**Certified Human Resource Professional** **MCQs**

1. Strategic HRM is concerned with the relation of HRM and ……….
2. Business policy
3. Business tactics
4. Business strategy
5. Short term strategies
6. What is a first step in a learning cycle?
7. Devising a learning plan
8. Analysing learning needs
9. Developing objectives
10. All of the above
11. Which answer is NOT true about the nature of strategy?
12. Strategy is a process that is incremental and piecemeal.
13. Strategy should be top-down, rational and management-driven.
14. Strategy is often political, negotiated and emergent.
15. Strategy reflects the way the organization views its people.
16. Over the past decade and a half, there has been a growing recognition that talent matters. This has been driven by ...
17. Continuing lack of diversity in top global teams.
18. The rapid growth of emerging markets.
19. Competition shifting from the country to the global level.
20. All of the above
21. Which answer does NOT explain a structure-centric strategic system (SCOs)?
22. A focus on career development, a sense of community and shared leadership.
23. A top-down hierarchical system.
24. Clear/fixed job descriptions and person specifications.
25. Rational decision-making and slow communication.
26. Which answer best explains the Resource-based View (RBV) of HRM?
27. Combining best practices creates models for effective HRM
28. HR policies should be aligned to suit business strategy.
29. HRM is derived from the firm’s mission and strategy.
30. Competitive advantage is promoted through the development of people.
31. Which answer is Not true? The HRM Revolution refers to ……
32. A dramatic transformation in people management
33. bureaucratic and centralised systems of management
34. Application of high commitment approaches to people management
35. proactive and strategic management of people
36. International Human Resource Management shares the same aims and objectives as HRM, but HRM ....
37. is easier to operationalise
38. has to deal with greater number of risks and external influences
39. has to deal with greater number of more diverse stakeholders
40. involves working with a more complex organisational structure
41. …………. provides information on the human attributes in terms of education, skills, aptitudes, and experience necessary to perform a job effectively.
42. Job description
43. Job specification
44. Job analysis
45. Job evaluation
46. Which answer does NOT represent a Processual Approach to recruitment?
47. This approach to recruitment supports creating a positive employer brand.
48. A one-way traffic in that the organization targets the person who will fit.
49. The key in this approach is building unique selling proposition (USP).
50. In this approach, the candidate is also making decisions.
51. Which answer represents contextual forces on HRM model described by Jill Rubery (2015)?
52. Flexibilisation and fragmentation
53. Financialisation
54. Feminization
55. All of the above
56. Employee development and training methods should be selected based on
57. Labour market conditions
58. Perceived cost-benefit to firm
59. Institutional environment
60. All of the above
61. According to Mintzberg (1994), strategic HR planning involves
62. strategic visioning
63. strategic planning
64. planning as tools to communicate and control
65. all of the above
66. A distinctive approach/philosophy to HRM
67. Puts emphasis on high commitment management
68. Covers all forms of people’s management
69. Is tied to organisation objectives: staffing, performance, change-management, administration and reputational.
70. All of the above
71. Which employment relationship model is the foundation for contemporary human resource management with a focus on creating policies that simultaneously benefit employees and employers.
72. Egoist model
73. Unitarist model
74. Pluralist
75. Critical
76. ………….. methods are generally applied on the workplace while employees are actually working.
77. On the job training
78. Off the job training
79. Both a & b
80. None of the above
81. 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 …..
82. Organisational ethics
83. Organisational empowerment
84. Organisational trust
85. Organisational justice
86. The 5-P model of HRM by Schuler (1992) describes HRM as operating under the following headings, except ......
87. HR philosophies
88. HR programmes
89. HR practices
90. HR patterns
91. Which perspective could best explain the link between HRM practices and performance?
92. Senior management perspective
93. Line managers’ perspective
94. A multi-level perspective
95. Individual employees’ perspective
96. Which approach in talent management creates tailored development plans for different talent groups?
97. An exclusive approach to talent management
98. A blended approach to talent management
99. An inclusive approach to talent management
100. All of the above
101. Which answer is NOT true about Human Resource Development (HRD)?
102. HRD is a strategic consideration
103. HRD creates a primary internal market
104. HRD unleashes employees' potential
105. HRD values job specific skills over generic skills
106. ……….. is when an employee is trained for a key position in the organisation.
107. Talent management
108. Replacement planning
109. Leadership development
110. Succession planning
111. Which answer refers to individuals’ one of the different learning styles?
112. Constructivist
113. Behaviourist
114. Pragmatist
115. Optimist
116. Human Resource Planning (HRP) process is ------
117. 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
118. A process of forecasting an organisation’s future demand for & supply of the right type of people in the right numbers
119. 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
120. All of the above
121. Which learning and developmental method puts great emphasis on collaborative learning, immediacy and flexibility?
122. Self-development
123. Off-job learning
124. Social learning
125. All the above
126. To be most effective in self-development activities, learners should make maximum use of
127. Emergent and planned learning
128. Communities of practice
129. Job shadowing
130. Training evaluation and feedback
131. ……… is a system incorporating either a structured or flexible approach to job development.
132. A learning organisation
133. Structure-centric system
134. Strategic talent development
135. The war for talent
136. In this theoretical approach, learning is neutral and meaning structures are created based on our personality and past experiences.
137. Constructivist
138. Behaviourist
139. Cognitive
140. Social Learning theory
141. What is the purpose of a performance management system?
142. Identify employee strengths and weaknesses
143. Provide an ongoing review of a job holder’s work
144. Develop employees
145. All of the above
146. What is the main discussion in the Foucauldian critique to talent management?
147. The war for talent is basically a [mindset](https://en.wikipedia.org/wiki/Mindset) that emphasizes the importance of [talent](https://en.wikipedia.org/wiki/Skill) to the success of [organizations](https://en.wikipedia.org/wiki/Organizations).
148. Talent management is an elitist approach that does not include all employees.
149. Talent management alienates the other employees, encouraging more individual work rather than teamwork.
150. Talent management has an element of discipline and control, and in reality it is a form of manipulation.
151. “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:
152. Goal-setting theory
153. Expectancy theory
154. Organisational justice
155. All of the above
156. At which stage of talent management cycle exit interviews and personalized talent satisfaction monitoring are carried out?
157. Attraction and selection
158. Engagement
159. Development
160. Retention
161. In talent management literature, what does ‘Pygmalion effect’ mean?
162. Employer expectations influence employee performance
163. Everyone possesses a talent: hence training and development should be for all.
164. Employees are considered critical in terms of their competences and their quality of being gifted.
165. All of the above
166. Which performance appraisal method below suits the move towards the less hierarchical, more flexibly-structured and knowledge-based organisations of the future.
167. Management by Objectives (MBO)
168. BOS standing for behavioural observation scales
169. BARS standing for behaviourally anchored rating scales
170. 360-degree system
171. The most common reasons for failure of an appraisal system are
172. unclear performance criteria or an ineffective rating method
173. Lack of ongoing performance feedback
174. The appraisal systems can fail if the appraiser lacks information on the manager’s actual performance
175. All of the above
176. Which technique below could be used to overcome errors with appraisal systems?
177. Multi source feedback
178. Align to organisational/business needs and expectations
179. Monitor and evaluate
180. All of the above
181. The advantages of staffing from amongst the host country nationals generally do not include
182. Reduction of language barriers
183. Reduction of living costs
184. Greater control over the activities of the organisation
185. Better understanding of host country’s law and regulations
186. Strategic processes shouldn’t focus on individual employees, but they should differentiate based on jobs.
187. This statement refers to the People Approach to TM.
188. This statement refers to the Strategic Pools Approach to TM.
189. This statement refers to the Practices Approach to TM.
190. This statement refers to the Position Approach to TM.
191. The content of job description involves …………
192. Job title, condition of work
193. Educational qualification, skills
194. Both a and b
195. None of the above
196. How can we understand the nature of human factor?
197. Through determinants of human behaviour
198. According to the behaviour of people at work
199. The way the management influences an individual
200. Through the study of human behaviour in organisation
201. In Learning Organisations, .........
202. training is a top priority.
203. a learning environment is created.
204. learning is encouraged through training and development activities.
205. All of the above
206. 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 ……..
207. Workload analysis
208. Workforce analysis
209. Job analysis
210. Forecasting
211. 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’.
212. Egoism
213. Utilitarianism
214. Deontology
215. Consequential theory
216. Which of the following is a method of collection of information for job analysis?
217. Questionnaire method
218. Ratio analysis
219. Optimisation models
220. Trend analysis
221. How do you explain the relationship between organisational strategy and HR strategy in the Fit Model?
222. HR strategy is designed to match the org strategy.
223. There is no relationship between the two.
224. There is a mutual development and integration of the two.
225. HR strategy is in prime position & org strategy is built on people strength.
226. Manpower planning consists of
227. Determining the jobs to be done / identifying the skills / filling up the requirements
228. Identifying the skills
229. Estimating the turnover likely to happen in near future
230. Determining the jobs to be done
231. ……… involves all the performance monitoring, measurement, management being outsources from a third party or an external organisation.
232. Human Resource Outsourcing
233. Human Resource Management
234. Human Resource Business Process outsourcing
235. Performance Management Outsourcing
236. Assessing learning needs is a critical step in Human Resource Development. Explain why ...
237. Because it provides direction for designing developmental activities.
238. Because it can identify the required knowledge, skills and abilities.
239. Because there is a shift from identifying learning to training.
240. Both a and b are correct
241. Which performance appraisal method below uses a whole range of sources from which feedback can be collected on any individual.
242. Management by Objectives (MBO)
243. BOS standing for behavioural observation scales
244. BARS standing for behaviourally anchored rating scales
245. 360-degree system
246. What are the strategic qualities in an Employee Centric Approach to HRM?
247. Balance of opposing interests
248. Calculative efficiency
249. Bundles of complementary HR policies
250. Individual traits/I&O behaviours affecting policy choices