Human Resource Management, 15e **(Dessler)**
Chapter 7   Interviewing Candidates

1) Which of the following is the most commonly used selection tool?
A) telephone reference
B) reference letter
C) interview
D) personality test
Answer: C
Explanation: C) Interviews are the most widely used selection procedure. Not all managers use tests, reference checks, or situational tests, but most interview a person before hiring.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

2) Which of the following refers to a procedure designed to predict future job performance based on an applicant's oral responses to oral inquiries?
A) work sample simulation
B) selection interview
C) reference check
D) arbitration
Answer: B
Explanation: B) A selection interview is a procedure designed to predict future job performance based on applicant's oral responses to oral inquires.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

3) When an interview is used to predict future job performance on the basis of an applicant's oral responses to oral inquiries, it is called a _____ interview.
A) screening
B) selection
C) benchmark
D) background
Answer: B
Explanation: B) Selection interviews are designed to predict future job performance based on the applicant's oral responses to oral inquiries. Interviews may be one-on-one or may be conducted in group settings.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

4) According to the text, selection interviews are classified by all of the following factors EXCEPT _____.
A) administration
B) structure
C) content
D) length
Answer: D
Explanation: D) Selection interviews are classified according to how structured they are, their "content"—the types of questions they contain, and how the firm administers the interviews. Length is not a category.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

5) What is the type of interview which lists the questions ahead of time?
A) structured interview
B) unstructured interview
C) situational interview
D) behavioral interview
Answer: A
Explanation: A) Structured (or directive) interviews list the questions ahead of time and may even list and weight possible answers for appropriateness.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

6) Which of the following is another term for an unstructured interview?
A) directive
B) nondirective
C) unformatted
D) administrative
Answer: B
Explanation: B) In unstructured or nondirective interviews, the manager follows no set format. A few questions might be specified in advance, but they're usually not, and there is seldom a formal guide for scoring "right" or "wrong" answers.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

7) Which of the following is an advantage of using a nondirective format when interviewing job candidates?
A) allows candidates to ask questions
B) uses a manager's time more effectively
C) pursues points of interest as they develop
D) scores and compares candidates with consistency
Answer: C
Explanation: C) In unstructured or nondirective interviews, the manager follows no set format and there is seldom a formal guide for scoring "right" or "wrong" answers. With unstructured interviews, an interviewer can pursue points of interest as they develop and ask follow up questions because of the format's flexibility.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

8) Which of the following is the primary disadvantage of using structured interviews during the employee selection process?
A) higher potential for bias
B) limited validity and reliability
C) inconsistency across candidates
D) reduced opportunities for asking follow-up questions
Answer: D
Explanation: D) Structured interviews when followed blindly limit the interviewer's chance to ask follow-up questions. Structured interviews are typically reliable, valid, consistent, and have a lower potential for bias. As a result, they have a greater ability to withstand legal challenges.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

9) How do situational interviews differ from behavioral interviews?
A) Situational interviews are based on an applicant's responses to actual past situations.
B) Situational interviews are based on how an applicant might behave in a hypothetical situation.
C) Situational interviews ask applicants job-related questions to assess their knowledge and skills.
D) Behavioral interviews ask applicants to describe their emotions in different hypothetical situations.
Answer: B
Explanation: B) Situational interviews ask applicants to describe how they would react to a hypothetical situation today or tomorrow, and behavioral interviews ask applicants to describe how they reacted to actual situations in the past.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

10) Which of the following statements is representative of what might be asked in a behavioral interview?
A) "Consider a time when you were faced with an angry client. What did you do to turn the situation around?"
B) "We are concerned with employee pilferage. As a manager here, how would you go about discouraging this behavior?"
C) "Employees in this division are frequently under a great deal of pressure. How do you think you would handle the stress of the position?"
D) "What would you do if a subordinate threatened to sue the company for discrimination?"
Answer: A
Explanation: A) Behavioral questions start with phrases like, "Can you think of a time when . . . What did you do?" Situational questions start with phrases such as, "Suppose you were faced with the following situation . . . What would you do?"
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

11) What type of interview would most likely include the statement, "Tell me about a time when you worked successfully in a team environment"?
A) situational
B) behavioral
C) puzzle
D) stress
Answer: B
Explanation: B) Behavioral interview questions ask applicants to describe how they reacted to actual situations in the past.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

12) Which of the following statements is representative of what might be asked in a situational interview?
A) "Tell me about a time you showed leadership in a difficult situation."
B) "Suppose you were confronted with an angry customer who threatened to sue the company. What would you do?"
C) "Can you think of a time when you were especially proud of your management skills? Tell me about that."
D) "In this position, you are responsible for hiring and firing subordinates. Have you ever fired anyone before? Describe how you handled the situation."
Answer: B
Explanation: B) Situational questions start with phrases such as, "Suppose you were faced with the following situation . . . What would you do?" Behavioral questions start with phrases like, "Can you think of a time when . . . What did you do?"
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

13) What type of interview would most likely include the following statement? "Imagine that you have just been assigned the task of winning the business of our competition's biggest client. How would you proceed?"
A) behavioral
B) stress
C) puzzle
D) situational
Answer: D
Explanation: D) Situational interviews ask questions based on hypothetical events. Behavioral interview questions ask applicants to describe how they reacted to actual situations in the past. Puzzle questions require applicants to solve a problem, and stress questions may be invasive and rude.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

14) In a stress interview, the interviewer _____.
A) provides an applicant with a task to complete in a set amount of time
B) tries to make the applicant uncomfortable in order to spot sensitivity
C) gives a word problem to see how the candidate thinks under pressure
D) describes a hypothetical situation to assess how the applicant responds
Answer: B
Explanation: B) In a stress interview, the interviewer seeks to make the applicant uncomfortable with occasionally rude questions. The aim is supposedly to spot sensitive applicants and those with low (or high) stress tolerance.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

15) Which of the following questions would most likely be asked during a stress interview?
A) "I see that you switched colleges four times before finally earning your degree. I think that reflects an inability to make good decisions and remain focused. What do you think?"
B) "Can you tell me about a time in the past when you used leadership skills to handle a difficult situation?"
C) "Mike and Todd have $21 between them. Mike has $20 more than Todd has. How much does Mike have and how much does Todd have?"
D) "Why are you leaving your current position and changing careers?"
Answer: A
Explanation: A) In a stress interview, the interviewer seeks to make the applicant uncomfortable with occasionally rude questions. The aim is supposedly to spot sensitive applicants and those with low (or high) stress tolerance.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

16) What type of interview would most likely include the following: "It must be difficult to leave a company after such strong accusations of unethical behavior. Tell me about that"?
A) situational
B) behavioral
C) stress
D) puzzle
Answer: C
Explanation: C) In a stress interview, the interviewer seeks to make the applicant uncomfortable with rude questions. The aim is supposedly to spot sensitive applicants and those with low (or high) stress tolerance.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

17) Which of the following terms refers to a group of interviewers working together to question and rate one applicant?
A) serial interview
B) board interview
C) sequential interview
D) mass interview
Answer: B
Explanation: B) A panel interview, also known as a board interview, is an interview conducted by a team of interviewers, who together interview each candidate and then combine their ratings into a final panel score.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

18) Kevin is interviewing for a position as a public relations specialist in a communications firm. He first meets with the HR manager. Afterwards, he meets with the department manager. Finally, he meets with the company president. Kevin is most likely experiencing a _____ interview.
A) board
B) panel
C) serial
D) mass
Answer: C
Explanation: C) In a sequential or serial interview, several persons interview the applicant, in sequence, one-on-one, and then make their hiring decision. Board or panel interviews involve multiple interviewers questioning a candidate at the same time. With a mass interview, a panel interviews several candidates simultaneously.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

19) In a _____ interview, a panel questions several candidates simultaneously.
A) formal
B) topical
C) panel
D) mass
Answer: D
Explanation: D) With a mass interview, a panel interviews several candidates simultaneously. The panel poses a problem and then watches to see which candidate takes the lead in formulating an answer.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

20) Dr. Ross is interviewing for a position as Assistant Professor of Biology. His interview is conducted by a team of other faculty members in the department who interview him simultaneously and then combine their ratings into one score. This is an example of a _____ interview.
A) serial
B) panel
C) one-on-one
D) mass
Answer: B
Explanation: B) A panel interview, also known as a board interview, is an interview conducted by a team of interviewers, who together interview each candidate and then combine their ratings into a final panel score. This contrasts with the one-on-one interview (in which one interviewer meets one candidate) and a serial interview (where several interviewers assess a single candidate one-on-one, sequentially). A mass interview involves a panel interviewing several candidates simultaneously.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

21) An employer can most likely increase the reliability of a panel interview by _____.
A) using an unstructured interview format
B) interviewing multiple candidates simultaneously
C) providing interviewers with scoring sheets and sample answers
D) requiring candidates to participate in work sampling techniques
Answer: C
Explanation: C) Structured panel interviews are more reliable and valid than unstructured ones. Panel interviews in which members use scoring sheets with descriptive scoring examples for sample answers are more reliable and valid than those that don't.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

22) Ellen is interviewing along with several other talented candidates for a position as a journalist at a newspaper. A team of interviewers will meet with all the candidates at once. The team will pose problems to the candidates and see which candidate takes the lead in formulating an answer. This is most likely an example of a _____ interview.
A) serial
B) board
C) mass
D) panel
Answer: C
Explanation: C) A mass interview involves a panel interviewing several candidates simultaneously. A panel interview, also known as a board interview, is an interview conducted by a team of interviewers, who together interview each candidate and then combine their ratings into a final panel score.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Application of Knowledge
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

23) With phone and tablet video functionalities FaceTime™ and Skype™, Web-based "in-person" interview use is widespread; In a recent year about _____ of candidates took such interviews .
A) 2%
B) 7%
C) 18%
D) 45%
Answer: C
Explanation: C) With phone and tablet video functionalities and FaceTime™ and Skype™, Web-based "in-person" interview use widespread; about 18% of candidates took such interviews in one recent year.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

24) All of the following are common characteristics of computerized selection interviews EXCEPT _____.
A) questions presented rapidly
B) response times measured for any delays
C) questions focused on experience and skills
D) essay questions based on hypothetical situations
Answer: D
Explanation: D) Most such interviews present a series of multiple-choice questions regarding background, experience, education, skills, knowledge, and work attitudes.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

25) Career FAQs lists things that interviewees should keep in mind when doing an online video interview. Which of the following is NOT one of them?
A) clean up the room
B) use a new computer
C) do a dry run
D) look presentable
Answer: B
Explanation: B) As being prepared for an online video interview is important, using an unfamiliar computer can lead to problems if the interviewee doesn't know its functions well. The interviewee doesn't want technology to get in the way of a successful interview.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

26) Which of the following interview formats will most likely result in the highest validity?
A) structured, situational
B) unstructured, situational
C) structured, behavioral
D) unstructured, behavioral
Answer: A
Explanation: A) Structured interviews (particularly structured interviews using situational questions) are more valid than unstructured interviews for predicting job performance. Situational interviews yield a higher mean validity than do job-related or behavioral interviews, which in turn yield a higher mean validity than do "psychological" interviews, which focus more on motives and interests.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

27) The primary purpose of conducting a stress interview is to determine _____.
A) why an applicant wants to work for the firm
B) how an applicant solves complex problems
C) why an applicant lied on the resume
D) how an applicant handles criticism
Answer: D
Explanation: D) Stress interviews may help unearth hypersensitive applicants who might overreact to mild criticism with anger and abuse. Puzzle questions are used to determine how applicants handle pressure.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

28) Which of the following statements is most likely true?
A) Interpersonal skills are difficult to judge from phone interviews.
B) Phone interviews can generate spontaneous answers from candidates.
C) Candidates prefer phone interviews more than face-to-face interviews.
D) Interviewers usually judge candidates the same in phone and face-to-face interviews.
Answer: B
Explanation: B) Candidates, who are often surprised by an unexpected call from the recruiter, tend to give answers that are spontaneous. Phone interviews can actually be more accurate than face-to-face interviews for judging an applicant's interpersonal skills. In a typical study, interviewers tended to evaluate applicants more favorably in telephone versus face-to-face interviews, particularly where the interviewees were less physically attractive. The applicants themselves preferred the face-to-face interviews.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

29) Which of the following is a common characteristic of computerized interviews?
A) multiple-choice questions
B) puzzle questions
C) follow-up questions
D) open-ended questions
Answer: A
Explanation: A) Most computerized interviews present a series of multiple-choice questions regarding background, experience, education, skills, knowledge, and work attitudes.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

30) Which of the following most likely combines aspects of behavioral and situational questioning?
A) computerized interviews
B) panel interviews
C) mass interviews
D) case interviews
Answer: D
Explanation: D) By having candidates explain how they would address the case "clients'" problems, the case interview combines elements of behavioral and situational questioning to provide a more realistic assessment of the candidate's consulting skills.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

31) The primary purpose for conducting a case interview is to _____.
A) provide a candidate with a realistic job preview
B) form a realistic assessment of a candidate's skills
C) ensure that a candidate's needs are expressed
D) determine how a candidate handles criticism
Answer: B
Explanation: B) By having candidates explain how they would address the case "clients'"
problems, the case interview combines elements of behavioral and situational questioning to
provide a more realistic assessment of the candidate's consulting skills. Case interviews are less
likely to provide a realistic job preview, allow candidates to express their needs, or determine if a
candidate is hypersensitive.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

32) The interview is the most widely used personnel selection procedure.
Answer: TRUE
Explanation: The personal interview is the most widely used selection procedure. Not all HR
managers use tests or reference checks, but nearly all conduct personal interviews with job
candidates.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

33) Nondirective interviews follow no set format so the interviewer can ask follow-up questions
and pursue points of interest as they develop.
Answer: TRUE
Explanation: In unstructured (or nondirective) interviews, the manager follows no set format. A
few questions might be specified in advance, but they're usually not, and there is seldom a formal
guide for scoring "right" or "wrong" answers.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

34) Nonstructured interviews are preferred to directive interviews because they are more reliable and valid.
Answer: FALSE
Explanation: Structured interviews are known as directive interviews, and they are considered more reliable than unstructured interviews.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

35) Nondirective interviews can be described as little more than a general conversation.
Answer: TRUE
Explanation: Nondirective or unstructured interviews follow no format and are similar to a general conversation.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

36) All structured interviews specify acceptable answers for each question.
Answer: FALSE
Explanation: Some structured interviews may include possible answers with scores, but not in all cases.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

37) Behavioral interviews ask interviewees to describe how they would react to a hypothetical situation at some point in the future.
Answer: FALSE
Explanation: Situational interviews ask candidates to address hypothetical problems, while behavioral interviews focus on how a candidate reacted in the past.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

38) In a stress interview, the interviewer seeks to make the applicant uncomfortable with rude questions.
Answer: TRUE
Explanation: In a stress interview, the interviewer seeks to make the applicant uncomfortable with occasionally rude questions. The aim is supposedly to spot sensitive applicants and those with low (or high) stress tolerance.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

39) The majority of selection interviews are one-on-one and sequential.
Answer: TRUE
Explanation: Most selection interviews are one-on-one and sequential. In a one-on-one interview, two people meet alone. In a sequential (or serial) interview, several persons interview the applicant, in sequence, one-on-one, and then make their hiring decision.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

40) Studies suggest that interviewers tend to evaluate applicants less favorably in telephone interviews than in face-to-face interviews.
Answer: FALSE
Explanation: In a typical study, interviewers tended to evaluate applicants more favorably in telephone versus face-to-face interviews, particularly where the interviewees were less physically attractive. Telephone interviews can actually be more accurate than face-to-face interviews for judging an applicant's conscientiousness, intelligence, and interpersonal skills.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

41) A computerized selection interview presents a series of multiple-choice questions regarding background, experience, education, skills, knowledge, and work attitudes.
Answer: TRUE
Explanation: Computerized selection interviews present a series of multiple-choice questions regarding background, experience, education, skills, knowledge, and work attitudes.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

42) Computer-aided interviews are primarily used to administer and score essay questions.
Answer: FALSE
Explanation: Multiple-choice questions are the typical format for computerized selection interviews.
Difficulty: Easy
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

43) What three ways can selection interviews be classified? How does each classification affect an interview?
Answer: Selection interviews can be classified according to 1) how structured they are, 2) their content, and 3) how they are administered. Structure can range from unstructured to structured. Content classifications are situational or behavioral. Examples include job-related interviews and stress interviews. Interviews can be administered by one person or by a panel of interviewers. Interviews may also be computer-administered.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

44) In a brief essay, discuss the effect of modern communications technology on interviews.
Answer: More employers and job interviewees are using iPhone and Web cams to conduct job interviews. Firms have long used the Web to do selection interviews (particularly the initial, prescreening interviews), and with the widespread use of Skype™-type products, their use is growing. Most firms do not eliminate face-to-face interviews, but the video interviews do reduce travel and recruiting expenses, and make things easier for candidates. With employers cutting their recruitment budgets, more are conducting at least the initial screening interviews over the Internet.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.1 List and give examples of the main types of selection interviews.

45) Which of the following traits is most likely to be assessed accurately during an interview?
A) intelligence
B) agreeableness
C) conscientiousness
D) emotional stability
Answer: B
Explanation: B) Interviews are better for revealing some traits than others. Interviewers are able to size up the interviewee's extroversion and agreeableness but not conscientiousness, intelligence, and emotional stability.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

46) According to studies, which of the following has the most influence on the outcome of a job interview?
A) thank-you notes sent from the candidate to the interviewer
B) an interviewer's first impression of the candidate
C) favorable information about the candidate
D) a candidate's extroverted personality
Answer: B
Explanation: B) Perhaps the most consistent research finding is that interviewers tend to jump to conclusions—make snap judgments—about candidates during the first few minutes of the interview or even before the interview starts, based on test scores or résumé data. Being extroverted is not beneficial for all jobs, and unfavorable information is more influential than favorable information about a candidate.
Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

47) Which of the following refers to an error of judgment on the part of the interviewer due to interviewing one or more very good or very bad candidates just before the interview in question?
A) context error
B) contrast error
C) recency error
D) primacy error
Answer: B
Explanation: B) Candidate-order or contrast error means that the order in which you see applicants affects how you rate them. An interviewer is more likely to rate a candidate incorrectly based on the candidates that are interviewed just before.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

48) During an interview, Tanya discusses her numerous accomplishments at previous jobs and praises the interviewer frequently. Tanya is most likely using _____.
A) impression management
B) talent management
C) mixed motives
D) behavior modification
Answer: A
Explanation: A) Psychologists call using techniques like ingratiation and self-promotion "impression management." Self-promotion means promoting one's own skills and abilities to create the impression of competency, and ingratiation involves praising and agreeing with the interviewer.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

49) When interviewing an applicant with a disability who uses assistive technology, which of the following questions should NOT be asked?
A) Have you ever experienced any problems between your technology and an employer's information system?
B) How have you addressed any barriers or obstacles that you may have encountered in previous jobs?
C) What is the severity and exact nature of your disability and how does the technology assist you?
D) What specific technology have you successfully used in previous jobs that facilitated your work?
Answer: C
Explanation: C) Under the Americans with Disabilities Act, the interviewer must limit his or her questions to whether the applicant has any physical or mental impairment that may interfere with his or her ability to perform the job's essential tasks. An interviewer should not ask about the severity or nature of an applicant's disability.
Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Application of Knowledge
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

50) Which of the following terms refers to individuals asked by the EEOC to apply for employment which they do not intend to accept, for the sole purpose of uncovering unlawful discriminatory hiring practices?
A) spies
B) moles
C) testers
D) insiders
Answer: C
Explanation: C) The use of employment discrimination "testers" makes nondiscriminatory interviewing even more important. As defined by the EEOC, testers are "individuals who apply for employment which they do not intend to accept, for the sole purpose of uncovering unlawful discriminatory hiring practices." Although they're not really seeking employment, testers have legal standing with the courts and with the EEOC.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

51) Which of the following best describes telegraphing during an interview?
A) drawing out the most useful information from an applicant
B) searching for hidden meanings in an applicant's answers
C) smiling at an applicant to suggest a desired answer
D) allowing an applicant to dominate an interview
Answer: C
Explanation: C) Some interviewers inadvertently telegraph the expected answers, as in: "This job calls for handling a lot of stress. You can do that, can't you?" or using subtle cues (like a smile or nod) to telegraph the desired answer.
Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

52) Which of the following characteristics of an interview would most likely raise concerns about interview discrimination?
A) job-related questions
B) multiple interviewers
C) subjective interview questions
D) standardized interview administration
Answer: C
Explanation: C) With charges of interview discrimination, courts will most likely assess whether the interview process is structured and consistently applied. A structured and fair process involves objective/job-related questions, standardized interview administration, and involves multiple interviewers.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

53) Which of the following applicant characteristics is LEAST likely to be assessed accurately during a selection interview?
A) extroversion
B) agreeableness
C) job knowledge
D) conscientiousness
Answer: D
Explanation: D) Studies indicate that interviews are better for revealing some traits than others. Interviewers are able to size up an interviewee's extroversion, knowledge, and agreeableness. However, conscientiousness and emotional stability are difficult to assess.
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

54) Which of the following would most likely increase candidate-order errors?
A) applicant gender
B) recruiting pressure
C) poor first impression
D) lack of job knowledge
Answer: B
Explanation: B) Candidate-order error means that the order in which you see applicants affects how you rate them. Pressure to hire accentuates this problem. Researchers told one group of managers to assume they were behind in their recruiting quota. They told a second group they were ahead of their quota. Those "behind" evaluated the same recruits much more highly than did those "ahead."
Difficulty: Moderate
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

55) First impressions created from a candidate's application forms or personal appearance rarely affect interviewer ratings of candidates.
Answer: FALSE
Explanation: Interviewers tend to jump to conclusions—make snap judgments—about candidates during the first few minutes of the interview. One researcher estimates that in 85% of the cases, interviewers had made up their minds before the interview even began, based on first impressions the interviewers gleaned from candidates' applications and personal appearance.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

56) Candidates who make an initial bad impression on an interviewer are typically able to reverse the situation if they close the interview in a strong manner.
Answer: FALSE
Explanation: Candidates who start with a poor first impression rarely change the opinion of the interviewer.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

57) Employers typically base decisions on false impressions and stereotypes when they fail to clarify in advance what traits and knowledge are necessary for a specific job.
Answer: TRUE
Explanation: Interviewers who don't have an accurate picture of what the job entails and what sort of candidate is best suited for it usually make their decisions based on incorrect impressions or stereotypes of what a good applicant is. They then erroneously match interviewees with their incorrect stereotypes.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

58) Interviewers tend to rate candidates who promote themselves and use impression management tactics more poorly on candidate-job fit.
Answer: FALSE
Explanation: Candidates often use ingratiation and other impression management tactics to persuade interviewers to like them. Such methods of praising interviewers or appearing to agree with their opinions lead interviewers to rate candidates more highly.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

59) When interviewing disabled people, interviewers tend to avoid directly addressing the disability, which limits an interviewer's opportunity to adequately determine whether or not a candidate can perform the job.
Answer: TRUE
Explanation: Research shows that interviewers tend to avoid directly addressing a candidate's disability, and therefore make their hiring decisions without getting all the facts.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

60) Under the Americans with Disabilities Act an interviewer must limit his or her questions to whether an applicant has any physical or mental impairment that may interfere with his or her ability to perform the job's essential tasks.
Answer: TRUE
Explanation: Under the Americans with Disabilities Act the interviewer must limit his or her questions to whether the applicant has any physical or mental impairment that may interfere with his or her ability to perform the job's essential tasks.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

61) The EEOC uses testers who apply for employment which they do not intend to accept for the purpose of uncovering unlawful discriminatory hiring practices.
Answer: TRUE
Explanation: Testers are used by the EEOC to uncover employment discrimination. They do not intend to accept employment.
Difficulty: Easy
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

62) Because EEOC testers are not really seeking employment, they do not have legal standing in court to charge unlawful discriminatory hiring practices.
Answer: FALSE
Explanation: Testers of the EEOC have legal standing in the court system.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

63) Research indicates that interviewers typically have negative reactions towards candidates who are wheelchair-bound.
Answer: TRUE
Explanation: In general, candidates evidencing various attributes and disabilities (such as being wheelchair-bound) had less chance of obtaining a positive decision, even when the person performed very well in the structured interview.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

64) How can a firm protect itself from charges of discrimination in its interview process? What is the role of testers in employment discrimination?

Answer: It is best that employment interviewers refrain from asking questions regarding an applicant's race, color, religion, sex, age, national origin, or handicap. Even when it may not be illegal (as in the case of age or marital status), the EEOC disapproves of such practices. In addition, employers should ensure that the interview process is structured and consistently applied. The interview should have objective, job-related questions and be administered in a standardized format. There should be multiple interviewers. Employers can also reassure candidates that the job interview process is fair, treat the interviewees with respect, and be willing to explain the process and the rationale for the interview questions. Testers are used to determine whether or not employment discrimination is occurring at a specific business. They make nondiscriminatory interviewing practices even more important to employers. As defined by the EEOC, testers are "individuals who apply for employment which they do not intend to accept, for the sole purpose of uncovering unlawful discriminatory hiring practices." Although they're not really seeking employment, testers have legal standing with the courts and with the EEOC.

Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

65) How do nonverbal behaviors and impression management affect an interview?

Answer: An applicant's nonverbal behavior and use of impression management can have a large impact on his or her rating. Interviewers tend to respond more positively to candidates showing more extroverted behavior like good eye contact and high energy. Even smiling can affect interviewer ratings of candidates. Interviewers infer the interviewee's personality from the way he or she acts in the interview.

Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

66) What are some common errors that managers make during interviews and what impact can they have?
Answer: Potential interviewing errors to avoid include:
• First impressions (snap judgments)
• Not clarifying what the job involves and requires
• Candidate-order error and pressure to hire
• Nonverbal behavior and impression management
• The effects of interviewees' personal characteristics
• The interviewer's inadvertent behaviors page
Difficulty: Hard
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.2 List and explain the main errors that can undermine an interview's usefulness.

67) What is the best way to avoid most interview errors?
A) conduct panel interviews
B) use a structured interviewing format
C) utilize computerized interviewing technology
D) ask only situational questions during the interview
Answer: B
Explanation: B) The single biggest rule for conducting effective selection interviews is to structure the interview around job-relevant situational and behavioral questions. There is little doubt that the structured situational interview—a series of job-relevant questions with predetermined answers that interviewers ask of all applicants for the job—produces superior results.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

68) George Reyes has recently been hired as the vice president of marketing at Great Toys, a mid-size firm that specializes in classic wooden toys. The CEO of Great Toys wants to expand the firm's presence in the toy market, which is highly competitive. As a result, the marketing department's budget has been significantly increased. George plans to use some of the additional funds to hire a new media planner. George is considering the idea of conducting a structured situational interview in the hiring process.

Which of the following, if true, best supports the argument that George should use a structured situational interview to hire a media planner?
A) Great Toys' HR department has developed a job description for the new media planner position.
B) Great Toys' competitors typically face legal issues in the hiring process stemming from the ADA.
C) Great Toys' employees typically remain with the company for many years because they feel comfortable with the organizational culture.
D) Great Toys' executives want to ensure that the interview process is fair to all candidates and that the best candidate is hired.
Answer: D
Explanation: D) Structured situational interviews produce superior results compared to other interviewing methods. Job descriptions are necessary for the process, but they are useful for all types of interviews.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

69) George Reyes has recently been hired as the vice president of marketing at Great Toys, a mid-size firm that specializes in classic wooden toys. The CEO of Great Toys wants to expand the firm's presence in the toy market, which is highly competitive. As a result, the marketing department's budget has been significantly increased. George plans to use some of the additional funds to hire a new media planner. George is considering the idea of conducting a structured situational interview in the hiring process.

Which of the following most likely undermines the argument that George should use a structured situational interview to hire a media planner?
A) The HR department prefers handling job evaluations without the assistance of managers.
B) George and the HR manager lack the time required to participate in a lengthy interview process.
C) George worked as a media planner at another firm and is familiar with the tasks involved in the job.
D) Great Toys has used headhunters in the past to fill executive-level positions at the firm.
Answer: B
Explanation: B) Structured situational interviews produce superior results compared to other interviewing methods. However, the process is very time consuming and involves many people, so if George lacks the time, another interviewing option should be found.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

70) A series of job-relevant questions with predetermined answers that interviewers ask of all applicants for a job is known as a _____.
A) nondirective situational interview
B) structured behavioral interview
C) nondirective behavioral interview
D) structured situational interview
Answer: D
Explanation: D) A series of job-relevant questions with predetermined answers that interviewers ask of all applicants for a job is known as a structured situational interview. People familiar with the job develop questions based on the job's actual duties.
Difficulty: Easy
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

71) When developing a structured situational interview, the first step in the process is _____.
A) rating the job's main duties
B) creating interview questions
C) analyzing the job
D) creating benchmark answers
Answer: C
Explanation: C) The first step in developing a structured situational interview involves analyzing the job. An individual should write a job description with a list of job duties, required knowledge, skills, abilities, and other worker qualifications.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

72) What is the second step in the procedure for developing a guide for a structured situational interview?
A) rate the job's main duties
B) create interview questions
C) create benchmark answers
D) appoint the interview panel
Answer: A
Explanation: A) Identifying the job's main duties is the second step of the process. To do so, an interviewer rates each job duty based on its importance to job success and on the time required to perform it compared to other tasks.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

73) In a structured situational interview, interview questions should primarily address _____.
A) essential job duties
B) occupational benefits
C) salary requirements
D) personality issues
Answer: A
Explanation: A) Most questions for a structured situational interview should focus on essential job duties. Questions may be situational, behavioral, job knowledge, or willingness questions.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

74) After creating questions for a structured situational interview, _____ need to be developed for scoring purposes.
A) grade definitions
B) alternative rankings
C) benchmark answers
D) human resource metrics
Answer: C
Explanation: C) Each question requires an ideal or benchmark answer for rating purposes. Benchmark answers would likely include examples of a good, marginal, and poor answer.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

75) Which of the following is a true statement regarding structured situational interviews?
A) Answers are compared to industry standards.
B) Hypothetical questions are typically avoided.
C) Job descriptions are written after the interview.
D) Interviews are usually conducted by a panel.
Answer: D
Explanation: D) Employers generally conduct structured situational interviews using a panel, rather than one-on-one. Hypothetical questions are included, and job descriptions are written in advance of the interview.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

76) Which of the following is an example of a job knowledge question?
A) "What are the legal restrictions regarding the use of telemarketing for consumers who have a past relationship with a company?"
B) "Suppose you were confronted with an angry customer who threatened to sue the company. What would you do?"
C) "Mike and Todd have $21 between them. Mike has $20 more than Todd has. How much has Mike and how much has Todd?"
D) "Can you tell me about a time in the past when you used leadership skills to handle a difficult situation?"
Answer: A
Explanation: A) Job knowledge questions assess knowledge essential to job performance. Behavioral questions ask candidates how they've handled similar situations.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

77) How many interviewers usually make up a panel interview?
A) 1
B) 2
C) 3-6
D) 8-10
Answer: C
Explanation: C) A panel interview, also known as a board interview, is conducted by a team of three to six members during the interview.
Difficulty: Easy
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

78) What is the first step in conducting an effective interview?
A) knowing the job
B) developing relevant questions
C) establishing rapport with candidates
D) asking technical questions
Answer: A
Explanation: A) The first step in conducting an effective interview is knowing the job, which can be done by studying the job description. Developing and asking questions and establishing rapport are steps that occur later in the process.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

79) In order to conduct an effective interview, interviewers should NOT ask job candidates about their _____.
A) knowledge
B) lifelong goals
C) willingness
D) motivation
Answer: B
Explanation: B) Use job knowledge, situational, or behavioral questions, and know enough about the job to be able to evaluate the interviewee's answers. Questions that simply ask for opinions and attitudes, goals and aspirations, and self-descriptions and self-evaluations allow candidates to present themselves in an overly favorable manner.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

80) Which of the following is the most likely outcome of using the same questions with all candidates being interviewed?
A) responses improved
B) weaknesses revealed
C) reliability limited
D) bias reduced
Answer: D
Explanation: D) Using the same questions with all candidates reduces bias because of the obvious fairness of giving all the candidates the exact same opportunity. Using the same questions with all candidates improves reliability.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

81) Which question below is an example of a situational question?
A) "Suppose you were giving a sales presentation and a difficult technical question arose that you could not answer. What would you do?"
B) "Based on your past work experience, what is the most significant action you have ever taken to help out a co-worker?"
C) "What work experiences, training, or other qualifications do you have for working in a teamwork environment?"
D) "What factors should one consider when developing a television advertising campaign?"
Answer: A
Explanation: A) Situational questions pose hypothetical situations to the candidate. The other questions focus on knowledge and past behaviors.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

82) Which question below is an example of a behavioral question?
A) "Can you tell me about a time when you solved a really difficult problem?"
B) "What is your attitude about working with a sales team instead of independently?"
C) "What factors do you consider before underwriting an insurance policy for a new client?"
D) "What are your long-term goals and aspirations as a social worker?"
Answer: A
Explanation: A) Behavioral questions address the candidate's actual actions in the past, such as how he or she handled a problem.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

83) All of the following will most likely improve the structure of an interview EXCEPT _____.
A) using the same questions for all candidates
B) rating candidate answers against a scale
C) asking candidates to describe themselves
D) using a standardized interview form
Answer: C
Explanation: C) Asking all candidates the same job-related questions and rating them against a scale improves the interview's structure. A standardized interview form also improves structure. Questions asking candidates to describe themselves will not likely reveal weaknesses, and they fail to improve the structure of the interview.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

84) Consider the question: "Can you provide an example of a specific instance where you provided leadership in a difficult situation?" What type of question is this?
A) background question
B) behavioral question
C) situational question
D) job knowledge question
Answer: B
Explanation: B) Behavioral questions ask about a candidate's past behavior.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

85) Consider the question: "What factors should be considered when developing a customer database?" What type of question is this?
A) background question
B) past behavior question
C) situational question
D) job knowledge question
Answer: D
Explanation: D) Job knowledge questions assess knowledge essential to job performance. Background questions address a candidate's experience and training.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

86) All of the following are guidelines for conducting an effective interview EXCEPT _____.
A) taking brief notes during the interview
B) scheduling a private room for the interview
C) showing courtesy and friendliness towards the candidate
D) asking the candidate questions that require yes or no answers
Answer: D
Explanation: D) Scheduling a private room, reviewing a candidate's qualifications, showing courtesy, and taking notes are ways to conduct an effective interview. Candidates should be asked open-ended rather than yes or no questions.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

87) Which of the following is recommended advice for conducting an effective interview?
A) Telegraph the desired answer to the candidate.
B) Allow the candidate to control the interview.
C) Ask the candidate for specific examples.
D) Ask the candidate about work-related injuries.
Answer: C
Explanation: C) Effective interviewers ask candidates for specific examples. It is inappropriate to telegraph desired answers or ask about work-related injuries.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

88) Which of the following best explains why most firms do not provide rejected applicants with detailed explanations about the employment decision?
A) lack of technical abilities
B) adherence to federal laws
C) concerns about legal disputes
D) time required of line managers
Answer: C
Explanation: C) Most firms are concerned about the legal ramifications of providing rejected applicants with too much information. Firms are reluctant to give rejected applicants information that can be used to dispute the decision.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

89) Marion Franklin is the CEO of a local real estate company, Action Realty. The community has seen an increase in population over the last two years, and new neighborhoods are being built as a result. Marion's staff of realtors is very busy, and Marion needs to hire a new agent. Although Marion has hired agents in the past, they have not always turned out to be as successful as she had hoped. Marion is considering making changes to the way she interviews job candidates.

Which of the following best supports the argument that Marion should use structured interviews?
A) Marion likes applicants to evaluate themselves and to describe their goals.
B) Marion is viewed as a fair employer by most of her subordinates.
C) Marion lacks highly effective interviewing skills.
D) Marion's best agent has recently retired.
Answer: C
Explanation: C) In structured interviews, all interviewers generally ask all applicants the same questions, which helps less talented interviewers conduct better interviews. The opinion of Marion's employees and recent retirements are less relevant.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

90) Marion Franklin is the CEO of a local real estate company, Action Realty. The community has seen an increase in population over the last two years, and new neighborhoods are being built as a result. Marion's staff of realtors is very busy, and Marion needs to hire a new agent. Although Marion has hired agents in the past, they have not always turned out to be as successful as she had hoped. Marion is considering making changes to the way she interviews job candidates.

Which of the following would most likely improve the reliability and validity of Marion's selection process?
A) asking all applicants the same questions
B) holding Web-assisted interviews with candidates
C) conducting stress interviews by a group of interviewers
D) using the speed dating approach to interviewing applicants
Answer: A
Explanation: A) In structured interviews, all interviewers generally ask all applicants the same questions. Partly because of this, these interviews tend to be more reliable and valid.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

91) Marion Franklin is the CEO of a local real estate company, Action Realty. The community has seen an increase in population over the last two years, and new neighborhoods are being built as a result. Marion's staff of realtors is very busy, and Marion needs to hire a new agent. Although Marion has hired agents in the past, they have not always turned out to be as successful as she had hoped. Marion is considering using the streamlined interview process to hire a new real estate agent.

Which of the following questions would be most relevant for Marion to ask if she wants an employee with extensive knowledge in real estate?
A) How do you handle sellers who believe their home is more valuable than it really is?
B) What are the loan options you would suggest for first-time home buyers?
C) What is the most frustrating aspect of being a realtor?
D) What motivated you to become a real estate agent?
Answer: B
Explanation: B) Asking candidates what loan options are available for first-time buyers will assess job knowledge. The other questions are less about knowledge and more about the candidate's motivation and personality.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

92) Which type of interview questions are most likely designed to probe an applicant's motivation to meet the job's requirements through activities such as physical labor, customer service, and frequent travel?
A) willingness
B) behavioral
C) personality
D) job knowledge
Answer: A
Explanation: A) Willingness questions gauge the applicant's willingness and motivation to meet the job's requirements—to do repetitive physical work or to travel, for instance.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

93) Antone is applying for a job with Boscom Manufacturing as a chemical engineer. During the interview, Antone is asked the following question: "How does extreme heat affect hydrochloric acid?" The interviewer is most likely trying to assess Antone's _____.
A) motivation
B) flexibility
C) knowledge
D) leadership
Answer: C
Explanation: C) Knowledge and experience are often probed with situational questions. Managers want to find out if the candidate has the knowledge to perform a job.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

94) The following are interviewing errors to avoid EXCEPT _____.
A) asking prepared questions
B) first impressions
C) pressure to hire
D) not clarifying what the job involves
Answer: A
Explanation: A) Interviewing errors to avoid include first impressions, (snap judgments), not clarifying what the job involves and requires, candidate-order error and pressure to hire, nonverbal behavior and impression management.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

95) A manager who begins an interview by asking the applicant about the weather is most likely attempting to _____.
A) seek a spontaneous answer from the candidate
B) identify the candidate's leadership abilities
C) assess the candidate's interpersonal skills
D) put the candidate at ease
Answer: D
Explanation: D) The main reason for the interview is to find out about the applicant. To do this, start by putting the person at ease. Greet the candidate and start the interview by asking a noncontroversial question, perhaps about the weather or the traffic conditions that day.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Application of Knowledge
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

96) Interviewers tend to be more influenced by unfavorable than favorable information about a candidate.
Answer: TRUE
Explanation: Unfavorable information about a candidate usually influences interviewers more than favorable information. Their impressions are much more likely to change from favorable to unfavorable than from unfavorable to favorable.
Difficulty: Moderate
Chapter: 7
Objective: 2
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

97) A structured behavioral interview contains a series of hypothetical job-oriented questions with predetermined answers that interviewers ask of all applicants for the job.
Answer: FALSE
Explanation: Structured situational interviews involve a series of job-relevant questions with predetermined answers that interviewers ask of all applicants for a job.
Difficulty: Easy
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

98) When developing a structured situational interview, it is important that people familiar with the job rate the job's main duties based on importance and time.
Answer: TRUE
Explanation: People familiar with a job should rate each job duty based on its importance to job success and on the time required to perform the duty.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

99) Structured situational interviews contain situational questions, job knowledge questions, and willingness questions but not behavioral questions.
Answer: FALSE
Explanation: Structured situational interviews contain situational questions, job knowledge questions, willingness questions, and behavioral questions.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

100) Willingness questions assess an applicant's ability to meet the job requirements.
Answer: FALSE
Explanation: Willingness questions gauge the applicant's willingness and motivation to meet the job's requirements—to do repetitive physical work or to travel, for instance.
Difficulty: Easy
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

101) Companies generally conduct structured situational interviews using a panel, rather than sequentially.
Answer: TRUE
Explanation: Employers generally conduct structured situational interviews using a panel, rather than one-on-one. The panel usually consists of three to six members, preferably the same ones who wrote the questions and answers.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

102) Interviews can be made more effective if the interviewer studies the job description and uses a standardized interview form.
Answer: TRUE
Explanation: Making sure the interviewer understands the job, structuring the interview, and using standardized interview forms improve the effectiveness of an interview.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

103) When rejecting a job candidate, it is best to refrain from providing an explanation detailing the reason for the rejection because most candidates view an employer more positively when they don't know the reason for the rejection.
Answer: FALSE
Explanation: In one study, rejected candidates who received an explanation detailing why the employer rejected them felt that the rejection process was fairer.
Difficulty: Moderate
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
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104) In a brief essay, discuss the differences between structured situational interviews and nondirective interviews.
Answer: The structured situational interview is a series of job-related questions with predetermined answers that interviewers ask of all applicants for the job. Steps in creating a structured situational interview include analyzing the job, rating the job's main duties, creating interview questions, creating benchmark answers, and appointing the interview panel and conducting interviews. In unstructured (or nondirective) interviews, the manager follows no set format. A few questions might be specified in advance, but they're usually not, and there is seldom a formal guide for scoring "right" or "wrong" answers. This type of interview could even be described as little more than a general conversation.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

105) In a brief essay, discuss the three main types of questions that are frequently used in structured situational interviews. Explain the purpose of each question type and provide an example of each.
Answer: The three types of questions are situational, job knowledge and behavioral. Situational questions pose a hypothetical job situation such as "What would you do if the machine suddenly began heating up?" Job knowledge questions assess knowledge essential to job performance, such as "What is HTML?" Behavioral questions, of course, ask candidates how they've handled similar situations, such as "How have you handled disgruntled customers at your previous job?"
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

106) As an HR manager, you will most likely interview job candidates. What actions can you take to ensure that an interview is effective?
Answer: Interviewers should structure the interview, base questions on actual job duties, use job knowledge, situational, or behavioral questions, and know enough about the job to be able to evaluate the interviewee's answers. Questions that simply ask for opinions and attitudes, goals and aspirations, and self-descriptions and self-evaluations allow candidates to present themselves in an overly favorable manner or avoid revealing weaknesses. Interviewers should also use descriptive rating scales (excellent, fair, poor) to rate answers, establish rapport with candidates.
Difficulty: Hard
Chapter: 7
Objective: 3
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

107) What are profiles? What role do profiles play in the employee selection process?
Answer: Profiles are the competencies, traits, knowledge and experience needed for a position. Talent management involves using the same profile for recruiting as for selecting, training, appraising, and paying the employee. Profiles can play an important role in employee selection. Managers can use a job's profile to formulate job-related situational, behavioral, and knowledge interview questions when selecting someone for a job or set of roles. Selecting employees based on a specific profile helps to ensure that an employer focuses questions on the things that someone must be proficient at to do the job successfully.
Difficulty: Hard
Chapter: 7
Objective: 4
AACSB: Analytical Thinking
Learning Outcome: 7.3 Define a structured situational interview and explain how to design and conduct effective selection interviews.

108) A total selection program has the goal of selecting candidates whose totality of attributes best fits the employer's requirements.
Answer: TRUE
Explanation: A total selection program is aimed at selecting candidates whose totality of attributes best fits the employer's total requirements.
Difficulty: Moderate
Chapter: 7
Objective: 4
AACSB: Reflective Thinking
Learning Outcome: 7.4 Discuss how to use employee selection methods to improve employee engagement.

109) Deciding who to extend a job offer to in the judgmental approach quantifies all the evidence and perhaps uses a formula to predict job success.
Answer: FALSE
Explanation: The statistical approach quantifies all the evidence and perhaps uses a formula to predict job success.
Difficulty: Moderate
Chapter: 7
Objective: 5
AACSB: Analytical Thinking
Learning Outcome: 7.5 List the main points to know about developing and extending the actual job offer.

110) What are some considerations and parameters an employer should do in developing and extending a job offer?
Answer: The employers can extend an actual job offer to the candidate verbally and then offer up in writing. The employer's point person would discuss the offer's main parameters, for instance in terms of pay rates, benefits, and actual job duties. There may be some negotiations. Once an agreement is reached, the employer would extend a written job offer to the candidate. There are several issues to consider with the written offer. In the job offer letter, the employer lists the offer's basic information. This typically starts with a welcome sentence. It then includes job specific information (such as details on salary and pay), benefits information, paid leave information, and terms of employment (including, for instance, successful completion of job testing and physical exams). There should be a strong statement that the employment relationship is "at will." There is then a closing statement. This again welcomes the employee, mention who the employer's point person should be if any questions arise, and instruct the candidate to sign the letter of offer if it is acceptable. It is prudent to have an attorney review the offer before extending it.
Difficulty: Hard
Chapter: 7
Objective: 1
AACSB: Analytical Thinking
Learning Outcome: 7.5 List the main points to know about developing and extending the actual job offer.