Certified Human Resource Professional MCQs

1. Which answer best explains the Resource-based View (RBV) of HRM?
   1. Combining best practices creates models for effective HRM
   2. HR policies should be aligned to suit business strategy.
   3. HRM is derived from the firm’s mission and strategy.
   4. Competitive advantage is promoted through the development of people.
2. Which answer is NOT true about the nature of strategy?
   1. Strategy is a process that is incremental and piecemeal.
   2. Strategy should be top-down, rational and management-driven.
   3. Strategy is often political, negotiated and emergent.
   4. Strategy reflects the way the organization views its people.
3. Which performance appraisal method below uses a whole range of sources from which feedback can be collected on any individual.
   1. Management by Objectives (MBO)
   2. BOS standing for behavioural observation scales
   3. BARS standing for behaviourally anchored rating scales
   4. 360-degree system
4. Over the past decade and a half, there has been a growing recognition that talent matters. This has been driven by ...
   1. Continuing lack of diversity in top global teams.
   2. The rapid growth of emerging markets.
   3. Competition shifting from the country to the global level.
   4. All of the above
5. Which learning and developmental method puts great emphasis on collaborative learning, immediacy and flexibility?
   1. Self-development
   2. Off-job learning
   3. Social learning
   4. All the above
6. provides information on the human attributes in terms of education, skills,

aptitudes, and experience necessary to perform a job effectively.

* 1. Job description
  2. Job specification
  3. Job analysis
  4. Job evaluation

1. Which answer does NOT explain a structure-centric strategic system (SCOs)?
   1. A focus on career development, a sense of community and shared leadership.
   2. A top-down hierarchical system.
   3. Clear/fixed job descriptions and person specifications.
   4. Rational decision-making and slow communication.
2. Which answer is Not true? The HRM Revolution refers to ……
   1. A dramatic transformation in people management
   2. bureaucratic and centralised systems of management
   3. Application of high commitment approaches to people management
   4. proactive and strategic management of people
3. International Human Resource Management shares the same aims and objectives as HRM, but HRM ....
   1. is easier to operationalise
   2. has to deal with greater number of risks and external influences
   3. has to deal with greater number of more diverse stakeholders
   4. involves working with a more complex organisational structure
4. According to Mintzberg (1994), strategic HR planning involves
   1. strategic visioning
   2. strategic planning
   3. planning as tools to communicate and control
   4. all of the above
5. What is a first step in a learning cycle?
   1. Devising a learning plan
   2. Analysing learning needs
   3. Developing objectives
   4. All of the above
6. Which answer does NOT represent a Processual Approach to recruitment?
   1. This approach to recruitment supports creating a positive employer brand.
   2. A one-way traffic in that the organization targets the person who will fit.
   3. The key in this approach is building unique selling proposition (USP).
   4. In this approach, the candidate is also making decisions.
7. Which answer represents contextual forces on HRM model described by Jill Rubery (2015)?
   1. Flexibilisation and fragmentation
   2. Financialisation
   3. Feminization
   4. All of the above
8. A distinctive approach/philosophy to HRM
   1. Puts emphasis on high commitment management
   2. Covers all forms of people’s management
   3. Is tied to organisation objectives: staffing, performance, change-management, administration and reputational.
   4. All of the above
9. Which employment relationship model is the foundation for contemporary human resource management with a focus on creating policies that simultaneously benefit employees and employers.
   1. Egoist model
   2. Unitarist model
   3. Pluralist
   4. Critical
10. methods are generally applied on the workplace while employees are

actually working.

* 1. On the job training
  2. Off the job training
  3. Both a & b
  4. None of the above

1. A key aspect of employees’ attraction, retention, well-being and organisational climate is how the employees view and evaluate organisational decisions in terms of their perceived fairness, equity, outcomes and treatment. This employee perception is basically what we know as …..
   1. Organisational ethics
   2. Organisational empowerment
   3. Organisational trust
   4. Organisational justice
2. The 5-P model of HRM by Schuler (1992) describes HRM as operating under the following headings, except ......
   1. HR philosophies
   2. HR programmes
   3. HR practices
   4. HR patterns
3. Which perspective could best explain the link between HRM practices and performance?
   1. Senior management perspective
   2. Line managers’ perspective
   3. A multi-level perspective
   4. Individual employees’ perspective
4. Which answer is NOT true about Human Resource Development (HRD)?
   1. HRD is a strategic consideration
   2. HRD creates a primary internal market
   3. HRD unleashes employees' potential
   4. HRD values job specific skills over generic skills
5. Employee development and training methods should be selected based on
   1. Labour market conditions
   2. Perceived cost-benefit to firm
   3. Institutional environment
   4. All of the above
6. Which answer refers to individuals’ one of the different learning styles?
   1. Constructivist
   2. Behaviourist
   3. Pragmatist
   4. Optimist
7. Human Resource Planning (HRP) process is ------
   1. A process, by which an organisation ensures that it has the right number & kind of people at the right place, at the right time, capable of effectively & efficiently completing those tasks that will help the organisation achieve its overall objectives
   2. A process of forecasting an organisation’s future demand for & supply of the right type of people in the right numbers
   3. A sub-system in the total organisational planning that facilitates the realisation of the company’s objectives by providing the right type & right number of personnel
   4. All of the above
8. Which approach in talent management creates tailored development plans for different talent groups?
   1. An exclusive approach to talent management
   2. A blended approach to talent management
   3. An inclusive approach to talent management
   4. All of the above
9. To be most effective in self-development activities, learners should make maximum use of
   1. Emergent and planned learning
   2. Communities of practice
   3. Job shadowing
   4. Training evaluation and feedback
10. In talent management literature, what does ‘Pygmalion effect’ mean?
    1. Employer expectations influence employee performance
    2. Everyone possesses a talent: hence training and development should be for all.
    3. Employees are considered critical in terms of their competences and their quality of being gifted.
    4. All of the above
11. is a system incorporating either a structured or flexible approach to job

development.

* 1. A learning organisation
  2. Structure-centric system
  3. Strategic talent development
  4. The war for talent

1. In this theoretical approach, learning is neutral and meaning structures are created based on our personality and past experiences.
   1. Constructivist
   2. Behaviourist
   3. Cognitive
   4. Social Learning theory
2. What is the purpose of a performance management system?
   1. Identify employee strengths and weaknesses
   2. Provide an ongoing review of a job holder’s work
   3. Develop employees
   4. All of the above
3. “Individuals will be motivated to act if they believe that achieving the goals would lead to other rewards and if they believe that the rewards on offer are valued”. This statement is the main argument of which performance management theory:
   1. Goal-setting theory
   2. Expectancy theory
   3. Organisational justice
   4. All of the above
4. At which stage of talent management cycle exit interviews and personalized talent satisfaction monitoring are carried out?
   1. Attraction and selection
   2. Engagement
   3. Development
   4. Retention
5. is when an employee is trained for a key position in the organisation.
   1. Talent management
   2. Replacement planning
   3. Leadership development
   4. Succession planning
6. Which performance appraisal method below suits the move towards the less hierarchical, more flexibly-structured and knowledge-based organisations of the future.
   1. Management by Objectives (MBO)
   2. BOS standing for behavioural observation scales
   3. BARS standing for behaviourally anchored rating scales
   4. 360-degree system
7. The most common reasons for failure of an appraisal system are
   1. unclear performance criteria or an ineffective rating method
   2. Lack of ongoing performance feedback
   3. The appraisal systems can fail if the appraiser lacks information on the manager’s actual performance
   4. All of the above
8. Which technique below could be used to overcome errors with appraisal systems?
   1. Multi source feedback
   2. Align to organisational/business needs and expectations
   3. Monitor and evaluate
   4. All of the above
9. The advantages of staffing from amongst the host country nationals generally do not include
   1. Reduction of language barriers
   2. Reduction of living costs
   3. Greater control over the activities of the organisation
   4. Better understanding of host country’s law and regulations
10. Strategic processes shouldn’t focus on individual employees, but they should differentiate based on jobs.
    1. This statement refers to the People Approach to TM.
    2. This statement refers to the Strategic Pools Approach to TM.
    3. This statement refers to the Practices Approach to TM.
    4. This statement refers to the Position Approach to TM.
11. The content of job description involves …………
    1. Job title, condition of work
    2. Educational qualification, skills
    3. Both a and b
    4. None of the above
12. How can we understand the nature of human factor?
    1. Through determinants of human behaviour
    2. According to the behaviour of people at work
    3. The way the management influences an individual
    4. Through the study of human behaviour in organisation
13. In Learning Organisations, .........
    1. training is a top priority.
    2. a learning environment is created.
    3. learning is encouraged through training and development activities.
    4. All of the above
14. To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge, etc. is known as ……..
    1. Workload analysis
    2. Workforce analysis
    3. Job analysis
    4. Forecasting
15. Which of the following approaches to decision making focusses on the morality of an issue or action, suggesting we should act in accordance with ‘universal law’ and human dignity and not ‘as a means to an end’.
    1. Egoism
    2. Utilitarianism
    3. Deontology
    4. Consequential theory
16. Which of the following is a method of collection of information for job analysis?
    1. Questionnaire method
    2. Ratio analysis
    3. Optimisation models
    4. Trend analysis
17. How do you explain the relationship between organisational strategy and HR strategy in the Fit Model?
    1. HR strategy is designed to match the org strategy.
    2. There is no relationship between the two.
    3. There is a mutual development and integration of the two.
    4. HR strategy is in prime position & org strategy is built on people strength.
18. Manpower planning consists of
    1. Determining the jobs to be done / identifying the skills / filling up the requirements
    2. Identifying the skills
    3. Estimating the turnover likely to happen in near future
    4. Determining the jobs to be done
19. involves all the performance monitoring, measurement, management being

outsources from a third party or an external organisation.

* 1. Human Resource Outsourcing
  2. Human Resource Management
  3. Human Resource Business Process outsourcing
  4. Performance Management Outsourcing

1. Assessing learning needs is a critical step in Human Resource Development. Explain why ...
   1. Because it provides direction for designing developmental activities.
   2. Because it can identify the required knowledge, skills and abilities.
   3. Because there is a shift from identifying learning to training.
   4. Both a and b are correct
2. Strategic HRM is concerned with the relation of HRM and ……….
   1. Business policy
   2. Business tactics
   3. Business strategy
   4. Short term strategies
3. What are the strategic qualities in an Employee Centric Approach to HRM?
   1. Balance of opposing interests
   2. Calculative efficiency
   3. Bundles of complementary HR policies
   4. Individual traits/I&O behaviours affecting policy choices
4. What is the main discussion in the Foucauldian critique to talent management?
   1. The war for talent is basically a mindset that emphasizes the importance of talent to the success of organizations.
   2. Talent management is an elitist approach that does not include all employees.
   3. Talent management alienates the other employees, encouraging more individual work rather than teamwork.
   4. Talent management has an element of discipline and control, and in reality it is a form of manipulation.