



## Question Bank - Multiple Choice Questions (MCQs)

### UNIT I - Introduction to HRM

- 1) HRM is concerned with the ----- in the organisation.
  - a) company
  - b) people
  - c) industry
  - d) society
  
- 2) HRM can be understood as a process of
  - a) Processing
  - b) Developing
  - c) Maintaining People
  - d) All the above
  
- 3) HRM is an art of
  - a) Preparation of a task
  - b) Coordinating middle management
  - c) Helping top management
  - d) Managing people
  
- 4) Why are employers interested in employee engagement?
  - a) To encourage employees to trust their manager.
  - b) To make a quick profit
  - c) To make employees work harder for less
  - d) Because engaged employees are more motivated and prepared to give their best to make the firm succeed.
  
- 5) HR policy makes employees
  - a) Train for future positions
  - b) Better person /worker
  - c) A knowledgeable person
  - d) All the above
  
- 6) Healthy HRM practices can help the organization
  - a) To reduce the disputes/ conflicts
  - b) To increase the promotional opportunities
  - c) To realize the employees
  - d) To maintain cardinal relationship



- 7) -----practices teach individuals team work and adjustment.
- a) Personnel management
  - b) Effective Human Resource
  - c) Employee welfare
  - d) Healthy, safety and welfare
- 8) \_\_\_\_\_ can be promoted for the top level job.
- a) Potential employees
  - b) Legal employees
  - c) Skilled employees
  - d) Trained employees
- 9) When industrial development increased by HR, it also stimulates
- a) Organizational modifications
  - b) Economy
  - c) Technology
  - d) Socio cultural change
- 10) HR also focuses on
- a) Physical and emotional capital
  - b) The confident of employees
  - c) Communication styles of the workers
  - d) Attitude of the worker
- 11) Working condition activities refers with
- a) Policy and procedure of a firm
  - b) Health, safety, welfare services
  - c) Culture of the organization
- 12) \_\_\_\_\_ is the art and science.
- a) Labour legislation
  - b) Human Resource Management
  - c) Allotment of right job to right one
  - d) All of the above
- 13) The scope of the HRM start from the
- a) Manpower needs
  - b) Organizational needs
  - c) Social needs
  - d) Industry welfare



- 14) \_\_\_\_\_ influence the financial wealth of the organization.
- Technological conditions
  - Social conditions
  - Political conditions
  - Economical conditions
- 15) \_\_\_\_\_ of Human Resource in the country influence the HRM function of any organization.
- Structure
  - Values
  - Education
  - All the above
- 16) \_\_\_\_ is the major strategy of our country's HR focused to face the foreign organization.
- Challenge the competition
  - Focus on product
  - Recruitment of employees from other country
  - None of the above
- 17) Human Resource Management is the process of
- Recruitment and selection
  - Analyzing the skills
  - Workforce utilization
  - None of the Above
- 18) Management in HRM refers to
- Labour unions
  - Proper and maximum utilization of resources
  - Top management
  - Operations management
- 19) The core purpose of HRM is
- Select the right person for the task
  - Satisfaction of employees
  - Safety of employees
  - Make efficient purpose of existing HR
- 20) What is meant by the term 'management by objectives'?
- a. A system of giving the authority to carry out certain jobs by those lower down the management hierarchy
  - The system of management that is based on bringing together experts into a team



- c) The setting of objectives by superior with the subordinates to bring about the achievement of the organizational goals.
- d) The control of the organization by those in the 'head office'.
- 21) Which of the following is not a function normally performed by the HR department?
- a) Employee relation
  - b) Training and Development
  - c) Accounting
  - d) Recruitment and Selection
- 22) The role of HR director is
- a) solving the disputes
  - b) Extension of plan
  - c) Administration
  - d) Training and development
- 23) The perspective for the need of HR is
- a) Select the legal employee
  - b) Promote the skill employee
  - c) Distinguishing the features of employees
  - d) To right person for the right job
- 24) HRM is
- a) Inter - related
  - b) Inter dependent
  - c) Interacting
  - d) All the above
- 25) The skill and talents of HR
- a) Need an opportunity
  - b) Obtained by the management
  - c) Exemplified
  - d) Represented
- 26) \_\_\_\_\_ practices will help to overcome the HR promotions.
- a) Employment
  - b) Economic
  - c) Innovative
  - d) Cultural changes



27) \_\_\_\_\_ is the big problem for every organization.

- a) Recruiting and selecting
- b) Attracting and retaining
- c) Performance appraisal
- d) Promotion and transfer

28) The name of the facilitator in the HR department.

- a) People's champion
- b) Supervisor
- c) Chief executive
- d) Leader

29) HRM policy is

- a) Place of action
- b) A decision making
- c) Is a mission
- d) All the above

30) HRM policies lies in

- a) An organization value
- b) Philosophy
- c) Concepts and principles
- d) All the above

31) Human resource policies are

- a) Mitigate the company's risk of liability
- b) Increase the benefit
- c) Reduce the labour turnover
- d) None of the above

32) HRD will develop the

- a) Executive development
- b) Strategic development
- c) Planning and decision making
- d) Organizational and personal skills

33) HRD deals with functions such as

- a) Career development
- b) Mentoring
- c) Coaching
- d) All the above



- 34) Stephen Knauf defined HRA as “the measurement & of Human organizational inputs such as recruitment, training experience & commitment.
- a) Qualification
  - b) Accounting
  - c) Development
  - d) None of the above
- 35) A key HR role in the firm will be multidisciplinary consulting around.
- a) Individual
  - b) Team
  - c) Business unit
  - d) All of the above
- 36) The alignment of the HRM function with organizational goals is referred to as:
- a) an HR balanced scorecard
  - b) Strategic human resources management (Strategic HRM)
  - c) concreteness or congruence
  - d) Human Resources program evaluation
- 37) To add value to HRM, the use of an HRIS is focused primarily on increasing which of the following kind of tasks or activities?
- a) transactional
  - b) benchmarking
  - c) transformational
  - d) re-engineering
- 38) HR shared service includes
- a) Recruitment function
  - b) Customer Care Service
  - c) Payroll Function
  - d) All of the above
- 39) HR Accounting is a systematic method of
- a) Identifying cost involved in HR
  - b) Value of HR
  - c) Worth of HR
  - d) All of the above



40) The alignment of the HRM function with organizational goals is referred to as:

- a) An HR balanced scorecard
- b) Strategic human resources management (Strategic HRM)
- c) Concreteness or congruence
- d) Human Resources program evaluation



**Answer Key:**

1 - b	2 - c	3 - d	4 - d	5 - a	6 - d	7 - b	8 - a	9 - b	10 - d
11 - b	12 - b	13 - a	14 - d	15 - d	16 - a	17 - a	18 - b	19 - d	20 - c
21 - c	22 - c	23 - d	24 - d	25 - c	26 - c	27 - b	28 - a	29 - a	30 - d
31 - a	32 - d	33 - d	34 - a	35 - d	36 - b	37 - c	38 - d	39 - d	40 - b



**Unit 2: - Performance Appraisal, Training and development**

- 1) Why are employers interested in employee engagement?
  - a) To encourage employees to trust their manager.
  - b) To make a quick profit
  - c) To make employees work harder for less
  - d) Because engaged employees are more motivated and prepared to give their best to make the firm succeed.
  
- 2) Employee training requires to meet
  - a) Job requirement
  - b) Job enhancement
  - c) Job Analysis
  - d) Job Enrichment
  
- 3) \_\_\_\_\_ can be promoted for the top level job.
  - a) Potential employees
  - b) Legal employees
  - c) Skilled employees
  - d) Trained employees
  
- 4) What is Harmonious relationship at workplace?
  - a) Friendly in nature
  - b) Pleasing and consistent
  - c) Cordial and available
  - d) All the above
  
- 5) Sending employees for higher studies.
  - a) Process of appraisal
  - b) Process of selection
  - c) Motivation
  - d) Learning and development
  
- 6) No attendance monitoring is pertinent to
  - a) career appraisal
  - b) Performance appraisal
  - c) Compensation and benefits





- d) Selection of the employee
- 7) The actual achievements compared with the objectives of the job is
- Job Performance
  - Job evaluation
  - Job description
  - None of these
- 8) Job evaluation is based on the:
- Complexity of the job to perform
  - Conceptual skill required by the job
  - Relative job worth for an organization
  - Physical skills required by the job
- 9) \_\_\_\_\_ is a performance measure of both efficiency and effectiveness.
- Organisational behaviour
  - Organisational citizenship
  - Employee productivity
  - None of these
- 10) Which performance appraisal methods consumes a lot of time?
- Essay method
  - Rating Scales
  - Critical incident
  - Tests And Observation
- 11) Which of the following is a benefit of employee training?
- Improves morale
  - Helps people identify with organisational goals
  - Provides a good climate for learning, growth and co - ordination
  - None of these
- 12) Which of the following is a method used in group or organisational training needs assessment?
- Consideration of current and projected changes
  - Rating scales
  - Interviews
  - Questionnaires



- 13) Which of these is a hindrance to effective training?
- a) Career planning workshop
  - b) Aggregate spending on training is inadequate
  - c) Mentoring
  - d) Career counselling
- 14) Which of the forecasting technique is the fastest?
- a) Work study technique
  - b) Flow models
  - c) Ratio trend analysis
  - d) HR demand Forecast
- 15) When appraisals are made by superiors, peers, subordinates and clients then it is called \_\_\_\_\_.
- a) 360 degree feedback
  - b) 180 degree feedback
  - c) Self - appraisal
  - d) All of these
- 16) The focuses of psychological appraisals are on \_\_\_\_\_.
- a) Future potential
  - b) Actual performance
  - c) Past performance
  - d) None of these
- 17) What techniques are used while analysing the internal supply?
- a) Inflows and outflows
  - b) Turnover rate
  - c) Conditions of work and absenteeism
  - d) All of these
- 18) Which of these is one of the seven criteria for assessing performance?
- a) Community service
  - b) Interpersonal contact
  - c) Need for supervision
  - d) All of these



- 19) Performance appraisals are designed to motivate workers by providing them with feedback, recognition, and what?
- Better work facilities
  - Equal opportunities
  - Greater work autonomy
  - Praise
- 20) Training increases the employees
- market value
  - earning power
  - job security
  - All of these
- 21) \_\_\_\_\_ refers to the learning opportunities designed to help employees grow.
- Training
  - Development
  - Education
  - All of these
- 22) Which of these is an off - the - job training method?
- Television
  - Job rotation
  - Orientation training
  - Coaching
- 23) Which of the following is a barrier while doing human resource planning?
- HR information often is incompatible with the information used in strategy formulation
  - Implementing human resource information system
  - Managing inventories
  - Supply forecast
- 24) The following is (are) concerned with developing a pool of candidates in line with the human resources plan.
- Development
  - Training
  - Recruitment
  - All of these



- 25) How does training and development offer competitive advantage to an organisation?
- Removing performance deficiencies
  - Individuals have the aptitude and motivation to learn
  - Deficiency is caused by a lack of ability
  - None of these
- 26) \_\_\_\_\_ seeks to examine the goals of the organisation and the trends that are likely to affect these goals.
- Organisational Support
  - Organisational analysis
  - Person analysis
  - Key skill abilities analysis
- 27) Which of the below given options is a pre - requisite for an effective incentive system?
- Increased need for planning
  - Co-operation of workers
  - Management's commitment to the cost and time necessary to administer incentive schemes
  - All of the these
- 28) What are the pre - requisites for successful human resource planning?
- Backing of top management
  - Personal records must be complete
  - Techniques of planning should be the best
  - All of these
- 29) Performance development plan is set for the employee by his immediate boss.
- Employer
  - Department Head
  - Immediate boss
  - None of these
- 30) The process of providing the trainees the information about their performance.
- Feedback
  - Observation
  - Suggestion
  - Research



- 31) The test which compare employee performance with job requirements \_\_\_\_\_.
- a) Selection test
  - b) Preference test
  - c) Achievement test
  - d) Simulation
- 32) Which of the following helps the employee to improve their efficiency?
- a) Development
  - b) Training.
  - c) Promotion.
  - d) Transfer.
- 33) Dispute between employees at different levels in an organization is known as \_\_\_\_\_.
- a) Horizontal conflict
  - b) Over all conflict.
  - c) Vertical conflict
  - d) Organizational conflict.
- 34) A kind of future oriented training \_\_\_\_\_.
- a) Employee training
  - b) Employee development
  - c) Employability
  - d) Employee potential
- 35) Picking up suitable candidates by rejecting the unsuitable \_\_\_\_\_.
- a) Recruitment
  - b) Training
  - c) Selection
  - d) Development
- 36) Performance appraisal refers to \_\_\_\_\_ of an employee.
- a) Training.
  - b) Placement.
  - c) Assessment.
  - d) Induction



- 37) Employees can be appraisal against \_\_\_\_\_.
- a) Relative standards
  - b) Objective
  - c) Absolute standards
  - d) Group
- 38) Sources of recruitment & methods, procedures, techniques for \_\_\_\_\_.
- a) Selection.
  - b) Promotion.
  - c) Transfer.
  - d) Training.
- 39) Movement of an employee from one job to another.
- a) Job Enlargement
  - b) Retrenchment
  - c) Job Rotation
  - d) Job Design
- 40) Rotation is otherwise called as \_\_\_\_\_.
- a) replacement transfer
  - b) shift transfer
  - c) versatility transfer
  - d) remedial transfer

**Answer Key:**

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**Unit 3: Wages and Salary Administration**

- 1) According to Taylor’s Differential plan, the worker is paid according to his?
  - a) Degree of efficiency
  - b) Degree of understanding
  - c) Degree of flexibility
  - d) Degree of loyalty
  
- 2) How many components are there in remuneration?
  - a) 4
  - b) 5
  - c) 6
  - d) 7
  
- 3) Which of the following option is a component of remuneration?
  - a) Fringe Benefits
  - b) Commitment
  - c) External equity
  - d) Motivation
  
- 4) What is the alternate name for incentives?
  - a) Gratuity
  - b) Paid holidays
  - c) Payments by result
  - d) None of the above
  
- 5) Match the following components of remuneration with their inclusions –
  - I. Fringe Benefits ----- A. Stock option
  - II. Job Context ----- B. Challenging job responsibilities
  - III. Perquisites ----- C. Group Plans
  - IV. Incentives ----- D. Medical Care
  - a) I-D, II-B, III-A, IV-C
  - b) I-B, II-A, III-C, IV-D
  - c) I-A, II-C, III-D, IV-B
  - d) I-C, II-B, III-D, IV-A



- 6) Which of these is a theory of remuneration?
- A. Reinforcement
  - B. Labour Market
  - C. Agency
- a) A & B  
b) B & C  
c) A & C  
d) A, B & C
- 7) Which importance is emphasised by the reinforcement and expectancy theory?
- a) Person actually experiencing award
  - b) Seeking to restore equality
  - c) Holding identical jobs in the organisation
  - d) None of the above
- 8) Which are the three types of equities mentioned in the equity theory?
- a) Internal
  - b) External
  - c) Individual
  - d) All of the above
- 9) \_\_\_\_\_ involves the perceived fairness of pay differentials.
- a) External equity
  - b) Individual equity
  - c) Internal equity
  - d) All of the above
- 10) Who are the two main stakeholders in an organisation?
- a) CEO and top management
  - b) Employers and employees
  - c) Executives and owners
  - d) None of the above
- 11) Which of these is a consequence of pay dissatisfaction?
- a) Strikes
  - b) Grievances
  - c) Turnover





- d) Job dissatisfaction
- 12) Which of these is an internal factor influencing remuneration?
- a) Business strategy
  - b) Cost of living
  - c) Legislations
  - d) Society
- 13) Rearrange the steps mentioned in a remuneration model.
- A. Pay survey
  - B. Job evaluation
  - C. Pricing jobs
  - D. Job hierarchy
  - E. Job description
- a) ABCDE
  - b) DCBEA
  - c) EBDAC
  - d) EACDB
- 14) Which of the following is a challenge mentioned in remuneration?
- a) Employee participation
  - b) Pay secrecy
  - c) Comparable worth
  - d) All of the above
- 15) Under which conditions does skill - based pay system work well?
- a) Employee turnover is relatively high
  - b) To set minimum wages for workers whose bargaining position is weak
  - c) To abolish malpractices and abuses in wage and salary payments
  - d) None of the above
- 16) Which of the wage concept is higher than fair wage?
- a) Minimum wage
  - b) Living wage
  - c) Team based pay
  - d) None of the above



- 17) Effective supervision is an activity of
- Organization function
  - Staffing function
  - Control function
  - Direction function
- 18) Off the Job Training Method consists
- Role Playing Method
  - Case Study Method
  - Programmed Training
  - All of the above
- 19) Statements:
- Fringe benefits, nowadays are a significant component of 'compensation'.
  - Under piece rate plan employees are paid at a stipulated rate per hour of work done by them.
- Both (i) and (ii) are correct
  - Both (i) and (ii) are incorrect.
  - (i) is incorrect and (ii) is correct.
  - (i) is correct and (ii) is incorrect.
- 20) A ----- is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from the assignment.
- Job
  - Human Resource Planning
  - Industrial Relations
  - Responsibility
- 21) Assertion (A). Employee development is more future oriented and more concerned with education than employee training.  
Reason (R). Apprenticeship programme is one of the widely used off the job training method.
- (A) and (R) both are the correct.
  - (A) and (R) both are the incorrect.
  - (A) is correct but (R) is incorrect.
  - (A) is incorrect but (R) is correct.



22) Which is the Human Relation Policy?

- a) Open communication
- b) Common interest
- c) Mutual acceptance
- d) All of the above

23) Assertion (A). A Manager delegates authority.

Reason (R). The Manager want to shirk his responsibility.

- a) Both (A) and (R) are true.
- b) Both (A) and (R) are false.
- c) (A) is true but (R) is false.
- d) (A) is false but (R) is true.

24) In job-evaluation the Key Jobs are designated as ones

- a) Which are more in number in the organisation.
- b) Which are most important for the survival of the organisation
- c) Which are most secure
- d) All of the above

25) ----- is the process of deciding how to fill the company's most important executive positions.

- a) Succession Planning
- b) Organisational Restructuring
- c) Self directed Teams
- d) Corporate downsizing

26) Which four are the factor influencing the Human Resource Management of an organisation.

- (i) Size of workforce
- (ii) Employee Expectations
- (iii) Composition of work force
- (iv) Political influence
- (v) Change in technology

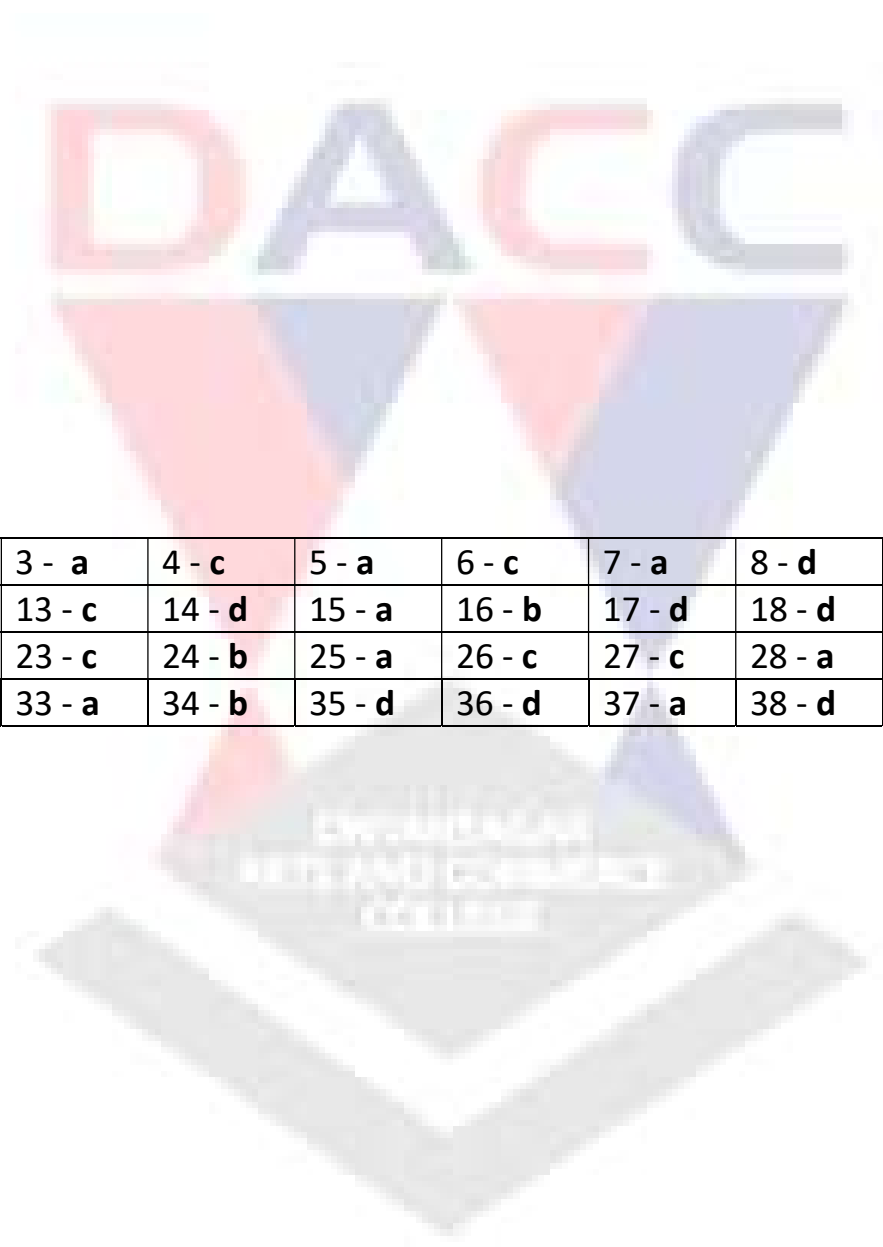
- a) (i), (ii), (iii) and (iv)
- b) (i), (ii), (iii) and (v)
- c) (i), (ii), (iv) and (v)
- d) (i), (ii), (iv) and (v)



- 27) Compensation can be \_\_\_\_\_ benefits.
- Monetary
  - Non-monetary
  - both 'a' and 'b'
  - None of the above
- 28) Wages represents \_\_\_\_\_ rates of pay.
- Hourly
  - Daily
  - Weekly
  - Monthly
- 29) \_\_\_\_\_ are also called 'payments by results'.
- allowances
  - claims
  - incentives
  - fringe benefits
- 30) Incentives depends upon
- productivity
  - sales
  - profits
  - All of the above
- 31) The following is paid only at the time of employees exit after serving more than five years.
- Perquisites
  - Claims
  - Gratuity
  - Allowances
- 32) The following is a perquisites.
- Club membership
  - Provident fund
  - Medical allowance
  - Group insurance
- 33) 'A behaviour which has rewarding experience is likely to be repeated' is postulated by
- Reinforcement and expectancy theory
  - Equity theory
  - Agency theory
  - None of the above



- 34) 'A fair day work for fair day pay' denotes a sense of \_\_\_\_\_ felt by employees.
- Responsibility
  - Equity
  - Happiness
  - Respect
- 35) The remuneration system needs to meet the following type(s) of equity.
- Internal
  - External
  - Individual
  - All of the above
- 36) Which of the following factor influence(s) employee compensation?
- Labour market
  - Cost of living
  - Labour unions
  - All of the above
- 37) Any compensation plan must be
- Understandable, workable, acceptable
  - Reasonable, workable, acceptable
  - Understandable, feasible, acceptable
  - Understandable, workable, compensable
- 38) The following is not a part of remuneration model
- Job description
  - Job evaluation
  - Job hierarchy
  - Job analysis
- 39) Elitist remuneration systems are prevalent among
- Well established firms
  - Companies with mature products
  - Companies with limited competition
  - All of the above
- 40) In organized industrial establishments pay review takes place once in \_\_\_\_ years.
- Three
  - Seven
  - Ten
  - Fifteen



**Answer Key:**

1 - a	2 - b	3 - a	4 - c	5 - a	6 - c	7 - a	8 - d	9 - c	10 - b
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**Unit 4: Grievance and discipline**

- 1) Grievance redressal, discipline, collective bargaining are \_\_\_\_\_ of HRM.
  - a) Integration function
  - b) Procurement function
  - c) Development function
  - d) behavioural function
  
- 2) Concept of MBO was first developed by
  - a) Peter Drucker
  - b) Douglas McGregor
  - c) Henry Fayol
  - d) Clayton P. Alderfer
  
- 3) Industrial discipline ordinarily does not imply
  - a) Observance of company's rules and regulations
  - b) Cooperating with management and co-workers
  - c) Active participation in union activities
  - d) Smooth discharge of duties and responsibilities
  
- 4) A strike called by a section of workers/union members without authorisation from proper authority of the union is called
  - a) Sectional strike
  - b) Jurisdictional strike
  - c) Wild cat strike
  - d) Sympathetic strike
  
- 5) Which is a form of participative management?
  - a) Information-sharing
  - b) Associative participation
  - c) Consultative participation
  - d) All of the above



- 6) Social factor having a potent bearing on HRM practices in India includes
- Caste system
  - Doctrine of karma
  - Customs and traditions
  - All of the above
- 7) The objectives of workers' participation in management do not ordinarily include
- Promotion of collective bargaining
  - Promotion of industrial harmony
  - Promotion of industrial democracy
  - Promotion of productivity
- 8) Which form of participative management promotes "semi-autonomous work-groups"?
- Quality of work life
  - Quality circle
  - TQM
  - Quality group
- 9) Industrial action generally does not include
- Strike
  - Lock-out
  - Demonstration
  - Bandh
- 10) A team is evaluated on features like –
- Co-operation / confrontation avoiding / common objectives
  - Openness of view and unwritten procedure systems
  - Regular review / appropriate leadership
  - All above
- 11) Human due diligence means investigation of –
- Management team / staff
  - Structure / issues / managerial capacity of a potential partner
  - Both (a) + (b)
  - Financial due diligence





- 12) What influences the bank employees' attitude on work culture?
- Educational qualification
  - Ownership of bank
  - Location of the branch
  - All above
- 13) Employee accountability is strengthened in
- HR Audit
  - HR Training
  - Succession Planning
  - HR functions
- 14) The main barriers of communications are –
- Organisational + Semantic
  - Personal + psychological + resistance to new ideas
  - Both (a) + (b)
  - Organisational / psychological
- 15) Manpower planning consists of –
- Determining the jobs to be done / identifying the skills / estimating the exists likely / filling up the requirements
  - Identifying the skills / filling up the requirements
  - Estimating the turnover likely to happen in near future
  - Determining the jobs to be done
- 16) Promotion is basically a reward for –
- Efficiency
  - Seniority
  - Physical fitness
  - Retention
- 17) What is 360° appraisal?
- A process that provides an employee opportunity in decision making
  - A process that provides an officer opportunity of feedback about own performance
  - A process that provides an employee with feedback about his / her workplace performance



d) Both (a) + (b)

18) Competency Mapping is possible through approaches like –

- a) Job analysis / workforce skills analysis / supply and demand analysis
- b) Job analysis / Gap analysis / solution analysis
- c) Gap analysis / solution analysis + (a)
- d) Both (a) + (b)

19) Human needs have been divided into five categories under need hierarchy theory. Who invented this theory?

- a) McClelland
- b) John Atkinson
- c) Maslow
- d) Herzberg

20) Discipline and grievance are often portrayed as the two complementary faces of (industrial) justice, which can be called into question because they:

- a) Use different criteria of justice
- b) Have different capabilities to control behavior
- c) Have different criteria of effectiveness
- d) all of the above

21) A punishment philosophy with respect to the use of discipline:

- a) emphasises taking retribution against an employee for having transgressed an organisational rule
- b) Uses disciplinary action to provide an unpleasant consequence after a rule transgression to deter the employee from transgressing again
- c) Used discipline to show an employee that certain behaviour is unacceptable, with the aim that he or she will voluntarily adopt more acceptable patterns of behaviour in the future
- d) Uses discipline to justify dismissing the employee

22) A rehabilitation philosophy with respect to the use of discipline:

- a) emphasises taking retribution against an employee for having transgressed an organisational rule
- b) Uses disciplinary action to provide an unpleasant consequence after a rule transgression to deter the employee from transgressing again
- c) Used discipline to show an employee that certain behaviour is unacceptable, with the aim that he or she will voluntarily adopt more acceptable patterns of behaviour in the future



- d) Uses discipline to justify dismissing the employee
- 23) A deterrence philosophy with respect to the use of discipline:
- a) emphasises taking retribution against an employee for having transgressed an organisational rule
  - b) Uses disciplinary action to provide an unpleasant consequence after a rule transgression to deter the employee from transgressing again
  - c) Used discipline to show an employee that certain behaviour is unacceptable, with the aim that he or she will voluntarily adopt more acceptable patterns of behaviour in the future
  - d) Uses discipline to justify dismissing the employee
- 24) Which of the following most accurately describes the current legal status of organisational procedures for handling discipline and grievance
- a) While all organisations should have procedures for handling discipline, this is not necessary for grievance procedures
  - b) All organisations should have procedures for handling discipline and grievance
  - c) While all organisations should have procedures for handling grievance issues, this is not necessary for disciplinary matters
  - d) There is no legal requirement for organisations to have either disciplinary or grievance procedures
- 25) Which of the following is used in some organisations as an alternative way of handling cases in which it is alleged that an employee is unable to perform the job for which he or she has been employed.
- a) A gross misconduct procedure
  - b) A grading appeals procedure
  - c) An equal pay (for work of equal value) procedure
  - d) A capability procedure
- 26) The scheme for effective handling of discipline given in your text stresses that the first stage in disciplinary handling should be approached by a supervisor or managers as:
- a) A tentative exploration to reach a decision about whether or not to enter disciplinary procedures
  - b) A very formal interview in which the employee has an opportunity to counter any accusations of guilt made about him/her
  - c) An experience that constitutes a short, sharp shock
  - d) A friendly, social occasion



- 27) Which of the following could be argued to be variants of the grievance procedure, which are used to handle special types of employee dissatisfaction?
- A grading appeals procedure
  - An equal pay (for work of equal value) procedure
  - A bullying and harassment procedure
  - All of the above
- 28) According to Briggs (1981) effectiveness in grievance handling exists where the procedure facilitates:
- Openness and honesty
  - Conflict management and agreement clarification
  - The ability to handle individual and collective disputes through the same procedure
  - An easy movement (where necessary) to disciplinary procedures
- 29) Torrington et al. (2002) argue that the use of grievance procedures in many organisations is rare because:
- There is overwhelming evidence that most employers treat their employees fairly and justly
  - Employees have a lack of confidence in their trade unions to represent them effectively
  - Few people would wish to risk antagonising their superior by questioning his or her judgement
  - Most employees would rather use an external body such as the Citizens Advice Bureau to take up a complaint
- 30) A number of scholars such as Colquitt et al. (2001) have shown that if an employee successfully pursues a grievance, there are tendencies for superiors to:
- Treat the employee more favourably and leniently in the future
  - To resign from their jobs
  - Avoid contact with the employee in the future
  - Retaliate against the employee at the next opportunity
- 31) According to Turner and Robinson (1972) handling dissatisfactions quickly and at the lowest possible managerial level has been shown to result in:
- Lower absenteeism
  - Lower labour turnover
  - A more cooperative employment relations climate
  - Higher productivity



32) Phases of performance counselling are –

- a) Rapport building / employee should discover own SWOT / action plans, through brainstorming sessions
- b) Two way communication / employee be encouraged for their own performance appraisal
- c) Organisational objectives are integrated
- d) All above

33) The term industrial relations means –

- a) Relationship between Management and Labour
- b) Relationship between organisation and employees
- c) Relationship that grows out of employment
- d) All above

34) Collective bargaining is a procedure regulated by agreements between their –

- a) Bargaining agents and employers
- b) Employees and employees
- c) Employers and employers
- d) Labour officer and Trade unions

35) Advantages of grievances handling procedure –

- a) Management can know employees feelings
- b) Employee gets grievances ventilated
- c) Keeps a check on supervisor's attitude
- d) Both (b) + (c)
- e) All above

36) When any discipline becomes ineffective or less-effective?

- a) Longer time spending in action
- b) Discipline is handled impersonally
- c) Aware of rules and performance criteria
- d) Only (a) and (b)



37) Lockout is a weapon available to –

- a) Employees
- b) Trade Unions
- c) Employers
- d) Government

38) How the conflicts within employers and employees can be settled or prevented?

- a) Voluntary method
- b) Government Machinery
- c) Statutory Measures
- d) All above

39) The word workers participation in management means –

- a) Sharing the decision making powers
- b) Sharing the decision making with lower results of the employees
- c) Sharing the day to day working with higher ranks of persons
- d) Sharing the financial decision making powers with representative of workers

40) What is the role of the trade-union in collective bargaining?

- a) To protect jobs and real earnings
- b) Better conditions of work life for workers
- c) Fighting against any possible, exploitations
- d) All above

**Answer Key:**

1 - a	2 - a	3 - c	4 - c	5 - d	6 - a	7 - a	8 - c	9 - d	10 - d
11 - c	12 - d	13 - a	14 - c	15 - a	16 - a	17 - c	18 - c	19 - c	20 - d
21 - a	22 - c	23 - b	24 - b	25 - d	26 - a	27 - d	28 - b	29 - c	30 - d
31 - c	32 - a	33 - d	34 - a	35 - e	36 - d	37 - c	38 - d	39 - b	40 - d



### Unit 5: The E-HR

- 1) Which of these is the purpose of recruitment?
  - a) Make sure that there is match between cost and benefit
  - b) Help increase the success rate of the selection process by reducing the number of visibly underqualified or over qualified job applicants.
  - c) Help the firm create more culturally diverse work - force
  - d) None of the above
  
- 2) The poor quality of selection will mean extra cost on \_\_\_\_\_ and supervision.
  - a) Training
  - b) Recruitment
  - c) Work quality
  - d) None of the above
  
- 3) Which of these is the most important external factor governing recruitments?
  - a) Sons of soil
  - b) Labour market
  - c) Unemployment rate
  - d) Supply and demand
  
- 4) While recruiting for non - managerial, supervisory and middle - management positions which external factor is of prime importance?
  - a) Political - Legal
  - b) Unemployment rate
  - c) Labour market
  - d) Growth and Expansion
  
- 5) Which of the following act deals with recruitment and selection?
  - a) Child labour act
  - b) The apprentices act
  - c) Mines act
  - d) All of the above



- 6) A major internal factor that can determine the success of the recruiting programme is whether or not the company engages in \_\_\_\_\_.
- HRP
  - Selection
  - Induction
  - None of the above
- 7) \_\_\_\_\_ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants.
- Selection
  - Training
  - Recruitments
  - Induction
- 8) How many stages does the recruitment process comprise of?
- 2
  - 6
  - 9
  - 5
- 9) Rearrange the following steps of recruitment.
- Searching
  - Evaluation and control
  - Planning
  - Screening
  - Strategy development
- III, II, I, V, IV
  - III, V, I, IV, II
  - IV, V, III, I, II
  - II, I, IV, V, III





- 10) \_\_\_\_\_ express the relationship of applicant inputs to outputs at various decision points.
- a) Number of contacts
  - b) Yield Ratios
  - c) Type of contacts
  - d) Technological sophistication
- 11) Which of the following are the decisions to be made while devising the strategies to hire?
- a) Geographic distribution of labour markets comprising job seekers
  - b) Make or buy employees
  - c) Sequencing the activities in the recruitment process
  - d) All of the above
- 12) Which decision in strategy development relates to the methods used in recruitment and selection?
- a) Sources of recruitment
  - b) Technological sophistication
  - c) Sequencing the activities in the recruitment process
  - d) make or buy employees
- 13) Choose the odd man out.
- a) Acquisitions and mergers
  - b) Radio and television
  - c) Former employees
  - d) Advertisements
- 14) What is the natural perception of people on the process of recruitment and selection?
- a) Positive
  - b) Negative
  - c) Both positive and negative
  - d) None of the above
- 15) What is the main objective of the recruitment and selection process?
- a) Recruit the right candidates
  - b) Meet the high labour turnover
  - c) To reduce the costs of recruiting
  - d) None of the above



- 16) e-HRM stands for
- Electronic
  - Economic
  - Equal
  - None of these
- 17) One of the most popular methods of increasing employee responsibility and control is \_\_\_\_\_.
- Outsourcing
  - "Military model" of management
  - Work teams
  - Manpower planning
- 18) What are the main aims of Employee Assistance Programmes?
- To alter the organizational culture.
  - To address team and individual performance and well-being in the workplace.
  - To focus the attention of employees to the power structures of an organization.
  - To establish effective methods of care and support for everyone in an organization
- 19) Compensation will be perceived as fair if it is comprised of a system of components developed to maintain \_\_\_\_\_.
- internal equity
  - external equity
  - both internal and external equity
  - none of these
- 20) Which among the following allowances is paid to employees in order to enable them to face the increasing price of essential commodities?
- Bonus
  - Rent allowance
  - Increment in salary
  - Dearness allowance



- 21) HR shared service includes
- Recruitment function
  - Customer Care Service
  - Payroll Function
  - All of the above
- 22) To add value to HRM, the use of an HRIS is focused primarily on increasing which of the following kind of tasks or activities?
- transactional
  - benchmarking
  - transformational
  - re-engineering
- 23) Compensation will be perceived as fair if it is comprised of a system of components developed to maintain \_\_\_\_\_.
- internal equity
  - external equity
  - both internal and external equity
  - none of these
- 24) Scope of the HRM includes \_\_\_\_
- Retirement and separation of employees
  - HR training and development
  - Industrial relations
  - all of the above
- 25) Recruitment and selection must be effective to ensure it:
- Offsets high labour turnover
  - Delivers the highest calibre of individuals at optimum most
  - To have a surplus in case of sickness and absence
  - Encourages new blood into the organization
- 26) What do you understand "S" in the defining SMART Goals?
- Solution
  - specific
  - standard



d) soft

27) Competencies are the

- a) Knowledge
- b) Skills
- c) Behaviour
- d) All of these

28) WAB's Refers to \_\_\_\_\_

- a) Weighted allotment blanks
- b) Weighted application blanks
- c) Weighted average blanks
- d) Weighted assimilation blanks

29) Halo Effect is related with \_\_\_\_\_.

- a) performance appraisal
- b) wage & salary administration
- c) selection
- d) Transfer

30) Whatever an individual does, there is always some amount of \_\_\_\_\_ on him.

- a) satisfaction
- b) stress
- c) profit
- d) benefit

31) Division of work to take the advantage of \_\_\_\_\_.

- a) Discipline
- b) Specialization
- c) Aptitude
- d) Productivity



32) An organization may choose to do all of the following to motivate a plateaued worker, except \_\_\_\_\_.

- a) Lateral moves
- b) Promotion
- c) Temporary assignments
- d) Committee assignments

33) Activities that prepare employee for future responsibility \_\_\_\_\_.

- a) Inducement
- b) Development
- c) Education
- d) Motivation

34) What did the whitely councils establish?

- a) Tripartite employee relations
- b) Collective bargaining framework
- c) Trade union
- d) Employer associations

35) Recruitment is one of the HR \_\_\_\_\_ function.

- a) Acquisition
- b) Development
- c) Maintenance
- d) Compensation

36) A collection of several tasks in sequence \_\_\_\_\_.

- a) Group
- b) Duty
- c) Position
- d) Sharing

37) Training helps to improve and give higher \_\_\_\_\_.

- a) Productivity
- b) Mobility
- c) Viability
- d) Vitality



38) \_\_\_\_\_ is the ideal or target to achieve through higher productivity.

- a) Fair wages
- b) Minimum wages
- c) Living wages
- d) Normal wages

39) Enriching jobs create

- a) Halo effect
- b) Snowball effect
- c) negative effect
- d) positive effect

40) \_\_\_\_\_ interview in which candidate is allowed to speak his mind freely.

- a) Non directed
- b) Structured
- c) Formal
- d) Depth

**Answer Key:**

1 - b	2 - a	3 - d	4 - c	5 - d	6 - a	7 - c	8 - d	9 - b	10 - b
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31 - b	32 - b	33 - b	34 - a	35 - a	36 - b	37 - a	38 - d	39 - b	40 - a

.....**Thank You**.....