



Practical - chapter 7-8 test bank questions

Human Resource Management (University of Ottawa)

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which of the following are considered to be "hidden" costs of a poor selection process? 1) _____
- A) Customer alienation and internal disorganization when an unsuccessful employee is terminated.
 - B) The cost of orienting a newly selected employee to replace the unsuccessful employee who was terminated.
 - C) The cost of beginning the selection process over again when an unsuccessful employee is terminated.
 - D) Strategic objectives will not be met.
 - E) customer alienation
- 2) Renu is the human resources professional at a telecommunications company who is tasked with ensuring that the firm's selection process adheres with the firm's employment equity plan mandated by legislation. Which of the following must she ensure? 2) _____
- A) Written authorization is obtained for reference checking.
 - B) The process does not have an adverse effect on women or members of certain religious groups.
 - C) The process does not have an adverse effect on women or persons with disabilities.
 - D) The process does not have an adverse effect on women, persons with disabilities, aboriginal's persons or visible minorities.
 - E) No employees with unsuitable backgrounds are hired.
- 3) Yung is the manager of human resources at a credit union. Following an incident where a former employee was convicted for theft of customer account information she has become increasingly concerned about negligent hiring lawsuits. Which of the following steps would be the most helpful in addressing her concern? 3) _____
- A) carefully scrutinizing application forms and checking references
 - B) ensuring selection criteria are based on job specifications
 - C) adequately assessing the applicant's ability to meet performance standards
 - D) ensuring selection criteria are based on job descriptions
 - E) obtaining consent to check references
- 4) A selection ratio of 1:3 generally means the following: 4) _____
- A) there are a limited number of applicants from which to select.
 - B) there are many applicants from which to select.
 - C) there are low quality recruits but many applicants from which to select.
 - D) there are a limited number of applicants from which to select and likely low quality recruits.
 - E) there are high quality recruits and many applicants from which to select.
- 5) The multiple hurdle strategy is an approach to selection involving a(n): 5) _____
- A) selection of instruments for selection purposes.
 - B) reliability and validity analysis.

- C) series of successive steps or hurdles.
D) series of interviews.
E) none of the above.
- 6) Girish is the owner of a software development firm with 60 employees. He wishes to implement a formal testing program which measures work related traits and behaviours. Which of the following do you recommend he implement? 6) _____
A) the Wonderlic Personnel Test
B) panel interviews
C) There is no such tool.
D) a computerized testing program
E) The Predictive Index
- 7) Which is true of the interview question: "How would you handle an angry customer?" 7) _____
A) It tests intellectual capacity.
B) It is a situational question.
C) It is a situational question which tests knowledge and experience.
D) It tests knowledge and experience.
E) It is an example of behavioural interviewing.
- 8) Selection is a strategic activity in that the ideal individual will possess the: 8) _____
A) required skills, and fit the organizational culture.
B) ability to fit with the strategic direction of the organization.
C) required skills, technical ability and knowledge.
D) required KSAs, with the right experience.
E) required KSAs, perform well, and fit the organizational culture.
- 9) Strategic selection is important for the following reasons: 9) _____
A) the costs involved, impact on performance, and legal implications.
B) the budget required and legal implications.
C) the time and costs involved.
D) ethical reasons.
E) the employment equity plan.
- 10) Employers are increasingly being held liable for damages stemming from their: 10) _____
A) discriminatory practices in the selection process.
B) "negligent hiring" of workers who subsequently commit criminal acts on the job.
C) use of unreliable selection tests.
D) failure to abide by employment equity legislative requirements.
E) use of invalid selection tests.
- 11) Which of the following statements is true? 11) _____
A) The HR department staff members generally screen and test applicants, perform reference checking, and make the final selection decision.
B) The types of selection instruments and screening devices used are fairly standardized.

- C) Selection plays a relatively minor role in the achievement of employment equity goals.
- D) Selection strategies should be continually refined, regardless of cost.
- E) The organization's strategic plan places major constraints on selection decisions.

12) Which of the following statements is true?

12) _____

- A) The organization's right to know outweighs an individual's right to privacy.
- B) By basing selection criteria on bona fide occupational requirements, defined through job analysis, firms can create a legally defensible hiring system.
- C) Accepting gifts from a private employment agency wanting the firm's business is an acceptable practice.
- D) The selection ratio is generally unrelated to the quality of recruits.
- E) A small selection ratio, such as 25:1, means that there are very few applicants from which to select.

13) Suggested guidelines to avoid negative legal consequences include all of the following EXCEPT:

13) _____

- A) adequately assessing each applicant's ability to meet performance standards.
- B) checking references very carefully.
- C) rejecting applicants who make false statements on their application forms.
- D) keeping careful records documenting each stage of the selection process.
- E) There are no exceptions listed above.

14) A selection ratio is:

14) _____

- A) the ratio of the number of interviews successfully completed to the total number of applicants.
- B) the ratio of the total number of applicants to the number of applicants hired.
- C) the ratio of the number of offers extended to the total number of applicants.
- D) the ratio of the total number of applicants hired to the total number of applicants.
- E) the cost per hire.

15) Sandeep Gill is the manager of a busy local branch of a provincial credit union, Envirobank. The branch recently had to hire 5 new tellers to meet the rise in demand for branch services. The branch relied mainly on candidate interviews as a selection "tool." Although Sandeep thought he had planned the candidate interviewing process well and had designed effective questions for assessing the candidates, the 3 candidates who were rated the highest in the interview did not meet basic performance expectations following their hire. The primary problem with the selection "tool" chosen and designed by Sandeep is one of:

15) _____

- A) validity.
- B) impression management.

- C) There is no problem with this selection "tool."
D) integrity.
E) reliability.
- 16) The consistency of scores obtained by a person when he or she is retested on the identical test or an equivalent version is an example of: 16) _____
A) construct validity.
B) content validity.
C) validity.
D) reliability.
E) criterion-related reliability.
- 17) Each of the following is a potential source of unreliability EXCEPT: 17) _____
A) tiredness of the applicant.
B) chance response tendencies.
C) changes within the applicant.
D) the conditions under which the instrument is administered.
E) There are no exceptions listed above.
- 18) Answering the question, "Does this predictor measure what it's supposed to measure?" is an assessment of: 18) _____
A) aptitude and achievement.
B) personality and behaviour.
C) validity.
D) reliability.
E) differential validity.
- 19) The extent to which a selection tool predicts or significantly correlates with important elements of work behaviour is known as: 19) _____
A) criterion-related validity.
B) differential validity.
C) reliability.
D) predictive validity.
E) content validity.
- 20) Differential validity is: 20) _____
A) confirmation that the selection tool accurately predicts the performance of all possible employee subgroups, including white males.
B) the extent to which a selection tool measures a theoretical construct or trait deemed necessary to perform the job well.
C) the accuracy with which a predictor measures what it is supposed to measure.
D) the extent to which a selection tool predicts or significantly correlates with important elements of work behaviour.
E) none of the above.
- 21) All of the following statements are true EXCEPT: 21) _____
A) Selection testing is a common screening device to assess specific job-related skills.
B) The selection process is a one-way street.
C) Initial applicant screening involves eliminating candidates lacking

the "must have" selection criteria.

- D) Completing an application form is often part of the online application process.
- E) Initial applicant screening is generally performed by the HR Dept.

22) Which of the following is true of preliminary applicant screening? 22) _____

- A) It involves eliminating candidates lacking the "nice to have" selection criteria.
- B) It may involve candidate interviews.
- C) The use of technology is becoming increasingly popular at this stage of the selection process.
- D) It may involve selection testing.
- E) Initial applicant screening is generally performed by the line managers.

23) Initial applicant screening is typically performed by: 23) _____

- A) line managers.
- B) computer technology.
- C) voice-response technology.
- D) an external recruitment agency.
- E) HR professionals.

24) Which of the following statements about selection testing is true? 24) _____

- A) Studies have shown that approximately two-thirds of Canadian organizations use tests for hiring.
- B) Selection testing generally involves a demonstration of skills.
- C) Testing is more prevalent in small organizations.
- D) The use of tests has been declining in recent years.
- E) Personality and aptitude tests are not commonly used for selection purposes.

25) Intelligence tests measure all of the following traits EXCEPT: 25) _____

- A) memory.
- B) extrasensory perception.
- C) vocabulary.
- D) numerical ability.
- E) verbal fluency.

26) Tests that measure an individual's potential to perform a job, provided he or she is given proper training, are known as: 26) _____

- A) aptitude tests.
- B) intelligence tests.
- C) achievement tests.
- D) personality tests.
- E) interest inventories.

27) A number of tests commonly used in selection can conveniently be classified according to whether they measure each of the following characteristics EXCEPT: 27) _____

- A) motor and physical abilities.
- B) personal attractiveness and suitability.
- C) general intellectual abilities.

- D) memory.
E) monitoring one's own emotions.
- 28) Motor abilities a firm might want to measure include all of the following EXCEPT: 28) _____
A) manual dexterity.
B) finger dexterity.
C) spacial visualization.
D) speed of arm movement.
E) reaction time.
- 29) The following are physical abilities that an employer might want to measure EXCEPT: 29) _____
A) lifting strength.
B) pulling/pushing strength.
C) stamina.
D) verbal abilities.
E) climbing.
- 30) Personality tests can measure basic aspects of an applicant's personality, which include all of the following EXCEPT: 30) _____
A) introversion.
B) dexterity.
C) neurotic tendency.
D) stability.
E) motivation.
- 31) A test in which an ambiguous stimulus is presented and the person taking the test is expected to interpret or react to it is a common type of: 31) _____
A) achievement test.
B) aptitude test.
C) personality test.
D) intelligence test.
E) interest inventory.
- 32) The screening tool which is most often used by employers in the selection process is: 32) _____
A) interview.
B) interview and personality test.
C) assessment centre.
D) personality test.
E) working sampling.
- 33) Which of the following statements about personality testing is true? 33) _____
A) The predictive power of personality tests is generally quite low.
B) Personality tests are not very useful for hiring purposes.
C) The "Big Five" personality dimensions include extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.
D) Attainment of the full potential of personality testing relates primarily to the careful analysis of test results.
E) Extroversion is a valid predictor of performance for all

occupations.

- 34) Tests used to measure knowledge and/or proficiency acquired through education, training and experience are known as: 34) _____
- A) interest inventories.
 - B) intelligence tests.
 - C) aptitude tests.
 - D) achievement tests.
 - E) personality tests.
- 35) Work samples focus on measuring: 35) _____
- A) physical abilities only.
 - B) job performance directly.
 - C) expert appraisers' evaluations.
 - D) the "Big Five" personality dimensions.
 - E) hypothetical situations.
- 36) Interest inventories are tests that: 36) _____
- A) measure basic elements of personality.
 - B) compare a candidate's interests with those of people in various occupations.
 - C) apply to extroversion and emotional stability.
 - D) measure knowledge and/or proficiency.
 - E) measure job performance directly.
- 37) The two- to three-day strategy used to assess candidates' management potential is known as: 37) _____
- A) a managerial aptitude test.
 - B) a management assessment centre.
 - C) a supervisory interest inventory.
 - D) an in-basket exercise.
 - E) a leaderless group discussion.
- 38) Examples of strategies used in a typical assessment centre include all of the following EXCEPT: 38) _____
- A) on-the-job training.
 - B) an in-basket exercise.
 - C) a leaderless group discussion.
 - D) individual presentations.
 - E) objective tests.
- 39) Assessment centres are: 39) _____
- A) useful for predicting success in jobs of all levels.
 - B) a tool that assesses management potential using a special room with a one-way mirror.
 - C) a better predictor of performance than any other selection tool.
 - D) an inexpensive selection strategy.
 - E) characterized by all of the above.
- 40) Micro-assessment focuses on: 40) _____
- A) group performance.
 - B) paper-based questions.

- C) verbal questions.
- D) individual performance.
- E) computer-based questions.

- 41) All of the following are reasons that employers may include a medical examination as a step in the selection process EXCEPT: 41) _____
- A) to provide documentation to justify not hiring a qualified individual with a physical disability that would prevent him or her from performing the essential job duties.
 - B) to establish a baseline for future insurance or compensation claims.
 - C) to determine that the applicant qualifies for the physical requirements of the position.
 - D) to reduce absenteeism and accidents.
 - E) There are no exceptions listed above.
- 42) The purpose of pre-employment substance abuse testing is to: 42) _____
- A) test mental abilities.
 - B) reduce accidents.
 - C) avoid hiring employees who would pose unnecessary risks to themselves or others.
 - D) address absenteeism.
 - E) determine that the applicant qualifies for the physical requirements of the position.
- 43) All of the following statements about selection interviews are true EXCEPT: 43) _____
- A) Interviews enable the employer to fill in information gaps.
 - B) Interview objectives include providing job applicants with information about expected duties of the position.
 - C) The interview is used by virtually all organizations for selection purposes.
 - D) Interviews significantly affect job applicants' views of the job and firm.
 - E) Interviews are conducted following testing in a majority of firms.
- 44) All of the following are common interviewer objectives EXCEPT: 44) _____
- A) selling their skills.
 - B) promoting the organization.
 - C) assessing applicants' qualifications.
 - D) providing candidates with information about the job.
 - E) observing interpersonal skills.
- 45) The interview technique that involves questions being asked as they come to mind is known as: 45) _____
- A) directive.
 - B) unstructured.
 - C) mixed.
 - D) sequential.
 - E) structured.

- 46) The interview format that may seem quite mechanical to all concerned is known

- as: 46) _____

- A) structured.
 - B) nondirective.
 - C) stress-producing.
 - D) unstructured.
 - E) mixed.
- 47) The interview format that yields comparable answers and in-depth insights is known as: 47) _____
- A) situational.
 - B) behavioural.
 - C) patterned.
 - D) mixed.
 - E) stress-producing.
- 48) Which interview format involves a series of preset questions asked of all candidates and a series of preset candidate-specific questions? 48) _____
- A) situational
 - B) mixed
 - C) behavioural
 - D) structured
 - E) nondirective
- 49) A recent study of 92 real employment interviews found that the interviewers using _____ of structure in the interview process evaluated applicant's _____ than those who used unstructured interviews. 49) _____
- A) high levels; less favourably
 - B) low levels; less favourably
 - C) mixed levels; less favourably
 - D) high levels; more favourably
 - E) mixed levels; more favourably
- 50) Asking an applicant how he or she would handle a situation where his/her manager assigned work with competing deadlines would be an example of which interview technique? 50) _____
- A) nondirective
 - B) structured
 - C) behavioural
 - D) situational
 - E) stress
- 51) While _____ interviews ask interviewees to describe how they would react in a given situation, _____ interviews ask candidates to describe how they did react in that situation in the past. 51) _____
- A) situational; behavioural
 - B) nondirective; behavioural
 - C) structured; situational
 - D) behavioural; situational
 - E) stress; situational

- 52) Behavioural questions describe: 52) _____
- A) hypothetical situations.
 - B) candidate personality
 - C) various situations experienced in the past.
 - D) future behaviour.
 - E) preset candidate reactions.
- 53) An example of a behavioural question is: 53) _____
- A) Tell me about a time when you managed a situation requiring negotiation.
 - B) What are the skill areas you must develop?
 - C) If a co-worker hurt her back, what would you do?
 - D) What type of work do you want to be doing in five years?
 - E) None of the above.
- 54) An example of a situational question is: 54) _____
- A) How would you handle an irate boss who was just told that the output in the department was below standard?
 - B) Tell me about a time when you managed numerous priorities in a short period of time.
 - C) What type of computer skills are you proficient in?
 - D) Tell me about a time when you had to discipline an employee arriving late for work three days in a row.
 - E) None of the above.
- 55) A serialized interview occurs when: 55) _____
- A) a candidate's oral and/or computerized responses are obtained in response to computerized oral and written questions.
 - B) each interviewee only attends one interview.
 - C) each interviewer rates the candidate on a standard evaluation form, and the ratings are compared before the hiring decision is made.
 - D) each interviewer evaluates the applicant from his or her own point of view.
 - E) a panel simultaneously interviews several candidates.
- 56) Most interviews are administered: 56) _____
- A) one on one.
 - B) simultaneously by several candidates.
 - C) on a standard evaluation form.
 - D) by computers.
 - E) simultaneously by a group.
- 57) The interviewing method in which the applicant is interviewed by a number of people at once is known as: 57) _____
- A) mass.
 - B) serialized.
 - C) sequential.
 - D) panel.
 - E) behavioural.
- 58) Advantages of a panel interview include all of the following EXCEPT: 58) _____

- A) there is less likelihood of interviewer error.
 - B) the likelihood of human rights/employment equity violations is greatly reduced.
 - C) they require less time, overall.
 - D) they include varied questions pertaining to each interviewer's area of expertise.
 - E) there are no exceptions listed above.
- 59) When several candidates are interviewed simultaneously by a panel, this is referred to as a _____ interview. 59) _____
- A) panel
 - B) stress
 - C) sequential
 - D) mass
 - E) patterned
- 60) To comply with human rights laws an interviewer should not ask questions about any of the following EXCEPT: 60) _____
- A) ethnic background.
 - B) childcare arrangements.
 - C) marital status.
 - D) educational qualifications.
 - E) workers' compensation history.
- 61) All of the following are common interviewing mistakes EXCEPT: 61) _____
- A) poor knowledge of job.
 - B) too little talking.
 - C) making snap judgments.
 - D) poor planning.
 - E) asking discriminatory questions.
- 62) Research findings claim that the interviewer makes up his/her mind about the candidate: 62) _____
- A) during the last few minutes of the interview.
 - B) before the interview even begins.
 - C) about half-way through the interview.
 - D) immediately after the interview.
 - E) within the first few minutes of the interview.
- 63) The halo effect related to selection is a: 63) _____
- A) positive initial impression that distorts an interviewer's rating.
 - B) positive impression made at the end of the interview that will distort an interviewer's rating.
 - C) negative initial impression that distorts an interviewer's rating.
 - D) negative impression made at the end of the interview that will distort an interviewer's rating.
 - E) None of the above.
- 64) A common interviewing mistake is to make the interview itself mostly a search for: 64) _____
- A) positive information.
 - B) negative information.

- C) information about medical history.
D) personal information.
E) the ideal candidate.
- 65) Interviewers who don't know precisely what the job entails and what sort of candidate is best suited for it usually make their decisions based on: 65) _____
A) candidate responses.
B) applicant screening.
C) incorrect stereotypes.
D) letters of reference.
E) employment test results.
- 66) Which error is of particular concern from a human rights law perspective? 66) _____
A) influence of nonverbal behaviour
B) playing attorney
C) contrast (candidate-order) error
D) telegraphing
E) too little talking
- 67) Nonverbal behaviours often account for more than _____ percent of the applicant's rating. 67) _____
A) 80 B) 60 C) 70 D) 50 E) 40
- 68) Research has shown that those rated as more physically attractive than other candidates are also rated as: 68) _____
A) equally suitable for employment.
B) more suitable for employment.
C) unsuitable for employment.
D) suitable for temporary employment.
E) less suitable for employment.
- 69) According to the 30/70 rule: 69) _____
A) interviewees should remain silent 30 percent of the time.
B) interviewers should speak 30 percent of the time and interviewees should speak 70 percent of the time.
C) the interview should be structured to begin with 30 minutes of questions from the interviewer followed by 70 minutes of questions from the interviewee.
D) interviewers should speak 70 percent of the time and interviewees should speak 30 percent of the time.
E) interviewers should remain silent 30 percent of the time.
- 70) A hiring manager asks the following question in an interview "This position requires someone skilled in dispute resolution. This is skill you possess isn't it?" This is an example of the interviewing mistake known as: 70) _____
A) snap judgments.
B) telegraphing.
C) halo effect.
D) contrast error.

E) similar to me bias.

- 71) Hints for conducting an effective panel interview include all of the following EXCEPT: 71) _____
- A) Build rapport.
 - B) Evaluate the candidate.
 - C) Ask questions.
 - D) Plan the interview.
 - E) Listen carefully rather than taking notes.
- 72) Suggestions to ensure that questioning is effective include all of the following EXCEPT: 72) _____
- A) Prepare questions in advance.
 - B) Record the candidate's answers briefly but thoroughly.
 - C) Ask questions in order.
 - D) Listen to the candidate and encourage the full expression of his or her thoughts.
 - E) Interrogate the applicant.
- 73) Toward the end of the interview, time should be allotted to do all of the following EXCEPT: 73) _____
- A) Answer any questions the candidate may have.
 - B) Politely advise a candidate if it has been determined that he or she will not be given further consideration.
 - C) Advocate for the position, if appropriate.
 - D) Thank the interviewee.
 - E) Advocate for the firm, if appropriate.
- 74) Which of the following statements about reference checking is true? 74) _____
- A) Letters of reference from former employers are viewed very positively.
 - B) Reference checking is generally not worthwhile.
 - C) Women are more likely to lie on resumes than men.
 - D) Only about 10 percent of resumes contain inaccurate information that will be discovered when checking references.
 - E) Firms are increasingly using reference-checking services to thoroughly check references.
- 75) Hints for making reference checking more productive include all of the following EXCEPT: 75) _____
- A) Use a structured form.
 - B) Persist in order to obtain information from the references who are difficult to reach.
 - C) Use an assessment centre.
 - D) Use references provided by the applicant as a source for other references.
 - E) Obtain consent for reference checks.
- 76) Each of the following statements about the legal issues involved in obtaining and providing reference information is true EXCEPT: 76) _____
- A) As long as reference information is honest, fair, and candid, reference givers are legally protected.

- B) The defence of "qualified privilege" protects reference givers, regardless of the circumstances.
- C) Many companies are adopting a "no reference" policy.
- D) Even if negative information is given, if it is imparted in a fair and honest manner, the reference giver is legally protected.
- E) Failure to check references can lead to negligent or wrongful hiring suits.

77) The immediate supervisor is generally responsible for making the final selection decision. Reasons for this include all of the following EXCEPT: 77) _____

- A) If he or she is not committed to the selected individual, that person can easily be set up for failure.
- B) It is important that the individual selected fits in with current department members.
- C) He or she must provide guidance and assistance to the new hire.
- D) He or she is often highly skilled in the selection process.
- E) He or she is generally best qualified to assess job knowledge and skills.

78) The best strategy for creating appropriate expectations about the job is: 78) _____

- A) providing a realistic job preview.
- B) providing an in-depth interview.
- C) using simulations.
- D) using realistic testing.
- E) giving each applicant a copy of the job description.

79) The selection decision-making technique which involves identifying the most valid predictors and weighting them through statistical methods such as multiple regression is called: 79) _____

- A) clinical strategy.
- B) statistical strategy.
- C) multiple-hurdle strategy.
- D) benchmark approach.
- E) multiple-evaluation approach.

80) All of the following statements pertaining to the final steps in the selection process are true EXCEPT: 80) _____

- A) The offer specifies the starting salary.
- B) A written offer of employment should always be extended.
- C) The initial offer is made by telephone.
- D) Candidates should be given a reasonable length of time to think over the job offer.
- E) The immediate supervisor generally handles the offer of employment.

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

81) There are legal implications associated with ineffective or incompetent selection. 81) _____

82) In many instances, a small selection ratio also means a low quality of recruits. 82) _____

- 83) Reliability is the accuracy with which a predictor measures what it purports to measure. 83) _____
- 84) A hiring manager at a law firm asked the law student applying for an articling position with the firm to demonstrate how he would use on-line resources to locate the latest version of a statute. This is an example of high content validity. 84) _____
- 85) Intelligence, verbal skills, analytical ability, and leadership skills are examples of constructs. 85) _____
- 86) Criterion-related validity is the extent to which a selection instrument, such as a test, samples the knowledge and skills needed to perform the job. 86) _____
- 87) IQ tests are tests that measure a single "intelligence" trait. 87) _____
- 88) Management assessment centres include activities and exercises that involve interviews and individual presentations. 88) _____
- 89) Companies have no right to request information regarding the nature of a candidate's disability, either from the applicant or the physician performing the medical exam. 89) _____
- 90) Complicating the entire issue of drug testing are employers' responsibilities under health and safety legislation. 90) _____
- 91) The hiring manager asked a candidate how he would conduct a performance appraisal interview for an underperforming report. This is an example of a behavioural interview question. 91) _____
- 92) It is common for interviewers to turn interviews into a search for negative information. 92) _____
- 93) Selection is one of the major HR activities by which employment equity goals and timetables are reached. 93) _____
- 94) A final selection decision should not be reached until all assessments, including reference checking, have been completed. 94) _____
- 95) Most organizations use the statistical strategy to arrive at a selection decision, since this strategy is generally more reliable and valid. 95) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 96) Discuss the legal implications associated with ineffective or incompetent selection.
- 97) You are the Director of Human Resources in an accounting firm and are preparing to advise the hiring manager in interviewing candidates for articling positions with the firm. You've already identified key selection criteria for the position, which include: excellent analytical skills, ability to work under pressure and the ability to interact well with clients and coworkers. Generate one situational interview question **and** one behavioural interview question for the positions. Be sure to

explain how each of the questions is relevant to any of the selection criteria identified.

98) Selection tools must be both reliable and valid. Explain these terms.

99) Differentiate between structured, semi-structured/mixed, and unstructured interviews.

100) List and discuss five common interviewing mistakes:

101) Describe the legal issues involved in obtaining and providing reference information.

- 1) A
- 2) B
- 3) A
- 4) D
- 5) C
- 6) E
- 7) C
- 8) B
- 9) A
- 10) B
- 11) E
- 12) B
- 13) E
- 14) D
- 15) A
- 16) D
- 17) E
- 18) C
- 19) A
- 20) A
- 21) B
- 22) C
- 23) E
- 24) A
- 25) B
- 26) A
- 27) B
- 28) C
- 29) D
- 30) B
- 31) C
- 32) A
- 33) C
- 34) D
- 35) B
- 36) B
- 37) B
- 38) A
- 39) B
- 40) D
- 41) A
- 42) C
- 43) E
- 44) A
- 45) B
- 46) A
- 47) D
- 48) B
- 49) A
- 50) D
- 51) A

- 52) C
- 53) A
- 54) A
- 55) C
- 56) A
- 57) D
- 58) E
- 59) D
- 60) D
- 61) E
- 62) B
- 63) A
- 64) B
- 65) C
- 66) A
- 67) A
- 68) B
- 69) B
- 70) B
- 71) E
- 72) E
- 73) B
- 74) E
- 75) C
- 76) B
- 77) D
- 78) A
- 79) B
- 80) E
- 81) TRUE
- 82) TRUE
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- 96) **Human rights legislation** in every Canadian jurisdiction prohibits discrimination in all aspects and terms and conditions of employment on such grounds as race, religion or creed, colour, marital status, gender, age, and disability. Firms must ensure that all of their selection procedures are free of both intentional and systemic discrimination. Failure to do so may result in human rights complaints.
Those organizations required by law to implement an **employment equity** plan must ensure that all of their employment systems, including selection, are bias-free and do not have an adverse impact on members of four designated groups: women, visible minorities,

Abor and persons with disabilities.

Another legal implication is employer **liability for negligent or wrongful hiring**. Courts are increasingly finding employers liable when employees with unsuitable backgrounds are hired and subsequently engage in criminal activities falling within the scope of their employment.

97) Situational interview question:

- The question must ask a hypothetical situation. It should also ask one or more of the competencies listed (i.e., have analytical skills, work under pressure, interact well).
- Example: "Assume you got a call from one of your clients at 1 a.m. Sunday. The client said he had something he needed to discuss immediately. You were in bed when you received the call. How would you handle the client's request? The question should set up a specific hypothetical situation.
- For the relevance of the question, there must be justification that the question examines one or more of the competencies. (In the case of the example, the question tests knowledge of best practices in handling client interactions and, to a certain extent, ability to work under pressure.)

Behavioural interview question:

- The question must ask about the candidate's past experience.
- Example: "Tell me about a time when you had a dispute or disagreement with a coworker. How did you resolve the issue?"
- For the relevance of the question, there must be justification that the question examines one or more of the competencies. (In the case of the example, the question tests ability to interact well with coworkers and resolve differences.)

98) **Reliability** refers to the degree to which interviews, tests, and other selection procedures yield comparable data over a period of time; in other words, the degree of dependability, consistency, or stability of the measures used.

Validity refers to the accuracy with which a predictor measures what it is supposed to measure. In the context of selection, validity is an indicator of the extent to which data from a selection technique, such as a test or interview, are related to or predictive of subsequent performance on the job.

99) An unstructured interview is an unstructured, conversational-style interview, where the interviewer pursues points of interest as they come up in response to questions. A structured interview is an interview following a set sequence of questions. A mixed, or semi-structured, interview is an interview format that combines the structured and unstructured techniques.

100) Poor planning - conducted without planning and without prepared written questions in advance.

Snap judgments - jump to conclusions during the first few minutes of the interview or before it begins, based on candidate's test scores or resume.

Negative emphasis - interviewers may be more influenced by unfavourable than favourable information

Poor knowledge of job - interviewers may not know what the job entails, and what type of candidate is best suited for job

Contrast error - order in which applicants are seen can affect how they are rated

101) Failure to check references can lead to **negligent or wrongful hiring suits** that may involve significant damages. In providing reference information, the concept of **qualified privilege** is important. Generally speaking, if comments are made in confidence for a public purpose, without malice, and are honestly believed, the defence of "qualified privilege" exists. Thus, if honest, fair and candid references are given, then this doctrine generally protects the reference giver, even if negative information is imparted about the candidate.

Nevertheless, with the fear of civil litigation increasing, more Canadian companies are adopting a "no reference" policy regarding previous employees or are only willing to

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MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Once employees have been recruited and selected, the next step would be: 1) _____
- A) rules and procedures.
 - B) interviews by coworkers.
 - C) affirmative action and equal access to a job.
 - D) discipline and counselling.
 - E) orientation and training.
- 2) You have been hired as the new Executive Director of a child and family services agency and are considering implementing an employee orientation program at this organization. The benefits that this new program will likely bring to the organization include: 2) _____
- A) making employees more productive more quickly.
 - B) affirmative action.
 - C) making employees more productive more quickly and establishing a foundation for ongoing performance management.
 - D) promoting workforce diversity.
 - E) legal compliance.
- 3) Recent research indicates that implementing a comprehensive onboarding program in a corporation carries the following additional direct benefit: 3) _____
- A) improving management's leadership ability.
 - B) increasing customer loyalty.
 - C) increasing work-life balance for employees.
 - D) improving employee perceptions of management's leadership abilities and reducing employee turnover.
 - E) improving employee perceptions of management's leadership abilities.
- 4) The on-going process of instilling in all employees the prevailing attitudes, standards, values, and patterns of behaviour that are expected by the organization and its departments is: 4) _____
- A) job evaluation.
 - B) socialization.
 - C) culture.
 - D) performance appraisal.
 - E) affirmative action.
- 5) The state which results from the discrepancy between what the new employee expected from his or her new job and the realities of it is: 5) _____
- A) socialization.
 - B) reality shock.
 - C) mentoring.
 - D) job instruction training.
 - E) affirmative action.
- 6) Effective means to connect the firm to employees who have been hired but have not yet started in the workplace include: 6) _____

- A) performance management.
 - B) communications through newsletters and invitations to meet with mentors.
 - C) voicemail training.
 - D) no means are recommended.
 - E) invitations to meet with mentors.
- 7) You have just been hired as the Director of Human Resources at a sportswear retailer. The employee handbook states that "all employees will have the benefits listed in the handbook for as long as they are employed with the company." In revising the contents of the employee handbook it is an important component of your role to be aware of the following; 7) _____
- A) courts have found certain terms in employee handbooks to constitute terms of the employment contract. The company is at legal risk if it decides to alter the benefits package in the future.
 - B) in employee dismissal situations courts rarely review handbooks.
 - C) it is a best practice to keep benefits static over time.
 - D) it should not be a job requirement that employees review the handbook.
 - E) employee handbooks should not form part of the orientation process.
- 8) A new employee's supervisor orients the employee by: 8) _____
- A) explaining the retirement plan.
 - B) taking the entire work group out to lunch.
 - C) explaining the exact nature of the job.
 - D) conducting an appraisal session.
 - E) conducting an exit interview.
- 9) Targus, an engineering consulting company based in Vancouver, Canada, has opened new offices in Hong Kong and Singapore. Targus wishes to hire Asian-born staff for these new offices and would also like to increase the percentage of aboriginal persons it hires as engineering consultants in British Columbia and Saskatchewan. Given this shift in hiring practices, designing the orientation program for the company will present the following challenge: 9) _____
- A) there is no challenge.
 - B) hiring a diverse workforce creates a new corporate culture.
 - C) the main leaning style of new employees will be auditory.
 - D) the challenge of union vs non-union employees.
 - E) orienting employees from a different background poses a special challenge. The values of the organization may be new to them.
- 10) The following may be problems with an orientation program EXCEPT: 10) _____
- A) The immediate supervisor provides a few details at a time.
 - B) Too much information is provided in a short time.
 - C) Orientation provided by the HR department is too broad to be meaningful.
 - D) New employees are inundated with forms to fill out.
 - E) Little or no orientation is provided.

- 11) One approach to the evaluation of orientation programs is: 11) _____
A) regression analysis.
B) case studies.
C) Markov analysis.
D) quality circles.
E) cost-benefit analysis.
- 12) An important key to successful executive integration is: 12) _____
A) to let executives integrate on their own initiative.
B) norms of the organization must be understood before the first day of work.
C) stressing the importance of listening as well as demonstrating competency.
D) the realization that executives rarely experience reality shock.
E) stressing the importance of listening as well as demonstrating competency and identifying position specifications.
- 13) Integration at senior levels in the organization requires an ongoing process that can continue for months as the new executive learns about: 13) _____
A) the organizational structure.
B) how decisions are made and who holds what type of power.
C) performance appraisals.
D) senior management.
E) socialization.
- 14) The process of teaching new employees the basic skills they need to perform their jobs is: 14) _____
A) recruiting.
B) orientation.
C) affirmative action.
D) coaching.
E) training.
- 15) Development is training of a: 15) _____
A) long-term nature.
B) specific strategic nature.
C) technical nature.
D) immediate nature.
E) short-term nature.
- 16) Training is part of an organization's: 16) _____
A) business plan.
B) tactical plan.
C) business need.
D) strategic plan.
E) immediate plan.
- 17) In today's service-based economy, a company's most important assets are often: 17) _____
A) machinery.
B) cash.
C) office premises.

- D) plant facilities.
E) highly knowledgeable workers.
- 18) More employers today are also taking advantage of the fact that training can strengthen employee: 18) _____
A) absenteeism.
B) turnover.
C) commitment.
D) complacency.
E) quality.
- 19) Training is essentially a (n): 19) _____
A) assessment process.
B) memorizing process.
C) learning process.
D) technical process.
E) testing process.
- 20) People have three main learning styles. One is: 20) _____
A) presenting.
B) differences.
C) visual.
D) organizing.
E) similarities.
- 21) Negligent training occurs when an employer: 21) _____
A) does not evaluate the training.
B) fails to develop an employee for long-term opportunity.
C) does not do a validation process.
D) does not do a needs analysis.
E) fails to train adequately and an employee subsequently harms a third party.
- 22) Purposes of training needs analysis include the following EXCEPT: 22) _____
A) identify specific job performance and skills needed.
B) ensure employment equity goals are met.
C) develop reasonable performance objectives.
D) analyze skills and needs of prospective trainees.
E) develop specific knowledge objectives.
- 23) The following are steps in an employee's training program EXCEPT: 23) _____
A) evaluating the training.
B) validating the training program.
C) designing the training program.
D) assessing training needs.
E) attending the orientation program.
- 24) The following are steps in an ideal training program EXCEPT: 24) _____
A) needs analysis.
B) summarize and review.
C) evaluation.
D) instructional design.

E) validation.

- 25) It is suggested that training programs are designed to facilitate the transfer of learning from the training site to the: 25) _____
- A) trainee.
 - B) classroom.
 - C) vestibule school.
 - D) trainee's examination paper.
 - E) job site.
- 26) Effective pre-training preparation includes: 26) _____
- A) creating a perceived need for training in the mind of participants.
 - B) a realistic job preview.
 - C) employee testing.
 - D) reality shock.
 - E) employee orientation.
- 27) Trainees learn best when they learn at: 27) _____
- A) the pace set by their supervisor.
 - B) a country resort.
 - C) their own pace.
 - D) an off-the-job setting.
 - E) the pace set by their trainer.
- 28) Under Canadian human rights legislation, several aspects of training programs must be assessed with an eye toward the program's impact on: 28) _____
- A) company profits.
 - B) reverse discrimination.
 - C) white males.
 - D) designated group members.
 - E) highly educated workers.
- 29) The legal aspects of training may require showing that the admissions procedures are: 29) _____
- A) external.
 - B) valid.
 - C) reviewed regularly.
 - D) invalid.
 - E) reliable.
- 30) Members of designated groups should have as much chance of successfully completing the training program as do others to prevent any: 30) _____
- A) grievance actions.
 - B) on-the-job training.
 - C) job instruction training.
 - D) unreliable results.
 - E) discrimination.
- 31) When an employer fails to train adequately this is referred to as: 31) _____
- A) affirmative action.

- B) simulated training.
- C) job instruction training.
- D) on-the-job training.
- E) negligent training.

32) To reduce the risk of negligent training accusations, an employer should: 32) _____

- A) train all employees who work with dangerous equipment, materials, or processes.
- B) offer basic training programs only.
- C) never change the training program content.
- D) hire consultants to do training.
- E) accept all applicants for training programs.

33) The first step in a training program is to determine: 33) _____

- A) job instruction training.
- B) training evaluation.
- C) the number of trainees.
- D) on-the-job training.
- E) training needs.

34) A technique for determining the training needs of newly-hired employees is: 34) _____

- A) performance analysis.
- B) testing.
- C) observations.
- D) task analysis.
- E) personnel records.

35) No matter what training needs assessment technique is used to assess training effectiveness, it is wise to seek input from: 35) _____

- A) professional trainers.
- B) other companies.
- C) employees.
- D) training journals.
- E) managers and supervisors.

36) It is common for organizations to hire and train entry-level workers who are: 36) _____

- A) highly motivated.
- B) very intelligent.
- C) highly educated.
- D) inexperienced.
- E) highly experienced.

37) The list of specific duties and skills required on the job, which are used in determining the training required for performing the job, are found in: 37) _____

- A) equal access and affirmative action.
- B) job descriptions and job specifications.
- C) job standards and specialization.
- D) job instruction and on-the-job training.

E) performance standards.

- 38) The type of information that is found on an employer task analysis record form includes the following EXCEPT: 38) _____
- A) quantity, quality standards.
 - B) how often performed.
 - C) task list.
 - D) skills not required to learn.
 - E) performance conditions.
- 39) In a task analysis record form, the task list defines the jobs: 39) _____
- A) supplementary tasks.
 - B) main tasks and subtasks.
 - C) secondary tasks.
 - D) primary tasks.
 - E) supplemental tasks.
- 40) In column three of a task analysis record form the standards of performance should be: 40) _____
- A) tightly woven.
 - B) as loose as possible.
 - C) estimated.
 - D) randomly selected.
 - E) stated in measurable terms.
- 41) A technique for determining the training needs of current employees is: 41) _____
- A) motivation analysis.
 - B) task analysis.
 - C) questionnaires.
 - D) performance analysis.
 - E) training analysis.
- 42) The heart of the task analysis record form is the column in which: 42) _____
- A) the standards of performance for each task and subtask are listed.
 - B) the competencies and specific skills or knowledge required for each of the tasks and subtasks are listed.
 - C) the job's main tasks and subtasks are listed.
 - D) the task is listed.
 - E) there is an indication of whether the task is learned best on- or off-the-job.
- 43) The last column of the task analysis record form indicates whether the task is best learned from: 43) _____
- A) vestibule training.
 - B) on-the-job training.
 - C) on- or off-the-job training.
 - D) simulated training.
 - E) job instruction training.
- 44) The technique used when verifying whether there is a significant performance deficiency, and determining if that deficiency should be rectified through training or by some other means (such as changing the
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employee
e), is
called:

- A) performance analysis.
- B) training analysis.
- C) motivation analysis.
- D) task analysis.
- E) employee analysis.

45) The first step in performance analysis is to appraise the employee's performance, since to improve it, the firm must first determine the person's current performance compared to: 45) _____

- A) managerial performance.
- B) what it should be.
- C) work group performance.
- D) what it really is.
- E) co-workers' performance.

46) The heart of performance analysis is distinguishing between: 46) _____

- A) different supervisory practices.
- B) employee training levels.
- C) experience levels of employees.
- D) "can't do" and "won't do" problems.
- E) good and bad employees.

47) Effective training needs analysis results in: 47) _____

- A) task analysis.
- B) concrete, measurable training objectives.
- C) performance analysis.
- D) performance standards.
- E) excellent job performance.

48) Training objectives provide a focus for the efforts of the trainer and the trainees, and: 48) _____

- A) input for Markov analysis.
- B) data for the task analysis record form data.
- C) performance analysis techniques.
- D) orientation topics.
- E) a benchmark for evaluating the success of the training program.

49) When an employee actually learns a job by performing it, it is called: 49) _____

- A) distance learning.
- B) computerized training.
- C) on-the-job training.
- D) vestibule training.
- E) job instruction training.

50) Advantages of on-the-job training include the following EXCEPT: 50) _____

- A) being relatively inexpensive.
- B) trainees get quick feedback.
- C) learning while producing.

- D) minimal or no use of classrooms or programmed learning devices.
E) self-paced training.
- 51) A structured process by which individuals become skilled workers through a combination of classroom instruction and on-the-job training is referred to as: 51) _____
A) job instruction training.
B) special assignment training.
C) vestibule training.
D) computerized training.
E) apprenticeship training.
- 52) Many jobs consist of a logical sequence of steps and are best taught step by step. This type of training is called: 52) _____
A) on-the-job training.
B) job instruction training.
C) computerized training.
D) vestibule training.
E) process training.
- 53) Audiovisual training techniques are useful in the following situations EXCEPT: 53) _____
A) when it is too costly to move trainers from place to place.
B) when trainees must be exposed to events that are not easily demonstrated in live lectures.
C) when a training method less expensive than conventional lectures is needed.
D) when stop-action, instant-replay, or fast- or slow-motion capabilities are needed.
E) when training is going to be used organization-wide.
- 54) A training method that joins two or more distant groups using a combination of audio and visual equipment is called: 54) _____
A) computer program training.
B) programmed learning.
C) on-the-job training.
D) videoconferencing.
E) job instruction training.
- 55) Before getting in front of a camera for videoconferencing, the instructor should: 55) _____
A) prepare a training manual for learners.
B) visit other cities where learners will be located.
C) practice vestibule training.
D) participate in computerized training.
E) arrive just before going on camera.
- 56) A systematic method of training that is used for teaching job skills involving presenting questions or facts, allowing the trainee to respond, and giving the trainee immediate feedback on the accuracy of his/her answers is known as: 56) _____
A) responsive learning.

- B) on-the-job training.
 - C) systematic learning.
 - D) immediate feedback learning.
 - E) programmed learning.
- 57) The following are functions of programmed learning EXCEPT: 57) _____
- A) providing feedback on the accuracy of his or her answers.
 - B) permitting the trainee to perform on-the-job.
 - C) presenting facts to the learner.
 - D) presenting questions or problems to the learner.
 - E) allowing the person to respond.
- 58) A training technique in which trainees learn on the actual or simulated equipment they will use on-the-job, but the trainees are actually trained off-the-job, is known as: 58) _____
- A) off-the-job training.
 - B) vestibule or simulated training.
 - C) programmed learning.
 - D) on-the-job training.
 - E) actual training.
- 59) A training technique where trainees are presented with integrated computerized simulations and the use of multimedia, including videotapes, to help the trainee learn how to do the job is called: 59) _____
- A) videoconferencing.
 - B) computer-based training.
 - C) job instruction training.
 - D) coaching or mentoring.
 - E) on-the-job training.
- 60) Computer-based training programs (CBT) are beneficial in the following ways: 60) _____
- A) increased auditory learning.
 - B) increased trainee motivation.
 - C) decreased content complexity.
 - D) instructional consistency.
 - E) instructional consistency and flexibility of scheduling for the trainee.
- 61) "Learning management systems" are: 61) _____
- A) educational strategies.
 - B) focused on the logistics of managing learning.
 - C) "blended learning systems."
 - D) learner support tools.
 - E) able to deliver personalized content in small "chunks."
- 62) Web-based training costs about _____ less than traditional classroom-based training. 62) _____
- A) 80% B) 50% C) 5% D) 40% E) 20%
- 63) Tech Solutions Inc. is a software development firm that is considering implementing a Web-based training program for experienced software developers who 63) _____

will be 63)
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China,
and
Kuala
Lumpur,
Malaysia.
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following
reasons:

- A) it is only slightly less costly than traditional classroom based training.
- B) it provides these busy professionals with flexibility in scheduling training sessions.
- C) research shows students do not have to be highly motivated to complete the training.
- D) it is "blended learning."
- E) there is no instructional consistency.

64) Literacy training improves bottom-line performance through:

64) _____

- A) outside professional teachers.
- B) lower costs.
- C) employer discipline processes.
- D) programmed learning.
- E) computer-based training.

- 65) With a work force that is becoming increasingly diverse, many more firms find they must implement: 65) _____
- A) value training programs.
 - B) experimentation training programs.
 - C) diversity training programs.
 - D) computer-based training.
 - E) teamwork training programs.
- 66) Cross-cultural communications training covers: 66) _____
- A) workplace cultural etiquette and interpersonal skills.
 - B) history of other nations.
 - C) literacy training.
 - D) T-groups.
 - E) computer-based simulations.
- 67) Cultural sensitivity training includes: 67) _____
- A) audiovisual techniques.
 - B) on-the-job training.
 - C) language training.
 - D) sensitizing employees to the views of different cultural groups toward work.
 - E) T-groups.
- 68) More and more companies are finding it necessary to compete based on: 68) _____
- A) discount prices.
 - B) unity-of-command principles.
 - C) production bottlenecks.
 - D) the quality of their service.
 - E) union problems.
- 69) The basic aim of customer service training is to: 69) _____
- A) use online training.
 - B) use CBT training.
 - C) train in teams.
 - D) train all employees to have excellent knowledge of the organization.
 - E) emphasize that "the customer is always right."
- 70) You have chosen the instructional design for the new training program you are responsible for. In order to ensure that the training program will meet its objectives it is important to do the following before implementing the program company-wide: 70) _____
- A) assess employee socialization.
 - B) do a needs assessment.
 - C) decide whether computer-based training is appropriate.
 - D) conduct a job analysis.
 - E) conduct a pilot study with a small group of employees and assess the results.
- 71) Recent research has identified critical competencies required to succeed in the global economy. They are: 71) _____
- A) focusing and mobilizing the business.

- B) business literacy.
- C) understanding and valuing oneself.
- D) engaging and challenging other people.
- E) all of the above.

- 72) Best practices in evaluation of training involve the following: 72) _____
- A) evaluating trainees reactions to the program and assessing whether the trainees behaviour on the job has changed.
 - B) job evaluation.
 - C) reviewing orientation outcomes.
 - D) evaluating trainees reactions to the program.
 - E) running a pilot study.

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 73) Employee orientation refers to the discrepancy between what the new employee expects from his/her new job and the realities of it. 73) _____
- 74) Orientation involves giving new or present employees the skills they need in order to perform their jobs. 74) _____
- 75) An employee handbook is never considered to represent a contract with the employee. 75) _____
- 76) Executives typically do not participate in formal orientation activities. 76) _____
- 77) Management development is training of a more long-term nature. 77) _____
- 78) Executive integration is of critical importance to a productive relationship between a new executive and the business. 78) _____
- 79) Training is essentially a learning process. 79) _____
- 80) The first step in training is to determine what training is required. 80) _____
- 81) Task analysis is a detailed study of a job to identify the skills required so that an appropriate training program may be instituted. 81) _____
- 82) Job analysis specifies what the trainee will be able to accomplish after successfully completing the training program. 82) _____
- 83) On-the-job training involves having a person learn a job by actually working at it. 83) _____
- 84) The coaching method of on-the-job training is often used to train top-management levels. 84) _____
- 85) On-the-job training requires facilities like classrooms, programmed learning devices, and textbooks, and thus can become expensive. 85) _____
- 86) A useful step-by-step instruction approach for a trainer giving a new employee on-the-job training includes performance tryout as the first step. 86) _____

- 87) When there is a need to expose trainees to events not easily demonstrable, it is best to use audiovisual techniques. 87) _____
- 88) Simulated training is a technique in which trainees learn on actual equipment. 88) _____
- 89) E-learning is the delivery and administration of learning opportunities and support via videoconferencing to enhance employee performance. 89) _____
- 90) Diversity training simply involves translating existing training programs into other languages. 90) _____
- 91) Only the employees and no supervisors should be involved in managing diversity. 91) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 92) Identify the five steps in the training and development process.
- 93) You have recently been hired as the Human Resources Director of a retailer operating across Canada. Discuss the legal aspects of training that you should consider prior to designing the firm's new training program.
- 94) You have recently been hired as the Human Resources Director of a retailer operating across Canada. Discuss the main techniques for determining training requirements that you should consider prior to designing the firm's new training program.
- 95) You are responsible for designing the training program for the organization you have just joined. You have determined the training needs of the employees. Identify and explain what you must do next, prior to considering instructional design.
- 96) Briefly discuss the three major types of e-learning.
- 97) Identify and explain the basic categories of training outcomes or effects that can be measured.
- 98) Identify common problems that arise with orientation programs. What should the organization do to assess whether these problems are occurring with its program?:
- 99) Research has shown that the effectiveness of training is enhanced by considering different learning styles. Identify three main learning styles and discuss what research has shown to be best practice in incorporating learning styles in to the training process.

- 1) E
- 2) C
- 3) D
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- 5) B
- 6) B
- 7) A
- 8) C
- 9) E
- 10) A
- 11) E
- 12) E
- 13) B
- 14) E
- 15) A
- 16) D
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- 18) C
- 19) C
- 20) C
- 21) E
- 22) B
- 23) E
- 24) B
- 25) E
- 26) A
- 27) C
- 28) D
- 29) B
- 30) E
- 31) E
- 32) A
- 33) E
- 34) D
- 35) C
- 36) D
- 37) B
- 38) D
- 39) B
- 40) E
- 41) D
- 42) B
- 43) C
- 44) A
- 45) B
- 46) D
- 47) B
- 48) E
- 49) C
- 50) E
- 51) E

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- 57) B
- 58) B
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- 62) B
- 63) B
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- 76) TRUE
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- 82) FALSE
- 83) TRUE
- 84) TRUE
- 85) FALSE
- 86) FALSE
- 87) TRUE
- 88) TRUE
- 89) FALSE
- 90) FALSE
- 91) FALSE
- 92) Needs analysis; instructional design; validation; implementation; and evaluation and follow-up.
- 93) It is illegal to discriminate against employees on a number of grounds, including a person's age, race, sex, religion, or national origin. Training programs must be assessed regarding their admission and completion requirements to ensure that no discrimination is present. The impact of the program's admission and completion requirements on designated groups under employment equity legislation must also be assessed. Negligent training occurs when an employer fails to train properly, and an employee subsequently harms a third party. Employees can also claim that an employer was negligent when inadequate training results in discipline for safety infractions or dismissal for poor job performance.
- 94) **Task analysis** is an analysis of the job's requirements to determine training required. It is

appr determine the training needs of employees who are **new** to their jobs.

opria **Performance analysis** involves appraising the performance of **current** employees to

te to determine if training could reduce performance problems like excess scrap or low output.

95) establishing concrete and measurable training objectives. These objectives should identify what the trainee should be able to accomplish after successfully completing the training program. They provide a focus for the effort of the trainer and the trainee and a benchmark for evaluating the success of the program.

96) Computer-based training involves presenting trainees with integrated computerized simulations and the use of multimedia to help them interactively to increase their skills. Online/Web-based training allows access to training for employees to learn what they want, when they want, and where they want. Electronic performance support systems (EPSS) are computer-based job aids, or sets of computerized tools and displays, that automate training, documentation, and phone support.

97) **Reaction** - evaluate trainees' reactions to the program.

Learning - test the trainees to determine if they learned principles, skills, and facts.

Behaviour - assess whether trainees' behaviour on the job changed because of the training program.

Results - measure the performance-related results that were achieved.

98) Common problems include: providing too much information in a short time, omitting essential information so that employees begin work without a good understanding of what is expected of them, the information provided may be too broad to be meaningful to a new employee. The organization should evaluate the program. Approaches to evaluation include: surveying new employees for their reaction to the program, reviewing new employees to assess progress in their understanding and acceptance of the beliefs, values, and norms of the organization, performing a cost/benefit analysis.

99) the three main learning styles are auditory, visual, and kinesthetic. Best practices include presenting the trainees with an overall picture of the material to be presented; maximizing the similarity between the training situation and the work situation; immediately reinforcing correct responses; providing preparatory information that will help to set trainees expectations about the events and the consequences of actions that are likely to occur in the training environment.