

HRM MUTIPLE CHOICE QUESTIONS

1. According to Herzberg's Two Factor Theory, what is the role of hygiene factors?
 - a. **their presence leads to feelings of neutrality**
 - b. their absence leads to feelings of satisfaction
 - c. their presence leads to feelings of satisfaction
 - d. their absence leads to feelings of neutrality

2. Where is the most common use of an In-Basket Technique?
 - a. In computerized career progression systems
 - b. In cross checking employee referrals
 - c. In Selection Process

3. Which is a system designed to achieve organizational effectiveness by steering each employee's behavior toward the organization's mission by using a combination of goal setting, planning, and evaluation activities?
 - a. behavior-based modeling
 - b. management accounting
 - c. **management by objectives**
 - d. behavior observation method

4. What level of training needs analysis focuses on the identification of where within a firm training is needed?
 - a. Kirkpatrick Analysis
 - b. **Task needs analysis**
 - c. organizational analysis

5. Which theory states that employees form beliefs about pay fairness by comparing their outcome/input ratio to that of a referent other?
- a. contingency theory
 - b. equity theory**
 - c. expectancy theory
 - d. consistency theory
6. Which approach to the study of leadership is associated with Theory X and Theory Y?
- a. trait approach
 - b. situational approach**
 - c. behavioristic approach
 - d. style approach
7. What error in rating is the result of raters not using the extremes of the rating scale.
- a. extremity error
 - b. similarity error
 - c. central tendency error**
 - d. halo error
8. Which of the following is reported not to occur in firms that use downsizing to reduce costs?
- a. the majority of firms that downsize achieve higher organizational profits
 - b. the majority of firms that downsize refill eliminated positions within a year

- c. **the majority of firms that downsize report higher employee productivity immediately**
- d. all of the above

9. What is defined as the organization's attempt to add to, maintain, or readjust its total human resource complement in accordance with its strategic business objectives?

- a. recruitment
- b. selection
- c. **staffing**
- d. training and development

10. The 'ROI approach to HR accountability' technique called Human Resource Effectiveness Index (HREI) falls under the following cluster of approach:

- a. Solid Value Added Approach
- b. Early Approach
- c. **Leading Edge Approach**

11. The HR scorecard – metrics hierarchy does not consist of one of the following:

- a. Value based HR metrics linked to corporate based metrics that reflect value-based measures
- b. HR outcome measures that focus on business outcomes

- c. Operational HR metrics that focus on efficiencies
- d. HR analytics that focus on workforce data
- e. HR billability analysis**

12. Human Resource Planning largely involves the following number of steps:

- a. three
- b. four**
- c. five

13. To ensure a full scale HR Audit in an organization, two missing activity areas from the list are:

- a. Legal compliance
- b. Compensation/Salary Administration
- c. Employment/Recruiting
- d. Orientation
- e. Terminations
- f. Communications
- g. Files/Record Maintenance/Technology
- h. Policies and procedures (including employee handbook)

Ans:

Employee Relations

Training and Development

14. Due Diligence activity in HR is a part of the following process
- a. **Recruitment and Selection**
 - b. Performance Appraisal
 - c. Training and Development
15. Level 3 of the PCMM model is known as:
- a. Managed Level
 - b. Optimizing Level
 - Defined Level**
 - c. Repeatable Level
16. Choose what HRD Strategy include from the following list:
- a. Communications Strategy
 - b. Accountability and Ownership Strategy
 - c. Systematic Training strategy
 - d. Learning strategy
 - e. **All of the above**
17. CIPP, CIRO, Tyler's Objective approach are all methods of
- a. Succession Planning
 - b. Job Study
 - c. **Evaluation of Training**
18. Stereotyping is an error that means
- a. recent events and behavior of employee bias rater's evaluation of employee's overall performance
 - b. rater allows single trait, outcome or consideration to influence other measures of performance

- c. rater makes performance judgments based on employee's personal characteristics, rather than employee's actual performance

19. 'Recognition of Achievement' has been stated by Herzberg as under the following factor cluster

- a. **Motivation factor**
- b. Hygiene factor
- c. Balancing factor

20. Successive Approximation Principle is a technique of:

- a. Training Need Analysis
- b. Succession Planning
- c. **Behaviour Modification**

21. "Better communications and proper selection of staff will eliminate industrial conflict". From which of the following perspectives would you most expect the above statement to come?

- Unitarism
- Pluralism
- Systems Theory
- Radicalism
- Social action theory**

22. Absenteeism and high turnover can constitute which of the following forms of conflict?

- Organised conflict
- Collective conflict

Latent conflict

Individual conflict
Intra group conflict

23. With which of the following writers would you most associate with the following views? Conflict in the world of work is inevitable but contained by societal structures, work is characterised by control not commitment and the employment relationship to be essentially a low-trust relationship?

Allan Flanders

John Dunlop
Alan Fox
Richard Hyman
Hugh Clegg

24. The idea that collective bargaining limits conflict by virtue of the fact that it leads to small gains for employees which they then feel the need to protect and defend such gains, is summed up by which of the following terms?

The institutionalisation of conflict
The radicalisation of conflict

The functionality of conflict

The individualisation of conflict
The dual nature of conflict

25. Papri and Sounak are fighting about who should be entitled to the last orange that they have in the house. After much fighting, their mother intervenes and asks what they want the orange for. Papri says that she wants the rind to bake a cake and Sounak says that he wants a glass of orange juice, as he is thirsty. They resolve the issue by giving the rind to Papri and giving the remainder of the orange to Sounak so that he can have a drink of orange juice. Which of the following strategies describes the resolution to the problem?

A Competitive Strategy
A Collaborative Strategy
An Accommodation Strategy
An Avoidance Strategy
A Compromise Strategy

26. Distributive bargaining describes a situation which involves which of the following?

Win-win

Win-lose

Lose-lose

Bargaining within a team

Bargaining between teams

27. All except one of the following is considered a positive negotiation skill. Which is the odd one out?

Reframing points

Labelling behaviour

Active listening

The use of mirror questions

The use of frequent counter offers

28. All except one of the following is a useful technique to promote integrative negotiations. Which is the odd one out?

Enlarging the pie

Making a low initial offer

Trading rather than compromising

Negotiating on a package basis

29. Joint problem solving is often advocated as the best approach to either a disciplinary or grievance interview. Which one of the following is *uniquely* associated with a joint problem solving approach?

Ensuring that the rules of natural justice apply

Allow employees to suggest solutions and evaluate these with

reference to objective, mutually agreed standards

Ensuring that procedures are in writing and effectively

communicated to employees

Ensuring that time limits are imposed for the exhaustion of

procedures so as to avoid any delay

The use of a third party to arrive at a mutually agreed solution

30. Team working is which of the following forms of employee involvement?

Task involvement

Indirect involvement

Representative involvement

Co-determination

Power-based involvement

31. In the early writings on HRM (Human Resource Management), it was claimed HRM differed from PM (Personnel Management) by virtue of the integration of HR policies with the strategic business needs of the firm. Which of the following findings have emerged from recent empirical work as a consensus on the above issues?

PM was always aligned with the strategic business needs of the firm There are some possibilities for strategic integration between HR policies and the business needs of the firm but this is limited by product market and other factors

The above proposition has been influential in the

widespread dissemination and adoption of soft HR policies

HR is in fact inferior to PM policies in terms of strategic integration Strategic Integration has been found to only apply to the public sector

32. Soft HRM can best be seen as embodying one of the following strategies in relation to trade unions. Which one?

Union Substitution

Union Marginalisation

Union De-recognition

Union Avoidance

Union Suppression

33. Hard HRM can be seen to embody which of the following approaches to managing people?

People are seen as a resource like any business resource

People are placed before profits

A procedurally-based approach to the management of people An approach which equates to sophisticated paternalism

34. Alan Fox (1974) described the Sophisticated Paternalist approach to managing people. Which of the following approaches to managing people best approximates a Sophisticated Paternalist approach?

A Traditionalist approach

A Soft Human Resource Management approach

A Hard Human Resource Management approach

A Taylorist approach

A Pluralist approach

35. Who is an adult as per Factories Act, 1948 ?

a. Who has completed 18 years of age

b. who is less than 18 years

c. who is more than 14 years

d. who is more than 15 years

Answer- a). Who has completed 18 years of age

36. The space for every worker employed in the Factory after the commencement of Factories Act, 1948 should be _____ Cubic Meters.

a. 9.9

b. 10.2

c. 14.2

d. 13.2 Answer-

c. 14.2

37. A person who has ultimate control over the affairs of the factory under Factories Act, 1948 is called as _____

a. Occupier

b. Manager

c. Chairman

d. Managing Director.

Answer - a. Occupier

38. First Aid Boxes is to be provided for _____ of persons

- a. 125
- b. 135
- c. 150
- d. 160 Answer-

c. 150

39. Leave with wages is allowed for employees if they work for _____ days in a month.

- a. 15
- b. 25
- c. 20
- d. 28

Answer- c. 20

40. Section 2 (K)of the Factories Act 1947 says about

- a) Manufacturing Process
- b) Factory
- c) Worker
- d) None of these

Answer: Manufacturing Process

41. The term Sabbatical is connected with

- a) Paid leave for study
- b) Paternity leave
- c) Maternity leave
- d) Quarantine leave

Answer: Paid leave for study

42. Manager of every factory should sent a annual report to the Inspectorate of factories containing details like numbers of workers employed , leave with wages, safety officers ,ambulance room, canteen, shelter, accidents in form no --- on or before 31st January

- a) Form No : 22
- b) Form No: 21
- c) Form No: 25 A
- d) Form No: 25 B Answer:
- a) Form No: 22

43. Who is responsible for payment to a person employed by him in a Factory under the Payment of wages Act 1936

- a) Accounts Manager
- b) HR manager
- c) Manager
- d) Owner

Answer-Manager of a factory nominated under the section 7 (f) of Factories Act

44. The renewal application for a license submitted after December 31st of the every year shall paid the fine amount.

- a) 10 % of the license fee
- b) 20% of the license fee
- c) 30 % of the license fee
- d) none of these.

Answer- b) 20% of the license fee

45. An accident report, shall be confirmed by the manager by sending a separate report in form no ----- with details of number of person killed or injured to i) Inspector of Factories within ----- hours of the accident .

- a) Form No.18, 12 Hours

- b) Form No. 18.A , 12 Hours
- c) Form No.18, 24 Hours
- d) Form No 18 A , 24 Hours Answer-
- a) Form No.18, 12 Hours

46. What is Business Process Re-engineering?

Ans. The ability of an organisation to step back & rethink the way it does business, Focus on all form business components: strategy, business process, people and technology. Encouraging entrepreneurial adaptation on capabilities with stress on innovative skills & collaborative decision-making

47. In an organisation initiating career planning what modality would essentially form the basis for placement, transfer and rotation?

Answer:

Career Path Model

48. Section _____ of the Industrial Disputes Act 1947, states that an employer should only retrench employees who have been most recently hired.

Answer:

25-G

49. Name the three performance counselling phase: _____

Answer:

Rapport building

Exploration

Action Planning

50. What includes in Salary Survey? _____

Answer:

Inflation indicators Salary

budget averages Average

Salaries

51. Every worker shall have the right to obtain information relating to workers' health and safety work at work.

True / False

Answer- True.

52. In case of employee covered under the ESI, the accident report shall be sent in Form No ----- to Local office of the ESI to which the company attached

a) Form No. 18 b)

Form No. 18 A c)

Form No. 25 d)

Form No.16

Answer- d) From No.16

53. What are the published literature of the company which help in assessing the strengths and weakness of HRD Answer _____

Manual reports, Marked Handouts, Personal Manual

54. Women employees presently restrict / limit their career to selected jobs & organisations. But, they will soon be ready to take up all types of jobs in

different types of organisations. This phenomenon is known as

Answer:

Dual career group

55. Performance Appraisal directly affects the interpersonal relations that are really delicate and difficult to maintain, because of heterogeneity in the nature of human beings. It is necessary to follow certain principles like:

Answer:

Appraise on the basis of representative information,

Appraise on the basis of sufficient information

Appraise on the basis of relevant information

56. Under point method, common factors to all the jobs are identified. True or False?

Answer: True

57. _____ is the pay which the employee gets based on his performance in the company as per his set role and responsibilities.

Answer: Merit Pay

58. For closure, every worker is to be compensated with _____ average pay for every year of service completed.

Answer

15days

59. Name the three important components in aligning business strategy with HR practice:

Answer: Business Strategy, Human Resource Practices , Organisational Capabilities

60. The notice of change of manager shall be intimated in Form No. -----to the inspector of factories under the Factories Act.

- a) Form -7
- b) Form – 3 A.
- c) Form No. 8
- d) From No. 3

Answer- b) Form – 3 A.

61. The examination of eye sight of certain workers under the factories Act shall be done at least once in every ---- months

- a) 6 months
- b) 12 months
- c) 18 months
- d) 24 months

Answer- d) 24 months

62. A basic analysis of human resources can be constructed for the company. However, from a strategy viewpoint, it would be more valuable if this were filtered using key factors for success, competitive comparisons and, if appropriate, international considerations.

True / False

63. What is meant by the term 'organisational culture'?

- a. **It refers to the set of beliefs, values and learned ways of managing of an organisation and is reflected in its structures, systems and the approach to developing corporate strategy**
- b. It is a biological metaphor applied to organisations to suggest they can be nurtured and grown (i.e. cultivated)
- c. It refers to the level of sophistication that prevails among the management of the organisation and affects their ability to think in complex ways
- d. It refers to the social life that grows up among the members of an organisation and results in greater bonding among them and so aids team working and builds commitment.

64. OCTAPACE is used for measuring the following:

- a. Employee Performance
- b. Leadership style
- c. **Value and Cultural Belief**
- d. Personality types

65. What is the 'cultural web'?

- a. It is the network of relationships in an organisation through which the culture is transmitted to new recruits
- b. It is a model used to analyse highly political cultures where a lot of political activity and power struggles impact on corporate strategy
- c. It is a term used to describe organisations that are stuck in a particular culture and are unable to change to meet the needs of a new strategy
- d. **It is a method of bringing together the basic elements that are helpful in analysing the nature of the culture a particular organisation possesses**

66. In examining the four main types of organisational culture, there are three important qualifications. Which of the following is not one of these?

- a. Several types of culture usually exist in the same organization

- b. Organisations change over time
- c. Organisational cultures are unstable and change constantly**
- d. Different cultures may predominate depending on the headquarters and ownership of the company

67. What do you understand by the term 'a prospector organisation'?

- a. An organisation that represents a good prospect for a firm looking to make an acquisition
- b. An organisation that actively seeks new opportunities and change**
- c. An organisation with good growth prospects
- d. An organisation that has recently been founded as an entrepreneurial start-up

68. What are the two principal reasons for organisational conflict?

- a. Personality clashes and misunderstanding of policy
- b. Insecurity and lack of information**
- c. Differing goal and threats to territory
- d. Lack of direction and vague objectives**

69. From his analysis of the data from a survey of 116,000 IBM employees, Hofstede identified four (later five) dimensions of culture. Which of the following is not one of them?

- a. Masculinity vs. femininity
- b. Power distance
- c. Individualism vs. collectivism
- d. Uncertainty avoidance
- e. Ethnocentrism**

70. What are the two main elements of a human resource (HR) audit?

- a. Direct competition, and the role and contribution of competitors to the development of corporate strategy
- b. People in the organisation, and the role and contribution of senior management to the development of corporate strategy**
- c. People outside the organisation, and the role and contribution of individuals to the development of corporate strategy
- d. People in the organisation, and the role and contribution of human resources to the development of corporate strategy**

71. What is the term that is used to describe the process that causes people to behave as they do?

Motivation

- a. Drive
- b. Selection
- c. Behaviour

72. The broad categories of stressors are:

Answer

Personal stressors

Life stressors

Organizational stressors

73. The _____ is the best style of leadership in emergencies.

Answer: Autocratic

Fiedler has described situational favorableness in terms of three empirically derived dimensions, viz:

Answer:

The leader member relationship

The degree of task structure

The leader's positional power

74. The objective of Mass Interviewing Program is:

a. To explore information that could be used to improve supervisory training.

b. To recruit the maximum number of candidates at one go.

c. None of the above

75. Identify the situation which do not reflect upward communication. a.

Performance reports of workers to be reviewed by the supervisor b. Suggestion

boxes kept in the worker's canteen,

c. Employee attitude surveys d.

Issue of Workers Bulletin

76. The team whose members collaborate through use of various information technologies is known as _____ team.

Answer: Virtual Team

77. Find the wrong choice: Frederick W. Taylor developed a.
External parity of wages
b. Wage payment plans c.
Internal parity of wages **d.**

Fair Wage Plan

78. Find the wrong choice: An aroused attitude consists of:

- a. Affective reaction
- b. Cognition
- c. Action tendency
- d. Proactive Reaction**

79. True/False

Only when the team is in the adjourning stage, the relationships between the team members are stabilised.

Answer: False

80. Most competent leaders also, at times, have to fall back upon negative leadership style.

Answer: True

81. The people who create unnecessary stress for themselves pertain to type category.

- a. B
- b. C.
- c. **A**

82. The Minnesota Test is used by HR managers for:

- a. **Recruitment and Selection**
- b. Training Effectiveness Review
- c. Performance Review

83. True/False

Money represents the best means to satisfy physiological needs.

Answer: True

84. At _____ stage of team building, cooperation and a sense of shared responsibility is developed amongst the team members.

- a. **Norming**
- b. Forming
- c. Performing
- d. Storming

85. True /False

Attitude is a hypothetical construct

Answer: True

86. Work attitudes can be reflected in an organization through:

- a. **Job satisfaction**
- b. Emotional Intelligence
- c. Potential Counseling

87. Contribution of Walter Dill Scot towards industrial psychology is:

- a. **He showed how psychology can be applied to advertising and selling.**
- b. He showed how motivational works in Job setting
- c. He showed the effects of Emotional Intelligence on Leadership

88. Choose the right name of the theorist who developed the following belief: The Leader sets the emotional intonation of the work place

- a. Peter Bloc
- b. **Daniel Goleman**
- c. Tom Peters

89. The factors which make the job itself a tool of motivation are known as:

Answer: Satisfiers

90. True/False

Morale can be quantified.

Answer: False

91. True/False

The content theories are concerned with identifying the needs that people have and how needs are prioritized.

Answer: True

92. Strike the wrong one out: Features of Theory Y are:

- a. Work is as natural as play
- b. Humanistic and supportive approach
- c. **People are required to be forced to get the job done**

93. _____ groups operating within the work settings exert strong social controls over the work habits and performance of the individual workers.

Answer: Informal

94. Choose the right option: Keith Davis Defined leadership as

- a. **human factor that binds people together**
- b. as a factor to lead others from the front
- c. as a factor to get things done by others

95. Who has given the following definition of Organizational Behaviour, "understanding, predicting and controlling human behaviour at work"?

- a. Max Weber
- b. Gary Dessler
- c. Stephen Robbins

d. Fred Luthans

96. The Behavioural Observation Scale or BOS is popularly used for
- Employee Counseling
 - Employee Performance Appraisal**
 - None of the above
97. Representation system is a technique used by HR managers in
- Employee Counseling**
 - Competency mapping
 - Exit Interviews
98. According to the Iceberg Model of Competency the major chunk of the competencies which lies hidden and unexplored are:
- Skills
 - Knowledge
 - Attitude**
 - Behaviour
99. A manager can take corrective action in time if he is able to understand which of the given indicators?
- Morale**
 - Perceptual
 - None of the above
100. _____ communication is useful for flatter organizational structure.
- Diagonal
 - Top Down
 - Lateral**

d. Virtual

101. True / False:

Morale is a static phenomenon.

Answer: False

102. True/False

At the supervisory level the requirement of conceptual skill is the highest.

Answer: False

103. Hawthorne Experiments were done by

- a. Abraham Maslow
- b. Elton Mayo**
- c. Paul Newman

104. Learned Helplessness as a concept was developed by

- a. Herzberg
- b. Victor Frenkel
- c. P.Seligman

105. Strike the wrong one out: Scientific management movement sought to improve productivity by:

- a. Rationalizing the work
- b. Introduction of various wage plans
- c. Introduction of incentive plans
- d. Rationalizing the non performers**

106. The Odiorne Matrix also known as HR Portfolio based on employees' potential and performance, does not talk of one of the following employee cluster:

- a. Work Horse
- b. Dead Wood
- c. Stars
- d. Fence Sitters**

107. The Hot Stove theory is related to:

- a. Communication
- b. Discipline**
- c. Training
- d. Employee Rationalization

108. The first stage of alarm reaction includes an initial _____ phase, in which the resistance is lowered.

- a. Shock**
- b. Testing
- c. Introspective

109. True/False

Productivity can be high in spite of morale being low because of the rigid management control system.

Answer: True

110. Strike the wrong one out:

What are the principles of job enlargement?

- a. Challenging the employees by increasing the expected production
- b. Adding other tasks to the job
- c. Rotating the assignments
- d. Enriching the experience content of the job**

111. The pension plans, gratuity contribution and mandatory provident fund rules are framed basically to take care of _____ needs.

Answer: Security

112. is the process of discovering, analyzing and using intelligence from publicly available, non-proprietary information sources for the purpose of becoming more competitive.

- a. Emotional Intelligence
- b. Competitive Advantage
- c. Competitive Intelligence**

113. The is a method for obtaining forecasts from a panel of independent experts over two or more rounds.

- a. Organization Analysis
- b. 360' Appraisal
- c. Delphi Technique**
- d. Positive Appraisal

114. Any two factors that are necessary to gain an understanding of the team dynamics and effectiveness are:

Answer:

- Team size
- Diversity
- Goals

115. The 'Business Awareness Competency' is a competency for the work of a manager.

- a. **Critical**
- b. Supporting
- c. Technical

116. The full form of BEI used in interview process is:

Answer: Behavioural Event Interviewing

117. Find one of the roles which is not a part of the Belbin Role Description:

- a. Shaper b. Chairman
- c. Resource Investigator **d.**

Problem Child

118. The ability to think in terms of models, frameworks, and broad relationships is known as

- a. Core Skill
- b. Technical Skill
- c. **Conceptual Skill**

119. Those factors which are capable to inhibit performance by their absence but any addition in them does not increase efficiency, are known as _____ factors.

Answer: Hygiene

120. The work motivation approaches can be broadly classified as content and _____ theories.

- a. Content
- b. Qualitative
- c. **Process**
- d. Equity