definition of ethics?

*a. knowing what is good from what is bad

b. determining what is moral from what is immoral

c. identifying what may be done from what may not be done

d. distinguishing what is right from what is wrong

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 is an example of?

a. streamlining internal company staffing policies

b. recruitment and retention constraints

c. balancing the rights and interests of employees and management

*d. the need for written codes and standards of conduct

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 employees for 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?

a. understanding the external organizational factors affecting recruitment and selection

*b. ensuring that human resource planning is integrated with the strategic planning of the organization

c. determining which recruitment and retention processes are economically and technically feasible

d. ensuring that organizational information contained in the human resource information systems is current, secure, and confidential

Recruitment and Selection in Canada (Canadian) 8th edition Catano Test Bank

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

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

Scenario 1-2
You have recently been hired as the human resources manager for a small Canadian aviation company. The president of the company 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

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

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

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 approach.

c. Systematically integrate diversity and manage human resource information systems.

d. Build a strong culture and enhance communication systems.

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?

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.

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

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.

[[insert c01-fo01-rsc8e, Figure 1.1 here]]

34. Refer to Figure 1.1. Which of the following are external factors that affect the HR system?

*a. legal and socioeconomic environments

b. vision, values, and mission

c. strategic objectives and organizational requirements

d. personnel competence, commitment, and effectiveness

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35. Recruitment and selection, training and development, succession planning, and compensation are all functions within what process?

a. performance management

b. rewards management

*c. talent management

d. career management

36. What is an HRIS?

a. a computerized version of an HR system

b. a payroll and benefits processing method

c. a method of identifying new recruits

*d. a computer-based system that tracks and manages employee data

37. What important principles underlying Figure 1.1 are critical for the human resource system to function properly?

a. two-way communication between human resource functions and business units

b. assessment of the strengths and weaknesses of the external and internal environment

*c. thinking in systems terms and coordinating human resource activities with all organizational units and people

d. a focus on productivity and profitability through recruitment and selection processes

38. Which of the following best defines the awareness of the changing factors within and outside of an organization that could impact an organization's effectiveness in serving their strategic objectives?

a. competitive scan

*b. environmental scan

c. political, economic, social, and technological scan

d. strengths, weaknesses, opportunities, and threats scan

39. What percentage of the work force between the ages of 25 and 65 has achieved post-secondary educational credentials in Canada?

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a. 25.5 percent

b. 38.3 percent

*c. 64.8 percent

d. 73.9 percent

40. Most collective agreements require the employer to do which of the following?

a. Hire only union members.

b. Ensure diversity in the workplace.

c. Use seniority as the only requirement for candidate consideration.

*d. Use selection procedures defined in the collective agreement.

41. Which of the following is a step that must be completed in the Recruitment and Selection Action Plan?

a. Conduct short screening interviews.

*b. Develop selection criteria.

c. Conduct valid and reliable employment tests.

d. Advertise vacancy to current employees.

42. Which of the following is NOT a principle for the Canadian Code of Ethics for Psychologists?

*a. support for diversity

b. responsibility to society

c. integrity in relationships

d. respect for dignity of persons

43. Psychologists must follow ethical standards when carrying out employment tests. What type of issue are they NOT involved with in applying ethical standards?

a. confidentiality of the test results

*b. strategic contribution of tests to organization effectiveness

c. informed consent of the test taker

d. competence of test administrators and evaluators

True/False

44. Recruitment refers to the choice of job candidates from a previously generated pool of candidates.

a. True
*b. False

45. Effective recruitment and selection practices identify job applicants with the appropriate level of knowledge, skills, abilities, and other requirements needed for successful performance in a job and organization.

*a. True
b. False

46. Human resources management is an independent function within an organization and generally acts in isolation to meet the human resource needs of the organization.

a. True
*b. False

47. Recruitment and selection are the most important talent management functions.

a. True
*b. False

48. HRM must coordinate human resource activities with all parts of the organization and its people.

*a. True
b. False

49. Bad hires may cost an organization as much as 30 percent of a new hire’s potential earnings.

*a. True
b. False

Recruitment and Selection in Canada (Canadian) 8th edition Catano Test Bank

50. Talent management comprises the training and development of current employees.

a. True
*b. False

51. Empirical studies demonstrate that organizations using effective recruitment and selection practices gain a competitive advantage in the marketplace.

*a. True
b. False

52. Recruitment and selection decisions must be coordinated with all parts of the organization, although final decisions must remain with HRM.

a. True
*b. False

53. Effective human resource managers are strategic thinkers.

*a. True
b. False

54. An environmental scan follows the development of the organization strategy.

a. True
*b. False

55. Two external factors that are elements of an environmental scan are the economic climate and work force demographics

*a. True
b. False

56. The Chartered Professionals in Human Resources (CPHR) designation is used in all Canadian provinces.

a. True
*b. False

57. Ethical decision-making is always clear-cut.

a. True
*b. False

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58. Law is the means by which we distinguish what is right from what is wrong, what is moral from what is immoral, and what may be done and what may not be done in a profession.

a. True
*b. False

59. Ethical codes place constraints on what members may and may not do when practising human resources management, including recruitment and selection.

*a. True
b. False

60. Define and describe the differences between human resource planning, recruitment, and selection.

61. List several ways that recruitment and selection are important to organizations.

62. What factors can be assessed in order to measure the impact of effective human resources management practices?

63. Describe two examples of the current socioeconomic and demographic composition of the Canadian work force. Identify how these factors may affect human resources recruitment and selection. (You may expand this question to incorporate "employer of choice.")

64. Define strategy, and then explain how HR activities can support organizational strategy. To measure the value of recruitment and selection to the organization, refer to any organization's strategy and show how HR supports the strategy. It is essential that human resource managers demonstrate the benefit, effectiveness, worth, and value of their staffing processes. This can be done by measuring specific criteria and analyzing the bottom-line costs and benefits. Describe three potential costs and benefits of an effective recruitment and selection process. Reflect on an organization you have worked for (or are familiar with), and explain how you might measure the value of recruitment and selection to the organization's bottom line.

65. Describe how mission, vision, and value statements affect recruitment and selection.

66. Describe five socioeconomic factors that influence Canadian organizations and that may comprise elements of an environmental scan.

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67. What are the advantages of obtaining a professional designation, such as the CHRP?

68. What are the four major principles that apply to HR practitioners which are similar to those found in the CPA Code of Ethics?

69. What are ethics and how do they relate to recruitment and selection?

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