

First: Statements True/False:

1. Human resources (HR) development program is the process of assessing the organization's HR needs in light of organizational goals and matching plans to ensure that a competent, stable work force is employed.
2. HRM is concerned with maximizing the effectiveness of the work force through the application of attractive pay systems.
3. The HR M refers to a set of programs functions and activities designed and undertaken in order to maximize both employees as well as organizational effectiveness.
4. Manpower planning specifies the tasks to be performed by individuals and groups with the organization, and establish the rules, schedules and working conditions under which people perform those tasks.
5. Recruitment is the process of exploring the sources of suitable employees and taking effective measures to obtain them.
6. Training is basically an educational process which is directed to increase the conceptual ability of employees to understand and apply knowledge. It is generally intended for the managerial people.
7. The socialization process refers to the extent to which management listens and responds or accommodates the needs, wants and complaints of the organization's members.
8. The primary task of the HR manager is to recruit a large number of employees to fill the vacant positions.
9. Succession planning is the process by which the management ensures the right number and the right kind of people, at the right place, and at the right time doing the right things.
10. One of the main tasks of manpower planning process is devising schemes for handling the human problems arising from labor deficits or surpluses.
11. Manpower inventory provides information to management for the interval succession of managerial personnel if there is a turnover which is not anticipated.

12. "Task" is defined as a group of similar jobs found across the organization.
13. Job description is concerned with defining the scope of responsibilities and continuing work assignments that are sufficiently different from that of other jobs to warrant a specific title.
14. Job design is the development and alteration of the components of a job to improve productivity and the quality of the employees' work life.
15. Job rotation addresses only the problem of assigning employees to jobs of limited scope, and the depth of the job does not change.
16. Job rotation can improve the self-image and personal worth of an employee.
17. Job enrichment leads to vertically enhanced job by adding function from other organizational levels.
18. Job enlargement refers to the vertical expansion of the jobs. It increases the degree to which an employee controls the planning, execution and evaluation of his work.
19. Job enrichment refers to basic changed in the content and level of responsibilities of a job, so to provide for the satisfaction of the motivation needs of personnel.
20. Job enlargement involves a horizontal loading or additions of tasks of the same nature.
21. Job enlargement involves a vertical loading of tasks and responsibilities of the job holder.
22. The purpose of job enlargement is making the job lively, challenging and satisfying.
23. The purpose of job enrichment is to reduce the monotony of performing repetitive jobs by lengthening the cycle of operations.
24. Job enrichment satisfies the higher-level needs such as self-expression, sense of achievement and advancement of job holders.

25. Recruitment involves screening or evaluation of applicants to identify those who are best-suited to perform the vacant jobs.
26. Achievement tests refer to one's natural propensity, talent or ability to acquire a particular skill.
27. Selection process refers to assigning responsibilities, to an individual, identifying him with a particular job.
28. The main purpose of induction process is to familiarize the employees with the jobs, so that the feeling of being "out of place" is quickly dispelled.
29. Transfers within an organization could be temporary and ad-hoc when they are made to meet emergencies.
30. Transfers decisions in the organization may be perceived always as a positive thing since it enables the individual to broaden his knowledge and experience.
31. Staffing is the advancement of an employee from one job level to a higher one, with increase in salary, duties, status and responsibility.
32. Vertical promotions are made under which an employee is promoted from one rank to the next higher rank in the same department.
33. One of the main limitations facing the vertical promotion is it limits the experience of an employee.
34. One advantage for vertical promotion is that it increases the opportunity to secure promotion in other departments at the right time.
35. The main difference between vertical promotion and horizontal promotion is that in the second one, employees may be promoted to higher ranks in other departments as well.
36. It is a more valuable and wise personnel policy to fill vacancies in a higher position through promotion from within
37. Using seniority promotion would adversely affect the morale of meritorious employees and drive the ambitious people with little services out of the organization.
38. Training is the process of increasing the skills and abilities of an employee for doing a particular job.

39. Training methods are the same regardless the level of employee, the nature of the tasks and the purpose of training.
40. Job training seeks to adjust newly appointed employees to the work environment.
41. Promotional training involves training of the existing employees to enable them to perform higher level jobs.
42. The main objective for training the unskilled workers is to secure reduction in cost of production.
43. Under-study training is used when an employee is to be prepared to fill vacancies caused by the retirement, promotion or transfer of the superior.
44. One of the key advantages of on-the-job training is that supervisors can take part in developing the training program.
45. On-the-job training is very suitable for teaching knowledge and skills that can be learned in a relatively short time and where only a few employees are to be trained.
46. One of the main advantages of vestibule-training is that it can remove the initial nervousness of the trainees as they are not put out-rightly on the job.
47. Vestibule-training is suitable when a large number of people are to be trained at the same time and for the same type of work.
48. Vestibule-training is not an expensive method of training, because it does not involve duplication of materials, equipment and conditions of workplace.
49. One of the main disadvantages of the vestibule-training is that the artificial training atmosphere, which can create the adjustment problem for the trainees when they are placed on the job.
50. Classroom-training is suitable when concepts, problem-solving ability and attitudes are to be learned.
51. Training is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge.

52. Management development is a planned and organized process of learning and growth designed to improve managerial behavior and performance.
53. Executive development aims at improving the performance of managers at all levels in the jobs that they hold now.
54. Executive development programs provide an opportunity for the top management to communicate corporate policies, strategies and directives to selective managers informally, particularly, when formal communication of such policies would be inappropriate.
55. Role playing as a method of training involves interaction in small unstructured groups under conditions of stress so as to develop awareness and sensitivity to behavior patterns of one-self and others.
56. The purpose of manpower planning is to identify and develop individuals to replace current job-holders in the key positions.
57. Succession planning refers to the formal evaluation of the individual with respect to his performance on the job and his potential for development.
58. Performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his job.
59. The main disadvantages of “straight-ranking” as a method for performance appraisal is that in practice it is very difficult to compare a single individual with human beings having varying behavior traits.
60. “Straight ranking” as a method for performance appraisal does not provide with a strategic procedure for determining the relative rank of subordinates.
61. “Forced choice description” as a method for performance appraisal emphasizes that each employee is compared every trait with all the other persons in pairs one at a time.

62. "Paired comparison" as a method for performance appraisal is very suitable when the number of employees is large.
63. According to "Graphic scale" as a method for performance appraisal, the performance of an employee is evaluated against certain specific factors.
64. The drawback of "Graphic scale" as a method for performance appraisal is that the rater's bias will affect the accuracy of the rating process.
65. According to the "Critical incident technique" as a method for performance appraisal, the rater is presented with a list of positive or negative alternatives or descriptive behavioral statements and is asked to check off all those that apply to the person being rated.
66. "Similarity error" as a limitation for performance appraisal occurs when the evaluator rates other people as the same way he perceives himself.
67. Leniency or strictness tendency as a problem for performance appraisal means assigning an average rating to all employees with a view to avoid commitment or when the rater is in doubt or has inadequate information about the behavior of the employee.
68. The primary objective of promotion is to fill the job vacancies available in the organization by upgrading the employees.
69. Through promotion, organizations seek to fulfill the career growth aspirations of the employees and shape up the succession plans of the organization.
70. Seniority as base for promotion refers to fulfilling the job positions with the most talented persons available within the organization.
71. Horizontal promotion brings more responsibility and compensation, but the employee does not go a higher level in the organization structure.

72. A vertical promotion involves the advancement of employees to higher positions and accompanied by increased authority, responsibilities and status.
73. Unlike job rotation, job enlargement actually increases the job cycle.
74. Job enlargement changes not only the pace of the work, it also increases the depth job.
75. Job enlargement is done only on the horizontal level.
76. "The critical incident method" as a technique for performance appraisal avoids the subjective judgement and bias of the supervisors, because ratings are based upon concrete evidence in the form of the conduct of employees.

**Second: Multiple-Choice Questions:**

1. The following are the main objectives of HRM, Except:
  - a. Communicating HR policies to all publics and target groups.
  - b. Increased employees job satisfaction.
  - c. Provision of trained and motivated people.
  - d. Efficient utilization of manpower process.
2. .... is a useful process for the staffing process, especially in recruiting, hiring and training new employees.
  - a. Manpower planning.
  - b. Job description.
  - c. Socialization process.
  - d. Job enlargement.
3. .... is the process of assigning a job to an accepted individual for which he is best suited:
  - a. Selection process.
  - b. Placement process.
  - c. Job specification.
  - d. Orientation process.

4. .... is the process of transmitting the key values, norms, policies and objectives of the organization to the employees with a view to shaping their attitudes, thoughts and behavior, and assimilating them into the dominant culture of the organization:
  - a. development.
  - b. socialization.
  - c. culture.
  - d. transparency.
5. .... is the process that helps organization to determine the present state of efficiency of an employee, in order to establish the actual need for training and motivation:
  - a. Training.
  - b. Performance appraisal.
  - c. Strategic planning.
  - d. Induction.
6. From social point of view, the HRM has a great impact on the following areas, Except:
  - a. It helps to maintain an even balance between jobs and job holders.
  - b. It helps people to avail the best most productive and most gainful jobs.
  - c. It helps in maintaining the dignity of individuals members.
  - d. It helps to ensure the best protection of human resources to prevent its wasteful.
7. From the professional point of view, the HRM has a great impact on the following areas, Except:
  - a. It helps in providing maximum opportunities for personality development.
  - b. It helps people to take decisions with minimum direction and control.
  - c. It helps in creating healthy relationship between different work groups.
  - d. It helps in improving employees' work skills and thereby increasing productivity and standard of living.

8. From the organizational point of view, the HRM has a significant impact on the following areas, Except:
  - a. Obtaining capable people through an effective recruitment and selection techniques.
  - b. Using proper training and development techniques, and in turn, the existing manpower can be effectively utilized.
  - c. It can ensure conservation of HR by correcting errors of wrong placement and proper allocation of work.
  - d. Maintaining the willingness of people to work through equal provisions of opportunities for satisfaction of human needs.
9. Manpower planning includes the following duties, Except:
  - a. Specifying the tasks to be performed by individuals and groups in the organization.
  - b. Estimating the labor turnover rates for each grade of employees and its effects on the organization's performance.
  - c. Analyzing the effects of changes in working practices.
  - d. Predicting future labor shortages.
10. The following are some benefits that can be provided by manpower's planning, Except:
  - a. Plan the development of the employees.
  - b. It contributes to improvement in business process.
  - c. It helps in formulating managerial succession planning.
  - d. It helps in determining the training needs.
11. One of the following is considered to be a step in the manpower planning:
  - a. Developing training needs and goals.
  - b. Personnel forecasting.
  - c. Writing a job description.
  - d. Preparing employment tests.

12. .... Is the qualitative aspect of manpower requirements, since it determines the demands of a job in terms of responsibilities and duties and then translates these demands into skills, qualities and other human attributes.
  - a. Job analysis.
  - b. Training and development.
  - c. Succession planning.
  - d. All the above.
13. Job analysis passes the following steps, Except:
  - a. Determining the use of the job analysis information.
  - b. Collection of background information.
  - c. Estimating the future needs of HR in terms of quantity and quality.
  - d. Selection of jobs for analysis.
14. .... is defined as the specification of contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job-holder.
  - a. Job design.
  - b. Job specification.
  - c. Job analysis.
  - d. Job enlargement.
15. The following are the main principles or bases of the job design, Except:
  - a. To influence skill variety.
  - b. To influence task identity.
  - c. To influence task significance.
  - d. To reduce personnel costs.

16. The following are the main advantages of job rotation, Except:
- The employee experiences variety of work, workplace and peer groups.
  - It relieves the employee from the monotony of doing the same job.
  - It helps management to change the depth and nature of the job.
  - It helps management to get employees who can perform variety of tasks to meet the contingencies.
17. The following are the main disadvantages of job rotation, Except:
- It may create disruptions in the work.
  - It increases training costs.
  - It can demotivate ambitious trainees who seek specific responsibilities in their chosen specialty.
  - It stands against broadening the work experiences of the employees.
18. The following are the main advantages of job enlargement, Except:
- It creates more job satisfaction.
  - It reduces tension and boredom.
  - It is a completely a satisfactory method of job design as it increases the depth of the job.
  - None of the above.
19. One of the following choices is considered to be an advantage of the job enrichment:
- It helps in reducing the rate of labor turnover.
  - It reduces boredom and dissatisfaction.
  - It increases morale and performance.
  - All the above.

20. The following are the main disadvantages of job enrichment < Except:
- Not applicable to all jobs.
  - It is a very expensive method.
  - It focuses only on horizontal expansion.
  - It needs more counselling, training and guidance for employees.
21. The main aspects which differentiate between job enlargement and job enrichment include the following factors, Except:
- Amount of costs.
  - Nature of the job.
  - The purpose of each approach.
  - Type of skills required.
22. .... refers to the process of searching for prospective employees and encouraging them to apply for jobs:
- selection process.
  - Recruitment process.
  - Manpower planning process.
  - Staffing process.
23. .... is the process used to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting people in adequate numbers to facilitate effective selection process:
- Manpower planning.
  - Staffing.
  - Recruitment.
  - Succession planning.
24. The following are the main factors affecting recruitment process, Except:
- Size of the organization.
  - Employment conditions.
  - Salary conditions and working conditions.
  - Union requirements.

25. The following are the main constraints that may impede the effectiveness of the recruitment process, Except:
- Union requirements.
  - Image of the organization.
  - Organizational policies.
  - Government policies.
26. The internal sources of recruitment have the following merits, Except:
- Lack of originality.
  - Improve morale.
  - Promotes loyalty.
  - Proper evaluation.
27. Internal sources of recruitment have the following demerits, Except:
- Difficult evaluation.
  - Limited options.
  - Lack of originality.
  - Not suitable individuals.
28. External sources of recruitment have the following merits, Except:
- Availability of suitable individuals.
  - Availability of new ideas.
  - Originality.
  - Expensive.
29. External sources of recruitment have the following demerits, Except:
- Problem of maladjustment.
  - Expensive.
  - Limited options.
  - Demoralization.
30. The following are some selected steps of selection process, Except:
- Review applicants.
  - Initial screening.
  - Searching for prospective employees.
  - Testing.

31. The following are some activities belong to selection process, Except:
- Filling the application form.
  - Reviewing job description.
  - Preparing employment tests.
  - Making initial screening.
32. Employment interview suffers from the following limitations, Except:
- Limited information can be collected.
  - Interview needs much money and time consuming.
  - Interview can test only the personality of the candidate and not his skills.
  - Interviewers may not be experts, unable to get all relevant information from the candidate.
33. .... refers to assigning responsibility to an individual, identifying him with a particular job:
- Selection.
  - Placement.
  - Orientation.
  - Planning succession.
34. Transfer within the organization may occur as a result of some reasons, Except:
- To correct misplacement.
  - To satisfy the personal demands (needs) of supervisors.
  - To meet changing of working conditions.
  - To facilitate superior-peer adjustment.
35. The following are the main types of transfer within the organization, Except:
- Replacement transfer.
  - Versatility transfer.
  - Remedial transfer.
  - Temporary transfer.

36. The main reasons explaining why an employee resists the company-initiated transfer include the following, Except:
- They are unwilling to move to unknown places.
  - They dislike leaving their social group of friends and colleagues.
  - They develop craft consciousness.
  - The current working conditions are better than the new potential ones.
37. A good promotion policy must involve the following requirements, Except:
- Encouragement of promotion within the organization.
  - Seniority-promotion decision must outweigh the merit-promotion decision in all cases.
  - Drawing up an organization's chart to make clear to all the ladder of promotion.
  - All promotions should be for a trial period.
38. The following are the main advantages of having promotion schemes, Except:
- They provide an opportunity to the present employees to move into jobs that provide greater personal satisfactions.
  - They offer opportunities to management to provide recognition and incentives to better employees.
  - They serve as an orderly, logical and prompt source of recruitment to fill vacancies.
  - Promotion schemes lead to a condition known as "inbreeding", in which the company's habits and ideas remain perpetuated.
39. .... is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose.
- Development.
  - Training.
  - Succession planning.
  - Induction.

40. The main objectives of training include the following, Except:
- It helps managerial personnel to get conceptual and theoretical knowledge in the long-term.
  - Train employees to increase their quantity and quality of output.
  - Train employees for promotion to higher jobs.
  - To reduce supervision efforts and loads.
41. .... training refers to the training provided with a view to increase the knowledge and skills of an employee for a particular job:
- Orientation.
  - Job.
  - Promotional.
  - Refresher.
42. The following are some forms of on-the-job training, Except:
- Vestibule training.
  - Coaching.
  - Under-study.
  - Job rotation.
43. The following are the key advantages of on-the-job training, Except:
- One-the-job training is suitable when concepts, problems solving ability and attitudes to be learned.
  - The trainee learns in the actual job environment.
  - Supervision takes an active part in the training program.
  - The training is relatively cheaper and less time consuming.
44. On-the-job training suffers from the following limitations, Except:
- It involves some interference in the nominal work routine.
  - There is no uniformity in training.
  - If the supervisor's techniques are defective, the trainee will learn the defective working methods.
  - The training is relatively expensive.

45. The following are the main advantages of vestibule training, Except:
- The trainees are not under any pressure of the work situation.
  - It is less time consuming, because of better concentration by trainees and trainers.
  - It removes the initial stress of the trainees as they are not put out-rightly on the job.
  - The training atmosphere in this method will facilitate the problem of adjustment.
46. The following reasons emphasize the importance of executive development, Except:
- Most societies are facing a low rate of technological and social change.
  - Business and industrial leaders are increasingly recognizing their social and public responsibilities which call for a much broader outlook on the part of management.
  - Managers have to be developed for holding problems arising out of increasing size and complexity of the organization.
  - Management/labor relations are becoming increasingly complex.
47. Through ....., companies can assure a steady flow of internal talent to fill important vacancies:
- Recruitment.
  - Manpower planning.
  - Succession planning.
  - All the above.
48. .... refers to the formal evaluation of the individuals with respect to their performance of the job and their potential for development:
- Succession planning.
  - Management development.
  - Performance appraisal.
  - Career path.

49. The following are the main limitations of “straight ranking” as a technique for performance appraisal, Except:
- In practice it is very difficult to compare a single individual with human beings having varying behavior traits.
  - It only tells how an individual stands in relation to others, and does not indicate how much he is better or worse compared to others.
  - It does not provide with a systematic procedure for determining the relative rank of subordinates.
  - It is relatively a difficult method compared to other methods
50. .... is a systematic and objective way of judging the relative worth or ability of an employee in performing his job:
- Manpower planning.
  - Job evaluation.
  - Critical incident method.
  - None of the above.
51. “Forced choice description method” as a technique for performance appraisal suffers from the following shortcomings, Except:
- It is very difficult to keep secret of the values attached to various statements.
  - The rater’s bias or prejudice cannot be eliminated from merit rating.
  - The rater usually objects this method as he is forced to make a decision which he does want to make.
  - Both the rater and the employee see this method as an unsatisfactory way of appraisal.

52. The following are the main characteristics of promotion policy, Except:

- a. Promotion usually involves the movement of an employee from one position to another higher position.
- b. The promotion of an employee is a self-evaluation process which performed by the employee himself.
- c. Promotion is normally accompanied by an increase in authority, responsibility and compensations.
- d. The promotion decision is usually based on the basis of merit or seniority of both.

53. The following are the main activities of promotion, Except:

- a. Organizations rely on promotion to develop destructive competition among the peer group members.
- b. Organizations seek to encourage efficiency and loyalty among the employees through promotion.
- c. Promotion aims at attracting and retaining the competent employees.
- d. Promotion aims at providing the employees with a sense of growth and advancement.

54. The following are the main advantages of merit promotion, Except:

- a. It improves both employees' efficiency and organizational performance.
- b. It acts as an incentive for competent employees.
- c. It is a highly objective method and non-controversial form of promotion.
- d. It can increase the creativity of the employees and keep the organizations dynamic to meet the challenges from the external environment.

55. Seniority-promotion suffers from the following limitations, Except:
- a. Organizations may find it difficult to convince the employees about the fairness of the promotion system.
  - b. It does not work as a real hunting ground for people who like to challenge the limits of life.
  - c. It can cause intense and destructive rivalry among the employees.
  - d. It can cause undue stress for the employees, especially for those who miss out in promotion.
56. Seniority-promotion enjoys the following strengths, Except:
- a. It is a highly objective and non-controversial form of promotion.
  - b. It is a simple and straightforward method.
  - c. It may improve loyalty of the employees as the length of services is appreciated by the management.
  - d. It offers high incentive for the efficiency and creativity.
57. Seniority-promotion suffers from the following demerits, Except:
- a. It offers no incentive for the creativity, efficiency and commitment for the organization.
  - b. It can undermine the preparedness of the organization in tackling the challenges from the external environment effectively.
  - c. Organizations may find it difficult to attract and retain the young people who want to have challenges in their work life.
  - d. It can cause intense and destructive rivalry among the employees.