

SHRM- MCQs

1. Identify the managerial function out of the following functions of HR managers.
 - a. Procurement
 - b. Development
 - c. Organizing
 - d. performance appraisal
2. Which of the following is an example of operative function of HR managers?
 - a. Planning
 - b. Organising
 - c. Procurement
 - d. Controlling
3. The scope of human resource management includes
 - a. Procurement
 - b. Development
 - c. Compensation
 - d. all of the above
4. Human resource management is normally in nature
 - a. Proactive
 - b. Reactive
 - c. Combative
 - d. none of the above
5. The human resource management functions aim at
 - a. ensuring that the human resources possess adequate capital, tool, equipment and material to perform the job successfully
 - b. helping the organisation deal with its employees in different stages of employment
 - c. improving an organisation's creditworthiness among financial institutions
 - d. none of the above
6. Which of the following aptly describes the role of line managers and staff advisors, namely HR professionals?
 - a. Staff advisors focus more on developing HR programmes while line managers are more involved in the implementation of those programmes.
 - b. Line managers are concerned more about developing HR programmes whereas staff advisors are more involved in implementing such programmes.
 - c. Staff advisors are solely responsible for developing, implementing and evaluating the HR programmes while line managers are not all involved in any matters concerning HR.
 - d. Line managers alone are responsible for developing, implementing and evaluating the HR programmes while staff advisors are not all involved in any matters concerning HR.
7. Human resource management is the formal part of an organisation responsible for all of the following aspects of the management of human resources except:
 - a. strategy development and analysis
 - b. systems, processes, and procedures
 - c. policy making, implementation, and enforcement
 - d. management of the organisation's finances

8. organisation relies on the following sources of capital
 - a. cultural, human and system capital
 - b. social, cultural and human capital
 - c. cultural, human and source capital
 - d. none of the above
9. To address the challenges and opportunities they face organisations engage in a process of strategic management. Strategic management is:
 - a. short-term focused and composed of organisational strategy, including strategy formulation and implementation
 - b. long-term focused and composed of the organisation's mission, vision and value statements
 - c. long-term focused and composed of organisational strategy, including strategy formulation and implementation
 - d. short-term focused and composed of the organisation's mission, vision and value statements
10. Strategic human resource management involves:
 - a. planning, foresight and analytical decision making
 - b. setting employment standards and policies
 - c. linking human resources with strategic objectives to improve performance
 - d. all of the above
11. The balanced scorecard proposes that organisational success depends on:
 - a. a focus on only the internal environment of the organization
 - b. a constantly changing external environment
 - c. the belief that it is impossible to take a rationalist view of the organisation to make optimal choices
 - d. an ability to develop a complete list of cause and effect relationships driving a firm's success
12. Kochan and Barocci's (1985) model of HRM has three elements. These elements are:
 - a. the external environment, the internal environment and human resource management
 - b. HRM/IR system effectiveness, the external environment and the internal environment
 - c. human resource management, the internal environment and HRM/IR system effectiveness
 - d. the external environment, human resource management and HRM/IR system effectiveness
13. The critical role of the SHRM Application Tool is to:
 - a. develop a better strategic management process to deal with the dynamic changing environment today's organisations face
 - b. identify if the organisation has enough staff, if the staff need training, if the compensation practices are appropriate, and if jobs are designed correctly
 - c. identify and assess a narrow group of actions and plan how the organisation can overcome resistance to change
 - d. outline techniques, frameworks, and six steps that must be followed to effectively implement change in an organization
14. In which decade did HRM originate?
 - a. 1950s
 - b. 1970s
 - c. 1980s
 - d. 1990s
15. What are the ideas underpinning 'soft', 'employee commitment', or 'high-road' HRM practices?
 - a. Labour needs to be treated as an asset to be invested in

- b. Employees are a cost which should be minimized
 - c. A lack of mutuality existing between employer and employee
 - d. A disregard for unlocking discretionary effort
16. Which consulting company is associated with the concept of talent management?
- a. Price Waterhouse Coopers
 - b. Boston Consulting Group
 - c. Deloitte
 - d. McKinsey
17. Why are employers interested in employee engagement?
- a. To encourage employees to trust their managers
 - b. To make a quick profit
 - c. Because engaged employees are more motivated and prepared to give of their best to make the firm succeed
 - d. To make employees work harder for less
18. Which of the following is a key HR role as defined by Ulrich et al (2009)?
- a. Personnel administrator
 - b. Business ally
 - c. Payroll adviser
 - d. Organisational geographer
19. The term 'emotional labour' is associated with which author?
- a. Arlie Hochschild
 - b. Stephen Fineman
 - c. David Sims
 - d. Yiannis Gabriel
20. Why do some commentators claim that it is unlikely that the UK economy will become a knowledge economy?
- a. The lack of IT education in schools
 - b. Culturally low in intelligence.
 - c. Historically low levels of company investment into research and development
 - d. Unions try to prevent knowledge transfer from management level to the broader workforce.
21. What measures are typically involved in the rationalising of businesses?
- a. Downsizing and Layering
 - b. Expanding and Layering
 - c. Downsizing and Delaying
 - d. Expanding and Delaying
22. What kinds of practices outlined below are typically associated with non-standard working and flexibility?
- a. 9-5 working hours
 - b. The reduction in distinctions between standard and unsocial hours or standard and extra hours
 - c. Premium rates for unsocial hours
 - d. The voluntary agreement of unsocial hours working

23. Which of the following is not a limitation of SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis?
- Organisational strengths may not lead to competitive advantage
 - SWOT gives a one-shot view of a moving target
 - SWOT's focus on the external environment is too broad and integrative
 - SWOT overemphasises a single dimension of strategy
24. A marketing department that promises delivery quicker than the production department's ability to produce is an example of a lack of understanding of the:
- synergy of the business units.
 - need to maintain the reputation of the company.
 - organisational culture and leadership
 - interrelationships among functional areas and firm strategies
25. XYZ Corp. is centering on the objective of low-cost, high quality, on-time production by curtailing idle productive facilities and workers. The XYZ Corp. is taking advantage of a system
- Just-In-Time (JIT)
 - Last In, First Out (LIFO)
 - First In, First Out (FIFO)
 - Highly mechanized
26. Which of the following lists is comprised of support activities?
- Human resource management, information systems, procurement, and firm infrastructure
 - Customer service, information systems, technology development, and procurement
 - Human resource management, technology development, customer service, and procurement
 - Human resource management, customer service, marketing and sales, and operations
27. Although firm infrastructure is quite frequently viewed only as overhead expense, it can become a source of competitive advantage. Examples include all of the following except:
- negotiating and maintaining ongoing relations with regulatory bodies
 - marketing expertise increasing a firm's revenues and enabling it to enter new markets.
 - effective information systems contributing significantly to a firm's overall cost leadership strategy.
 - top management providing a key role in collaborating with important customers.
28. The competencies or skills that a firm employs to transform inputs into outputs are:
- tangible resources
 - intangible resources
 - organisational capabilities
 - reputational resources
29. An array of firm resources include interpersonal relations among managers in the firm, its culture, and its reputation with its customers and suppliers. Such competitive advantages are based upon:
- physical uniqueness
 - path dependency
 - social complexity
 - tangible resources
30. A company's ability to meet its short-term financial obligations is measured by which of the following categories?
- Liquidity ratios
 - Profitability ratios
 - Activity ratios

- d. Leverage ratios
31. The "balanced scorecard" supplies top managers with a _____ view of the business.
- a. long-term financial
 - b. detailed and complex
 - c. simple and routine
 - d. fast but comprehensive
32. In strategic human resource management, HR strategies are generally aligned with:
- a. business strategy
 - b. marketing strategies
 - c. finance strategy
 - d. economic strategy
33. Which of the following is closely associated with strategic human resource management?
- a. Efficient utilisation of human resources
 - b. Attracting the best human resources
 - c. Providing the best possible training
 - d. All of the above
34. Treating employees as precious human resources is the basis of the approach.
- a. hard HRM
 - b. soft HRM
 - c. medium HRM
 - d. none of the above
35. Strategic human resource management aims to achieve competitive advantage in the market through
- a. Price
 - b. Product
 - c. People
 - d. Process
36. Wright and Snell made important contribution to the growth of:
- a. Strategic fit model
 - b. Strategic labour allocation process model
 - c. Business-oriented model
 - d. none of the above
37. Strategic management process usually consists of ___ steps
- a. Four
 - b. Five
 - c. Six
 - d. Seven
38. One of the components of corporate level strategy is:
- a. growth strategy
 - b. portfolio strategy
 - c. parenting strategy
 - d. all of the above
39. Creating an environment that facilitates a continuous and two-way exchange of information between the superiors and the subordinates is the core of:

- a. High involvement management model
 - b. High commitment management model
 - c. High performance management model
 - d. none of the above
40. Boundary crossing is an activity that
- a. Creates internal organisational conflict between different departments as they compete to generate new practices
 - b. Occurs when organisations advance into new areas of the market
 - c. Undermines the integration of an organisation through the breakdown of the departmental boundaries.

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Is focused upon achieving internal organisational integration between various organisational roles and units in order to generate creativity and synergy

41. Procedures provide for an important element of consistency in managerial?
 - a. Direction
 - b. Strategy
 - c. Recruitment
 - d. Decision-making
42. Why has the bureaucratic form of organisation been fundamentally questioned?
 - a. The pressures of globalisation have rendered it unsuitable.
 - b. Organisations are experiencing acute pressure to change and pursue innovation as a means of securing business growth.
 - c. Organisations have grown so large that it is almost impossible to create an effective bureaucracy to manage them.
 - d. Information Technology has made it redundant.
43. Who famously adopted Taylor's Scientific Management approach?
 - a. Ronald McDonald
 - b. Ralph Lauren
 - c. Henry Ford
 - d. James Dyson
44. The most pertinent criticism of the empowerment concept concerns
 - a. the balance between customers' wishes and efficiency.
 - b. the limited evidence for any shift towards a substantially .more empowered workforce.
 - c. the over-empowerment of employees
 - d. the limited theorising of the concept.
45. One of the following attributes of potential employees is of heightened interest to employers when recruiting. Which one is it?
 - a. The candidate's physical health
 - b. The candidate's ability to deal with customers
 - c. The candidate's ability to prepare for and cope with an uncertain future
 - d. The candidate's organisational abilities
46. Selection is concerned with:
 - a. The activity to select a suitable pool of candidates.
 - b. Always being stimulated by the departure of an employee.
 - c. Always ascertaining a candidate's personality to ensure a suitable fit.
 - d. Applying appropriate techniques and methods to select a candidate.
47. Which activities are not associated with workforce planning?
 - a. Forward planning reviewing internal and external labour supply
 - b. Assessing capability of workforce to develop any requisite skills
 - c. Time keeping
 - d. Identifying areas where recruitment will be needed
48. Why is job analysis so infused with organisational politics?
 - a. Because it is a process which could lead to contraction of employees in a department and therefore diminishing its power base
 - b. A result of interdepartmental rivalry

- d.
 - c. Because it is not an objective activity
 - d. Because it is a process through which companies try to shed labour
49. What do rational processes to recruitment and selection typically ignore?
- a. Labour market demand
 - b. Wages
 - c. The time it takes to get to work
 - d. The use of power and micropolitics by managers
50. Which is the most popular method of recruiting applicants to jobs?
- a. Radio and TV advertisement
 - b. Corporate website
 - c. Employee referral schemes
 - d. Commercial job boards
51. Which selection method remains the most used by organisations?
- a. Interviews
 - b. Ability tests
 - c. References
 - d. A trial period
52. Which items below are forms of perceptual errors made during the selection process?
- a. Like-me judgements
 - b. A candidate's time-keeping
 - c. The interview setting
 - d. The time of day
53. Which of the below is a form of interview used in candidate selection?
- a. The appraisal interview
 - b. The competency based interview
 - c. The disciplinary interview
 - d. The return to work interview
54. The interview is used as a method for determining:
- a. The personality of the candidate
 - b. The degree of fit between the applicant and the demands of the job.
 - c. His/her age.
 - d. Physical attributes
55. According to the Leitch Review of Skills (2006), the ability of firms to succeed in the face of growing international competition depends increasingly on;
- a. Work culture
 - b. Relaxed legal system
 - c. Good infrastructure
 - d. Skilled labour
56. What is the main reason employers give why employees are not fully proficient?

- a. Lack of experience
 - b. Over qualified
 - c. Lack of numeracy skills
 - d. Lack of literacy skills
57. Which of the stages below are part of the Systematic Training Cycle?
- a. Analyse operating conditions
 - b. Design training
 - c. Deliver on time
 - d. Evaluate customer feedback
58. What is the main disadvantage of off-the-job learning?
- a. It isn't always directly related to real organisational issues and needs
 - b. The time needed to set up
 - c. Accessibility for those training
 - d. Long term costs
59. A cultural view of learning considers the values and norms of communities through:
- a. Myths, legends and proverbs
 - b. Music, song and dance
 - c. Rituals, language and religion
 - d. Talk, practices and stories
60. What is a 'communities of practice' approach to organisational learning?
- a. An approach that focuses on practising 'best practice'
 - b. An approach that focuses on the values, beliefs and norms of a social group
 - c. An approach that focuses on the skills embedded within the group
 - d. An approach that has a clear set of defined practices to use in all situations
61. Chase's study (1997) identified what issue as being the biggest obstacle to creating a knowledgecreating company?
- a. Limited resources for training and development
 - b. Organisational culture
 - c. Failure of management
 - d. Inability to access learning material
62. What is the most common form of organisational intervention designed to improve employee wellbeing?
- a. Secondary and tertiary
 - b. Primary
 - c. Variable
 - d. Best-fit
63. What are the main aims of Employee Assistance Programmes?
- a. To alter the organisational culture
 - b. To address team and individual performance and well-being in the workplace
 - c. To focus the attention Of employees to the power structures of an organization

d.

- d. To establish effective methods of care and support for everyone in an organization
64. How does the selection of an international assignee usually take place?
- Formal interview process with internal staff.
 - Informal discussion based on chance conversations with internal staff.
 - Informal discussion between each member of a specific team.
 - Formal recruitment process that includes internal and external candidates
65. Which multinational bank used business sponsors to monitor international assignees?
- Oman International Bank
 - Falcon International
 - HSBC
 - Barclays
66. What is the major problem with the theorizing of strategic IHRM?
- It becomes obsolete very quickly as change occurs so fast
 - It is biased towards western ideas
 - It tends to offer a highly idealised perspective on strategy formulation
 - It fails to incorporate conflict
67. How can HRM help to build successful cross-border alliances?
- By ensuring that organisations spend 25% of their budgets on cross-border alliances
 - By ensuring that a strategy is in place before embarking on a cross-border alliance
 - By ensuring that organisations export their ideas to other societies and cultures
 - By ensuring that international joint ventures are staffed by high-quality managers
68. Which of the following statements most accurately defines human resource management?
- human resource management contributes to business strategy and plays an important role in the implementation of business strategy
 - human resource management is an approach to managing people
 - human resource management seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques
 - human resource management focuses on people as the source of competitive advantage
69. Which of the following techniques are not connected with human resource planning?
- succession planning
 - management of change
 - simple linear regression
 - Markov matrix analysis
70. Which of the following is NOT true of the activity known as job analysis?
- it aims to describe the purpose of a job and the conditions under which it is performed.
 - the job elements are rated in terms such as frequency of use or amount of time involved c. the rate of pay for the job is fixed
 - jobs are broken into elements such as information or relations with other people
71. Which of the following is NOT a common criticism of using personality tests in selection?

- a. Good performers in the same job may have different personalities
 - b. There are no reliable instruments with which to assess personality
 - c. An individual's personality can vary with circumstances
 - d. Candidates can fake the answers, so giving a misleading impression
72. Which of the following is not a recruitment technique?
- a. Interviews
 - b. performance appraisal
 - c. psychometric testing
 - d. ability tests
73. Which statement best describes '360 degree feedback'? It is:
- a. a method used to appraise employees
 - b. a system where managers give feedback to all their staff
 - c. a system where feedback on any individual is derived from peers, subordinates supervisors and occasionally, customers
 - d. a development tool
74. Which of the following would not form part of a flexible reward package?
- a. ability to 'buy and sell' leave days
 - b. non-pay items such as child care vouchers
 - c. cafeteria benefits
 - d. performance-related pay
75. Which one of the following becomes a creative factor in production?
- a. Land
 - b. Capital
 - c. Consumers
 - d. Human Resources
76. People cast in the role of contributors to production are called ___
- a. Capitalist
 - b. Land owners
 - c. Human Resources
 - d. Consumers
77. Wide range of abilities and attributes possessed by people are called as
- a. Management
 - b. Human Resources
 - c. Entrepreneur
 - d. Intreprenuer
78. Deployment of which resource is difficult to master
- a. Human
 - b. Land
 - c. Capital
 - d. Natural
79. The focus of Human Resource Management revolves around"
- a. Machine

- d.
 - b. Motivation
 - c. Money
 - d. Men
80. Quality- oriented organisation primary concern centers around ___
- a. Coordination
 - b. Communication
 - c. Human Resources
 - d. Discipline
81. Quality goals require alignment with:
- a. Production
 - b. Human Resources
 - c. Finance
 - d. Purchase
82. Demand for human resources and management is created by
- a. Expansion of industry
 - b. Shortage of labor
 - c. Abundance of capital
 - d. Consumer preferences
83. Management function arises as a result of:
- a. Consumer preferences
 - b. Abundance of capital
 - c. Expansion of industry
 - d. Shortage of labour
84. Human Resource Management is primarily concerned with:
- a. Sales
 - b. Dimensions of people
 - c. External environment
 - d. Cost discipline
85. Human Resource Management aims to maximise employees as well as organisational
- a. Effectiveness
 - b. Economy
 - c. Efficiency
 - d. Performativity
86. The difference between human resource management and personnel management is:
- a. Insignificant
 - b. Marginal
 - c. Narrow
 - d. Wide
87. Human Resource Management function does not involve:
- a. Recruitment

- b. Selection
 - c. Cost control
 - d. Training
88. Which one is not the specific goal of human resource management?
- a. Attracting applicants
 - b. Separating employees
 - c. Retaining employees
 - d. Motivating employees
89. Identify which one is an added specific goal of human resource management:
- a. Retraining
 - b. Learning
 - c. Unlearning
 - d. Separating
90. Identify the top most goal of human resource management?
- a. Legal compliance
 - b. Competitive edge
 - c. Work force adaptability
 - d. Productivity
91. To achieve goals organisations require employees:
- a. Control
 - b. Direction
 - c. Commitment
 - d. Cooperation
92. Human resource management helps improve
- a. Production
 - b. Productivity
 - c. Profits
 - d. Power
93. The amount of quality output for amount of input means

- a. Productivity
 - b. Production
 - c. Sales increase
 - d. Increase in profits
94. Responding to employees and involving them in decision making is referred to as:
- a. Quality of work life
 - b. Autonomy
 - c. Empowerment
 - d. Preaction
95. The main challenge for modern organisations is:
- a. To remain ahead of the talent developments in the market
 - b. To retain the talent they have to realise that talented people are the real wealth of the organisation
 - c. To find ways to poach talent wherever they can find it
 - d. none of the above
96. Talent management is:
- a. In essence about a contract between the organisation and the employee
 - b. Also taking into account other factors that unlock value in the business
 - c. A combination of hard and soft issues (including the psycho-social contract) and taking the new economy into account (i.e. the knowledge-based economy)
 - d. all of the above
97. Key factors in skills development and talent management are:
- a. A broad definition of talent to ensure inclusivity and
 - b. Finding a balance between staff development and making staff more employable
 - c. Compliance with the EE Act
 - d. Both (a) and (b)
98. Most organisations for Talent Management
- a. Will have the same skills requirements for jobs in the future as jobs do not change much
 - b. Experience a more disengaging workforce who are less loyal
 - c. Are effective in measuring performance and productivity
 - d. Have effective and pro-active talent management strategies
99. Trends in Talent Management include:
- a. An increase in post-high school training and education in the future
 - b. Management and leadership skills are seen as most valuable to modern and competitive organisations
 - c. Teaching jobs are very difficult to fill
 - d. all of the above
100. Benefits of Talent Management include:
- a. A reduction in the recruitment cycle

- b. Creating a competitive advantage
- c. Improved client relations and retention
- d. (b) and (c)

Answers

1. (e)	2. (e)	3. (d)	4. (a)	5. (b)	6. (a)	7. (d)	8. (b)	9. (e)	10. (d)
11. (d)	12. (d)	13. (a)	14. (e)	15. (a)	16. (d)	17. (e)	18. (b)	19. (a)	20. (e)
21. (e)	22. (b)	23. (e)	24. (d)	25. (a)	26. (a)	27. (b)	28. (e)	29. (e)	30. (a)
31. (d)	32. (a)	33. (d)	34. (b)	35. (e)	36. (e)	37. (b)	38. (d)	39. (a)	40. (d)
41. (d)	42. (b)	43. (e)	44. (b)	45. (e)	46. (d)	47. (e)	48. (a)	49. (d)	50. (b)
51. (a)	52. (a)	53. (b)	54. (b)	55. (d)	56. (a)	57. (b)	58. (a)	59. (d)	60. (b)
61. (b)	62. (a)	63. (b)	64. (b)	65. (e)	66. (e)	67. (d)	68. (e)	69. (b)	70. (e)
71. (b)	72. (b)	73. (e)	74. (d)	75. (d)	76. (e)	77. (b)	78. (a)	79. (d)	80. (e)
81. (b)	82. (a)	83. (d)	84. (b)	85. (a)	86. (d)	87. (e)	88. (b)	89. (a)	90. (d)
91. (e)	92. (b)	93. (a)	94. (a)	95. (b)	96. (e)	97. (d)	98. (b)	99. (d)	100. (d)