

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Select The Blank

Question	_____ issues tend to be well disguised.
Correct Answer	Territorial
Your Answer	Territorial

Match The Following

Question	Correct Answer	Your Answer
Long term reorganisation	Of the economy	Differences in perspective
Shifts in the patterns of careers &	The increased opportunities for traditional vertical mobility	Of the economy
The increased emphasis of white collar productivity &	Resulting scrutiny of professional work	Resulting scrutiny of professional work
Retrenchment - driven shifts in patterns of supervision &	Risk taking that upset the culture & style of management	Risk taking that upset the culture & style of management

True/False

Question	Human Resources and manufacturing were tied to the highest pay levels of functional heads.
Correct Answer	True
Your Answer	True

Select The Blank

Question	Finding ways to reduce _____ is a key responsibility of management.
Correct Answer	Uncertainty
Your Answer	Uncertainty

Multiple Choice Single Answer

Question	Who argues that firm must see their roles as contributing to society over the long term, rather than simply increasing shareholder dividends in the short term?
Correct Answer	Charles Handy
Your Answer	Charles Handy

Multiple Choice Multiple Answer

Question	Strategic HR activity includes :-
Correct Answer	Change Management , Succession Planning , Training and development
Your Answer	Change Management , Training and development

Select The Blank

Question	HR related policies and actions use _____.
Correct Answer	Business language
Your Answer	Business language

Multiple Choice Single Answer

Question	To explain the concept of TQ it is first necessary to define quality in terms of :-
Correct Answer	Customer satisfaction
Your Answer	Customer satisfaction

Multiple Choice Multiple Answer

Question	The key feature of TQ programme require :-
Correct Answer	Extensive education & training in team working , Problem solving techniques , Facilitator skills
Your Answer	Extensive education & training in team working , Problem solving techniques

Match The Following

Question	Correct Answer	Your Answer
Transfer & Promotion Procedures	Human Resource Department	Competent Specialists
Groundwork	Clients and users	Reward and Control
Key Processes	Reward and Control	Human Resource Department
Human Resource Systems	Personnel function	Clients and users

Multiple Choice Multiple Answer

Question	Political environment consists of
Correct Answer	Interest group politics , Global interdependence , Concern for equity

Your Answer	Interest group politics , Global interdependence , Concern for equity
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Multiple Choice Multiple Answer

Question	The unfairness issues are associated with :-
Correct Answer	Comparisons with other organizations , Feelings that other classes of employees in the same organization are more favorably treated
Your Answer	Comparisons with other organizations , Feelings that other classes of employees in the same organization are more favorably treated

Multiple Choice Multiple Answer

Question	Organizations are battle field in which workers and managers vie for the :-
Correct Answer	Scarce resources of power , Income , Opportunity
Your Answer	Scarce resources of power , Opportunity , Career

Select The Blank

Question	Organizations exist to accomplish some _____ or set of objectives.
Correct Answer	Mission
Your Answer	Mission

Multiple Choice Multiple Answer

Question	Senior management starts the cutback processes with :-
Correct Answer	Expense controls , Job freezes , Elimination of frills
Your Answer	Expense controls , Job freezes , Elimination of frills

Multiple Choice Single Answer

Question	When the term strategy was began to emerge in business?
Correct Answer	In 1960's
Your Answer	In 1960's

Multiple Choice Multiple Answer

Question	Today survival depends on :-
Correct Answer	Competitiveness , Meeting customer needs , Meeting client needs
Your Answer	Competitiveness , Meeting customer needs , Meeting client needs

Multiple Choice Single Answer

Question What is far higher in firms with unions?

Correct Answer Rate of internal job changes

Your Answer Demands

Multiple Choice Single Answer

Question Organizations are aspiring to become the :-

Correct Answer Employer of choice

Your Answer Employer of choice

Multiple Choice Multiple Answer

Question The current skills and strengths of the high flyers reflected their priorities to a large extent, are as :-

Correct Answer Managing people , Strategic Thinking , Political

Your Answer Managing people , Strategic Thinking , Political

True/False

Question HR can help managers to understand how to define roles in the light of business drivers and how to identify the capabilities required to do the job.

Correct Answer True

Your Answer True

Multiple Choice Single Answer

Question The management thinking has developed over the last :-

Correct Answer 30 years

Your Answer 30 years

Multiple Choice Multiple Answer

Question The specialists develop :-

Correct Answer Business skills , Consultancy skills , Relationships

Your Answer Business skills , Consultancy skills , Relationships

Select The Blank

Question All aspects of the merger need _____.

Correct Answer Managing

Your Answer Managing

Multiple Choice Single Answer

Question Governance of society is :-

Correct Answer Mutating

Your Answer Major factor

Multiple Choice Single Answer

Question The informal system acts as what for the employees?

Correct Answer Safety valves

Your Answer Safety valves

Multiple Choice Multiple Answer

Question The SHRM contribution could include :-

Correct Answer The development of a joint venture culture , Team building ,
Development of flexibility among employees

Your Answer The development of a joint venture culture , Team building ,
Development of flexibility among employees

Select The Blank

Question The _____ and control systems should be altered to support
the strategic human resource function.

Correct Answer Reward

Your Answer Reward

True/False

Question Competencies has been decoupled from employment.

Correct Answer False

Your Answer False

Select The Blank

Question The _____ approach to culture change can lead to wide
scale changes at an informal, technical level.

Correct Answer Indoctrinative

Your Answer Indoctrinative

Multiple Choice Multiple Answer

Question	Mission and strategy must be :-
Correct Answer	Clearly communicated , Understood , Adhered
Your Answer	Clearly communicated , Understood , Adhered

Multiple Choice Single Answer

Question	Developing unity of purpose and a shared belief that what is good for individual is good for
Correct Answer	Organisation
Your Answer	Organisation

Select The Blank

Question	The business side of the process begins with the strategic _____ as the guiding framework.
Correct Answer	Plan
Your Answer	Plan

True/False

Question	T&D is strongly aligned to the strategic leadership and planning processes of the business.
Correct Answer	True
Your Answer	True

Multiple Choice Single Answer

Question	Organization's mission and goals should be translated into its :-
Correct Answer	Business & strategic plan
Your Answer	Policies

Select The Blank

Question	_____ made studies of why change efforts often fail.
Correct Answer	John Koner
Your Answer	John Koner

True/False

Question	Executives often need coaching in the arts of leadership especially during major change.
Correct Answer	True
Your Answer	True

True/False

Question Flexibility is HR's most precious asset.

Correct Answer False

Your Answer False

Multiple Choice Single Answer

Question The word Strategy is derived from which sphere ?

Correct Answer Military sphere

Your Answer Military sphere

True/False

Question In the current state of evolution of HR, there is a perceived need to sell the value of HR.

Correct Answer True

Your Answer True

Multiple Choice Single Answer

Question The strategy mainly focus on how many things?

Correct Answer Two

Your Answer Two

Multiple Choice Single Answer

Question Who quoted manual on business strategy?

Correct Answer Lewis Carrollis Alice,s

Your Answer Lewis Carrollis Alice,s

Multiple Choice Single Answer

Question The chambers of 20th century dictionary describes strategy as :-

Correct Answer Generalship

Your Answer Generalship

Select The Blank

Question Many experts & professionals are _____ with the issue of how to build, maintain and retain intellectual capital intellectual capital.

Correct Answer Grappling

Your Answer Grappling

True/False

Question By 2006, the number of individuals working part-time is expected to increase to 33 percent.

Correct Answer False

Your Answer False

Multiple Choice Single Answer

Question What does change bring about for individuals & organizations?

Correct Answer Opportunities

Your Answer Opportunities

True/False

Question According to Hudson relationship more in terms of a divorce from all that is familiar.

Correct Answer False

Your Answer False

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Multiple Choice Multiple Answer

Question	An achievement culture disempowers through :-
Correct Answer	Burnout & stress , Treating the individual as an instrument of the task , Through inhibiting dissent about goals and values
Your Answer	Burnout & stress , Treating the individual as an instrument of the task , Through inhibiting dissent about goals and values

True/False

Question	It is one thing to measure an activity, another to assess how good it is !
Correct Answer	True
Your Answer	True

Select The Blank

Question	_____ is potentially one of the most difficult to implement effectively.
Correct Answer	T Q
Your Answer	T Q

Multiple Choice Multiple Answer

Question	The critical knowledge which stays in the informal system includes :-
Correct Answer	Know - how , Information on stakeholder relationships , Experiences & ideas
Your Answer	Know - how , Information on stakeholder relationships , Experiences & ideas

Select The Blank

Question	Commitment strategy is inherently _____.
Correct Answer	Long term
Your Answer	Continuous

Select The Blank

Question	_____ responsibility is to keep up to date & keep up with the information flow.
Correct Answer	Knowledge owner's
Your Answer	Knowledge manager's

True/False

Question	The HR team needs to be able to operate strategically, even if its delivery is currently operational.
Correct Answer	True
Your Answer	True

True/False

Question	Human resource activities are typically administered by competent practices.
Correct Answer	False
Your Answer	False

Multiple Choice Single Answer

Question	If there is too much stability the organization can become :-
Correct Answer	Internally focused
Your Answer	Internally focused

Multiple Choice Single Answer

Question	The chambers of 20th century dictionary describes strategy as :-
Correct Answer	Generalship
Your Answer	Generalship

Multiple Choice Single Answer

Question	Informal system is also known as :-
Correct Answer	Shadow system
Your Answer	Shadow system

Multiple Choice Multiple Answer

Question	When the following are ill defined in an organization, training sessions can help build up manager's confidence :-
Correct Answer	Responsibility , Reporting lines , Roles
Your Answer	Responsibility , Reporting lines , Roles

Multiple Choice Single Answer

Question	During the 70's & 80's much work was done to produce models to facilitate :-
Correct Answer	Rational process
Your Answer	Rational process

Multiple Choice Multiple Answer

Question Mission and strategy must be :-

Correct Answer Clearly communicated , Understood , Adhered

Your Answer Clearly communicated , Understood , Developed

Multiple Choice Multiple Answer

Question Contracting consists of :-

Correct Answer Sharing expectations , Setting ground rules , Defining roles and responsibilities

Your Answer Sharing expectations , Setting ground rules , Defining roles and responsibilities

Select The Blank

Question _____ performance does not occur in a vacuum.

Correct Answer High

Your Answer High

Multiple Choice Multiple Answer

Question Key elements of business unit strategy are :-

Correct Answer Superior effectiveness , Superior cost position , Superior quality or ability

Your Answer Superior cost position , Superior quality or ability , Superior effectiveness

Multiple Choice Multiple Answer

Question The Agenda group's needs were as follows :-

Correct Answer IT skills , Strategic Thinking skills , Entrepreneurial

Your Answer IT skills , Strategic Thinking skills , Entrepreneurial

Multiple Choice Multiple Answer

Question Strategic management involves :-

Correct Answer Mission & strategy , Formal structure , Human resource system

Your Answer Mission & strategy , Formal structure , Human resource system

Multiple Choice Multiple Answer

Question Communication is :-

Correct Answer	About relationship building , Is obvious area for active collaboration between human resource professionals and the line , Considered a key component of change management
Your Answer	About relationship building , Is obvious area for active collaboration between human resource professionals and the line , Considered a key component of change management

Multiple Choice Multiple Answer

Question	Senior management starts the cutback processes with :-
Correct Answer	Expense controls , Job freezes , Elimination of frills
Your Answer	Expense controls , Job freezes , Elimination of frills

Select The Blank

Question	HR professionals has to be skilled in the art of _____.
Correct Answer	Clarifying
Your Answer	Handling people

True/False

Question	QWL programs are not a vehicle for identifying & implementing changes.
Correct Answer	False
Your Answer	False

Multiple Choice Multiple Answer

Question	Primary sources of data are :-
Correct Answer	Interviews with senior Management , Interviews and questionnaires with line Management , In-depth questionnaires from human resource staff
Your Answer	Interviews with senior Management , Interviews and questionnaires with line Management , In-depth questionnaires from human resource staff

Multiple Choice Multiple Answer

Question	Strategic management style includes :-
Correct Answer	Strategic planning , Strategic control , Financial control
Your Answer	Strategic planning , Strategic control , Financial control

Multiple Choice Single Answer

Question	What does change bring about for individuals & organizations?
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Correct Answer	Opportunities
Your Answer	Opportunities

Multiple Choice Single Answer

Question	The management thinking has developed over the last :-
Correct Answer	30 years
Your Answer	30 years

True/False

Question	Human Resources and manufacturing were tied to the highest pay levels of functional heads.
Correct Answer	True
Your Answer	True

Multiple Choice Single Answer

Question	The technical and political changes in the organization will trigger changes in the :-
Correct Answer	Cultural area
Your Answer	Technical area

True/False

Question	The real abilities of management are reflected in their competitive record against other organizations in their industry.
Correct Answer	True
Your Answer	True

Select The Blank

Question	_____ can provide a steering force for organization improvement.
Correct Answer	Strategy
Your Answer	Strategy

Match The Following

Question	Correct Answer	Your Answer
Energy phase	Lead to better outputs	Intentions of partners are explored
Politeness phase	Intentions of partners are explored	Lead to better outputs

Storming Phase	Key players conflict with each other at a number of levels	Key players conflict with each other at a number of levels
Inquiry Phase	Key players start to ask questions which explore each other's vision	Key players start to ask questions which explore each other's vision

Select The Blank

Question	Few personnel managers use _____ as an indicator for morale.	
Correct Answer	Absenteeism	
Your Answer	Absenteeism	

Select The Blank

Question	Finding ways to reduce _____ is a key responsibility of management.	
Correct Answer	Uncertainty	
Your Answer	Costs	

Match The Following

Question	Correct Answer	Your Answer
Translated into balanced score card	Internal business perspective	Operational performance
Business strategy	Build on strengths of brand	Organisation structure
Core values	Courtesy and care	Internal business perspective
Critical success factors	Operational performance	Capacity for change

True/False

Question	Communication is not very important in pre-merger phase.	
Correct Answer	False	
Your Answer	False	

Multiple Choice Multiple Answer

Question	Different forms of pay such as :-	
Correct Answer	Salary , Bonuses , Stock options	
Your Answer	Salary , Bonuses , Stock options	

Multiple Choice Single Answer

Question Successful companies are :-

Correct Answer Value driven

Your Answer Value driven

True/False

Question According to Hudson relationship more in terms of a divorce from all that is familiar.

Correct Answer False

Your Answer False

Select The Blank

Question _____ has established an international on-line service center.

Correct Answer Unisys

Your Answer Microsoft

Multiple Choice Multiple Answer

Question What is challenging enough for an organisation to make the most of their intellectual capital?

Correct Answer Capitalizing on the skills , Knowledge , Experience

Your Answer Capitalizing on the skills , Knowledge , Experience

Multiple Choice Single Answer

Question Who quoted manual on business strategy?

Correct Answer Lewis Carrollis Alice,s

Your Answer Lewis Carrollis Alice,s

Multiple Choice Single Answer

Question What is the key to the model of the new strategic agenda?

Correct Answer Performance management

Your Answer Management development

Multiple Choice Single Answer

Question Maslow's self-motivators who primarily seek opportunities to develop their :-

Correct Answer Competencies

Your Answer Competencies

Multiple Choice Single Answer

Question When the term strategy was began to emerge in business?

Correct Answer In 1960's

Your Answer In 1960's

True/False

Question T&D is strongly aligned to the strategic leadership and planning processes of the business.

Correct Answer True

Your Answer True

Multiple Choice Multiple Answer

Question Robert.B.Raich has identified "social glues" of the company of the future, which are :-

Correct Answer Create a sense of ownership through financial rewards , Create sense of pride in the organization , Value and facilitate balance with organization

Your Answer Create a sense of ownership through financial rewards , Create sense of pride in the organization , Value and facilitate balance with organization

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Multiple Choice Single Answer

Question	One of the most valuable factor in overcoming cultural challenges is :-
Correct Answer	Outstanding communication & persuasion skills
Your Answer	Rigidity

Multiple Choice Single Answer

Question	Who quoted manual on business strategy?
Correct Answer	Lewis Carrollis Alice,s
Your Answer	Mintzberg

Select The Blank

Question	Standard Life's UK workforce has grown by 40% in _____ years and currently numbers 9700 employees.
Correct Answer	Three
Your Answer	Five

Multiple Choice Single Answer

Question	According to whom there is a much wider caliber of people applying for jobs than in years gone by?
Correct Answer	Head hunters
Your Answer	Head hunters

Multiple Choice Single Answer

Question	What type of effort is required to encourage all the members of the organization to work together?
Correct Answer	Continuous
Your Answer	Continuous

Multiple Choice Single Answer

Question	Organizations are aspiring to become the :-
Correct Answer	Employer of choice
Your Answer	Equal opportunity employer

True/False

Question	Organisations are attempting to integrate culture change objectives with Career Planning.
Correct Answer	False
Your Answer	True

Multiple Choice Single Answer

Question	What types of basic skills are required in an R & D type of organization?
Correct Answer	Creativity & technical skills
Your Answer	Creativity & technical skills

Select The Blank

Question	_____ of management is likely to be another key agenda item.
Correct Answer	Quality
Your Answer	Performance

Select The Blank

Question	Strategic thinking is a _____ process.
Correct Answer	Continuing
Your Answer	Continuing

Multiple Choice Multiple Answer

Question	Primary sources of data are :-
Correct Answer	Interviews with senior Management , Interviews and questionnaires with line Management , In-depth questionnaires from human resource staff
Your Answer	Interviews with senior Management , Interviews and questionnaires with line Management , In-depth questionnaires from human resource staff

Multiple Choice Multiple Answer

Question	During mergers, effective HR integration is carried out on the following :-
Correct Answer	Remuneration , Benefits , Terms and conditions
Your Answer	Remuneration , Benefits , Terms and conditions

Select The Blank

Question	The _____ link calls for dialogue between the business concerns and the human resource concern.
Correct Answer	Strategic
Your Answer	Strategic

Multiple Choice Single Answer

Question	Head count reduction are occurring :-
Correct Answer	With greater frequency
Your Answer	With greater frequency

Select The Blank

Question	The values and principles of QWL _____ with the ones operating in many organisations.
Correct Answer	Contrast sharply
Your Answer	Contrast sharply

Multiple Choice Single Answer

Question	The word Strategy is derived from which sphere ?
Correct Answer	Military sphere
Your Answer	Military sphere

Multiple Choice Multiple Answer

Question	Strategic HR activity includes :-
Correct Answer	Change Management , Succession Planning , Training and development
Your Answer	Change Management , Succession Planning , Training and development

Multiple Choice Multiple Answer

Question	Good indicators of culture are :-
Correct Answer	The rituals & routines which the staff engage in , The amount and the nature of political activity , Symbolism of certain aspects
Your Answer	The rituals & routines which the staff engage in , The amount and the nature of political activity , Symbolism of certain aspects

Select The Blank

Question	_____ is considered as a strategic activity.
Correct Answer	Recruitment
Your Answer	Planning

Select The Blank

Question	Competitive edge comes from the _____ of people.
Correct Answer	Quality
Your Answer	Competency

Multiple Choice Single Answer

Question	The chambers of 20th century dictionary describes strategy as :-
Correct Answer	Generalship
Your Answer	Generalship

Multiple Choice Single Answer

Question	When the term strategy was began to emerge in business?
Correct Answer	In 1960's
Your Answer	In 1960's

Multiple Choice Single Answer

Question	The management thinking has developed over the last :-
Correct Answer	30 years
Your Answer	30 years

Select The Blank

Question	Given the current emphasis on individualism the obvious route might seem to be the _____.
Correct Answer	Sophisticated human relations mode
Your Answer	Sophisticated human relations mode

Multiple Choice Multiple Answer

Question	Organisational effectiveness outcomes include :-
Correct Answer	Higher productivity , Higher quality , Higher profits
Your Answer	Higher productivity , Higher quality , Higher profits

Multiple Choice Single Answer

Question	The most common cause of merger failure is :-
Correct Answer	Culture clashes
Your Answer	Culture clashes

Multiple Choice Multiple Answer

Question	Different areas of HR strategy :-
Correct Answer	Resourcing , Commitment , Rewards
Your Answer	Resourcing , Rewards , Grievances

Select The Blank

Question	The business side of the process begins with the strategic _____ as the guiding framework.
Correct Answer	Plan
Your Answer	Policy

True/False

Question	Operational information makes the job of the personnel clerk easier.
Correct Answer	True
Your Answer	True

Match The Following

Question	Correct Answer	Your Answer
Strategy	Thinking Process	Thinking Process
Boston Consulting group	Stars, dogs & cash cows	Stars, dogs & cash cows
Henry Mintzberg	Academic from McGill University	Academic from McGill University
Brian Quinn	Logical inscrementalism	Logical inscrementalism

Multiple Choice Single Answer

Question	The biggest challenge for strategic H R is to create the type of culture that will support the :-
Correct Answer	Organization's objectives
Your Answer	Organization's objectives

True/False

Question	HR contributions are not required during the process of business strategy formulation.
Correct Answer	False
Your Answer	False

Multiple Choice Multiple Answer

Question	Training provisions include :-
Correct Answer	Type of training provided , How training budgets are controlled , Evaluation practices
Your Answer	Type of training provided , How training budgets are controlled , Evaluation practices

Multiple Choice Multiple Answer

Question	A simple way to analyse the types of human resource information is to use the familiar pyramid of :-
Correct Answer	Strategic level , Tactical level , Operational level
Your Answer	Strategic level , Operational level

Multiple Choice Multiple Answer

Question	Challenges of working across boundaries are :-
Correct Answer	Lack of trust , Turf issues , Cultural Differences
Your Answer	Lack of trust , Turf issues , Cultural Differences

Select The Blank

Question	The organization's _____ must be conducive to productivity and quality improvement.
Correct Answer	Culture
Your Answer	Development

True/False

Question	If mergers are handled `professionally they can never backfire.
Correct Answer	False
Your Answer	False

True/False

Question	In practice, the right balance between individuals & team has never proved to be elusive.
Correct Answer	False
Your Answer	False

True/False

Question	Communication is not very important in pre-merger phase.
Correct Answer	False
Your Answer	False

Multiple Choice Multiple Answer

Question	If a firm uses aggressive approach for culture change it usually :-
Correct Answer	Mobilises dissent , Is politically naïve , Lacks skills
Your Answer	Mobilises dissent , Is politically naïve , Lacks skills

True/False

Question	The business side of the process begins with the strategic link as the guiding framework.
Correct Answer	False
Your Answer	True

Multiple Choice Multiple Answer

Question	What should not be underestimated in the pre merger phase?
Correct Answer	Employee's loyalty to their colleagues , Ways of working , Company brand
Your Answer	Employee's loyalty to their colleagues , Ways of working , Company brand

Match The Following

Question	Correct Answer	Your Answer
Roger Harrison	Different approaches to changing an organisation's culture may be more or less difficult	Invention of the 'post it' note
Marion Devine	Formal communication	Formal communication
Quinn	Change happens in an evolutionary way	Change happens in an evolutionary way
Roffey Park	Career development in flatter structures project	Career development in flatter structures project

True/False

Question	Personnel are normally in a good position to influence the content of opinion surveys.
Correct Answer	True
Your Answer	True

True/False

Question	There is only a single tool available in the market for conducting a formal audit.
Correct Answer	False

Your Answer False

Select The Blank

Question Individual level where people are usually motivated to close the gap between their current and desired _____.

Correct Answer Capabilities

Your Answer Skills

Multiple Choice Single Answer

Question The strategy mainly focus on how many things?

Correct Answer Two

Your Answer Two

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Multiple Choice Single Answer

Question Measures and rewards are aligned with: -

Correct Answer Short-term business Results

Your Answer Long-term business Results

Multiple Choice Multiple Answer

Question Strategies for securing commitment to change :-

Correct Answer Preparation , Acceptance , Commitment

Your Answer Acceptance , Commitment , Preparation

Select The Blank

Question Overall individual behaviour needs to be measured in _____.

Correct Answer Output terms

Your Answer Input terms

Multiple Choice Multiple Answer

Question The Agenda group's needs were as follows :-

Correct Answer IT skills , Strategic Thinking skills , Entrepreneurial

Your Answer IT skills , Strategic Thinking skills , Entrepreneurial

True/False

Question Newsletters is one of the method of informal communication.

Correct Answer False

Your Answer False

Multiple Choice Multiple Answer

Question Structures were based on :-

Correct Answer Division of labour , Central unity of control , Pyramid of managers & supervisors

Your Answer Division of labour , Central unity of control , Pyramid of managers & supervisors

Multiple Choice Single Answer

Question	How many characteristics were listed in the survey of the International Manager?
Correct Answer	6
Your Answer	6

Multiple Choice Single Answer

Question	HR needs to be fully in tune with the :-
Correct Answer	Internal system
Your Answer	Organization system

Select The Blank

Question	Few personnel managers use _____ as an indicator for morale.
Correct Answer	Absenteeism
Your Answer	Absenteeism

Multiple Choice Single Answer

Question	The strategy mainly focus on how many things?
Correct Answer	Two
Your Answer	Four

Multiple Choice Multiple Answer

Question	Good indicators of culture are :-
Correct Answer	The rituals & routines which the staff engage in , The amount and the nature of political activity , Symbolism of certain aspects
Your Answer	The rituals & routines which the staff engage in , The amount and the nature of political activity , Symbolism of certain aspects

True/False

Question	Pettigrew and Whipp Concluded from the recent research into change in a number of British firms in Automobile, Publishing, financial services and insurance industries.
Correct Answer	True
Your Answer	False

Select The Blank

Question	The process of eliminating jobs is frequently compared to _____.
Correct Answer	Death and murder

Your Answer Uncertainty

Match The Following

Question	Correct Answer	Your Answer
Complex organisations use information for	Manpower planning	Manpower planning
Data Items	Current date	Records of leave
Information	Age distribution	Current date
Interpretation	Are we a `young' or `old; organisation	Are we a `young' or `old; organisation

Select The Blank

Question	HR professional should apply risk management techniques to the different aspects of _____.
Correct Answer	HR Strategies
Your Answer	HR Competencies

Multiple Choice Single Answer

Question	Team performance guides need to be developed and completed by :-
Correct Answer	Team development plans
Your Answer	Strategic planning

Multiple Choice Multiple Answer

Question	Quality of life consists of :-
Correct Answer	Trade off between family , Leisure , Career
Your Answer	Trade off between family , Leisure , Career

Match The Following

Question	Correct Answer	Your Answer
T&D executives	Full part in strategic planning process	Job analyses for long-term objectives
HR planning	Effective development of an organizational strategy	Development& evaluating HR practices
Maximum strategy impact	Job analyses for long-term objectives	Effective development of an organizational strategy
Unisys	International on-line service centre	International on-line service centre

Multiple Choice Single Answer

Question In the strategic model phase 2 is :-

Correct Answer Defining strategic opportunities

Your Answer Ensuring Service Excellence

True/False

Question During mergers early contacts set the tone and arrogance is common.

Correct Answer True

Your Answer True

Select The Blank

Question Developing characteristics of people needed to run business in _____.

Correct Answer Long term

Your Answer Long term

Select The Blank

Question HR professionals has to be skilled in the art of _____.

Correct Answer Clarifying

Your Answer Handling people

Multiple Choice Multiple Answer

Question A database on people consisting of what facilitates networking?

Correct Answer People's skills , People's expertise , Project experience

Your Answer People's skills , People's expertise , Project experience

Select The Blank

Question The team consists of experienced _____ who have both internal consultancy and business experience.

Correct Answer OD practitioners

Your Answer OD practitioners

Multiple Choice Multiple Answer

Question In the immediate transition, major events include :-

Correct Answer The appointment of a new board of directors , Other key

appointments , Redundancies

Your Answer The appointment of a new board of directors , Other key appointments , Redundancies

Multiple Choice Single Answer

Question When the term strategy was began to emerge in business?

Correct Answer In 1960's

Your Answer In 1960's

True/False

Question Strategic level deals with policy formulation and overall goal setting.

Correct Answer True

Your Answer True

Select The Blank

Question _____ and appropriate rewards may be part of the answer.

Correct Answer Training

Your Answer Compensation

Multiple Choice Multiple Answer

Question Strategic management involves :-

Correct Answer Mission & strategy , Formal structure , Human resource system

Your Answer Mission & strategy , Formal structure , Human resource system

Multiple Choice Multiple Answer

Question Dave Ulrich suggests that organizational success will spring from capabilities such as :-

Correct Answer Speed , Responsiveness , Agility

Your Answer Speed , Responsiveness , Agility

True/False

Question Executives often need coaching in the arts of leadership especially during major change.

Correct Answer True

Your Answer False

Multiple Choice Multiple Answer

Question Mission and strategy must be :-

Correct Answer Clearly communicated , Understood , Adhered

Your Answer Clearly communicated , Understood , Adhered

Multiple Choice Single Answer

Question Individual employees have the technical knowledge to achieve :-

Correct Answer Short-term Results

Your Answer Long-term Results

Multiple Choice Single Answer

Question The chambers of 20th century dictionary describes strategy as :-

Correct Answer Generalship

Your Answer Generalship

Multiple Choice Single Answer

Question Government, the economy and civil society need to be in :-

Correct Answer Balance

Your Answer Balance

Select The Blank

Question _____ issues tend to be well disguised.

Correct Answer Territorial

Your Answer Political

True/False

Question In practice, the right balance between individuals & team has never proved to be elusive.

Correct Answer False

Your Answer False

Multiple Choice Multiple Answer

Question The QWL program provides a framework for co-ordinating what in order to produce improvements in QWL outcomes?

Correct Answer The introduction , Maintenance , Improvement

Your Answer The introduction , Maintenance , Improvement

Multiple Choice Single Answer

Question Who quoted manual on business strategy?

Correct Answer Lewis Carrollis Alice,s

Your Answer Mintzberg

Select The Blank

Question _____ is frequently said to reflect poorly on the abilities of the management.

Correct Answer Unionization

Your Answer Non unions

Multiple Choice Single Answer

Question HR strategy can be used as an :-

Correct Answer Integrating force

Your Answer Emerging force

True/False

Question Flatter structures can reinforce the desire to hoard information.

Correct Answer True

Your Answer True

Multiple Choice Single Answer

Question Human Resource Management Audit (HRMA) is a data-based approach to :-

Correct Answer Organisational Change

Your Answer Organisation

Multiple Choice Multiple Answer

Question The effects on external staffing due to the presence of a union are as follows -

Correct Answer The wages, benefits, work rules are clearly known to applicants ,
The wage level is generally higher than in comparison firms ,
The promotion & job security system is usually based on seniority

Your Answer The wages, benefits, work rules are clearly known to applicants ,
The wage level is generally higher than in comparison firms ,
The promotion & job security system is usually based on

seniority

Select The Blank

Question Design of a selection system that supports the _____ strategies.

Correct Answer Organizational

Your Answer Organizational

True/False

Question Open and frank dialogues between merging parties bring benefits.

Correct Answer True

Your Answer True

True/False

Question HR strategies are expressed as bland statements.

Correct Answer True

Your Answer False

STRATEGIC HR

Q2. How can strategic thinking, planning and implementation contribute to personnel's functional role?

Ans2. In the context of business, strategy is primarily concerned with such matters as what products or services the organization will offer and to which clients and in which markets they will be offered. In making decisions on these matters, the business strategist is concerned with:

- The whole organization rather than its parts – ie the whole firm rather than particular divisions or departments.
- The long term rather than the medium or short term-e.g. development of markets rather than initial sales rate.
- The broad scope of that organizations activities e.g. to manufacture cars or to manufacture furniture.

Decisions which leads to the identification of the organization's vision are concerned with:

- The scope of what the organization does
- The organization's long-term objectives
- The organization's responses to the external forces and influences
- Resource issues
- Stakeholder issues

It is also worth taking note of the difference and linkages between the strategic decisions and the other decisions taken in the organization.

Further refinement to our view of the difference between these is added by Igor Ansoff who points out that the decisions taken within any organization are concerned with certain issues:

1. Strategic issues – These are concerned with the organization's relationship with the larger environment and the choice of what service or product will be sold in which market.
2. Administrative issues- these are concerned with factor such as organization work flow, information flow and location of channels of distribution.
3. operating issues- these are about the efficiency with which resources are converted.

When strategic decision-taking was examined, it was found that they;

- are organization-wide in their implications
- can involve the commitment of substantial resources
- are not routine, regular or frequent
- often have few, if any precedents.

When we look at operating-decisions we find that they are:

- regular, frequent and routine
- concerned with a part, rather than the whole, of the organization
- related to a short- or medium term time scale
- concerned with the use of medium to small resources
- taken by middle managers or below

Strategy- A Thinking Process

It is in effect more useful to think of strategic thinking as a continuing process rather than the establishment of a fully fleshed -out plan for the next x years. Indeed it could even be argued that the real importance lies in the quality of the thinking process itself rather than its specific experiment in the light of changing circumstances, although holding fast to some core ideas as to what the particular business is all about.

Strategy As Implementation.

Many writers have debated whether you can separate strategy from its implementation. Kay gives the example of Napoleon's ill -fated Russian campaign. Was his defeat a failure of strategy or of implementation? Once strategy is seen essentially as process, the two elements become totally interwoven. This is perhaps especially the case where organizations are taking out layers of management and pushing decisions down the line. It is likely that in such a organization decisions with strategic implications are being taken at an increasingly junior level. One phrase to describe this process is strategy as an emerging process of action.

In the light of such developments it becomes critical that a sense of direction and of values is effectively communicated within the business, so that decisions with strategic implications are congruent with the direction of the whole.

Q3. How do strategic decision contribute to improving organizational performance?

Ans3. To be effective the vision contained in the organization’s strategy must be concerned with the overall task of the organization. As you would expect there have been many descriptions of this task. However, for our purpose the description generated by Igor Ansoff will serve best. This states that the overall organization is that of arranging, managing and controlling the resource conversion process in such a way as to optimize the attainment of the objectives.

For profit-making organizations, these objectives will be concerned with a complex mixture of often conflicting issues such as profit maximization, growth, revenue increase and power. Non-profit making organizations will be concerned with an equally complex mixture which might include service provision, resource maximization, influence etc.

Whatever the nature or detail of these objectives might be, they are all concerned with gain. The common presence of this gain in the strategy of all organizations means that we begin to view strategy as an organization and the decision taken to arrive at it, represent, a deliberate and conscious attempt to improve outcome of the actions or performance of the organization.

These strategic decision can be described as generating the framework within which performance improvement can take place. what certainly true is that the absence of organization strategy will mean that any effect at performance improvement might be short lived, in conflict with each other or even irrelevant.

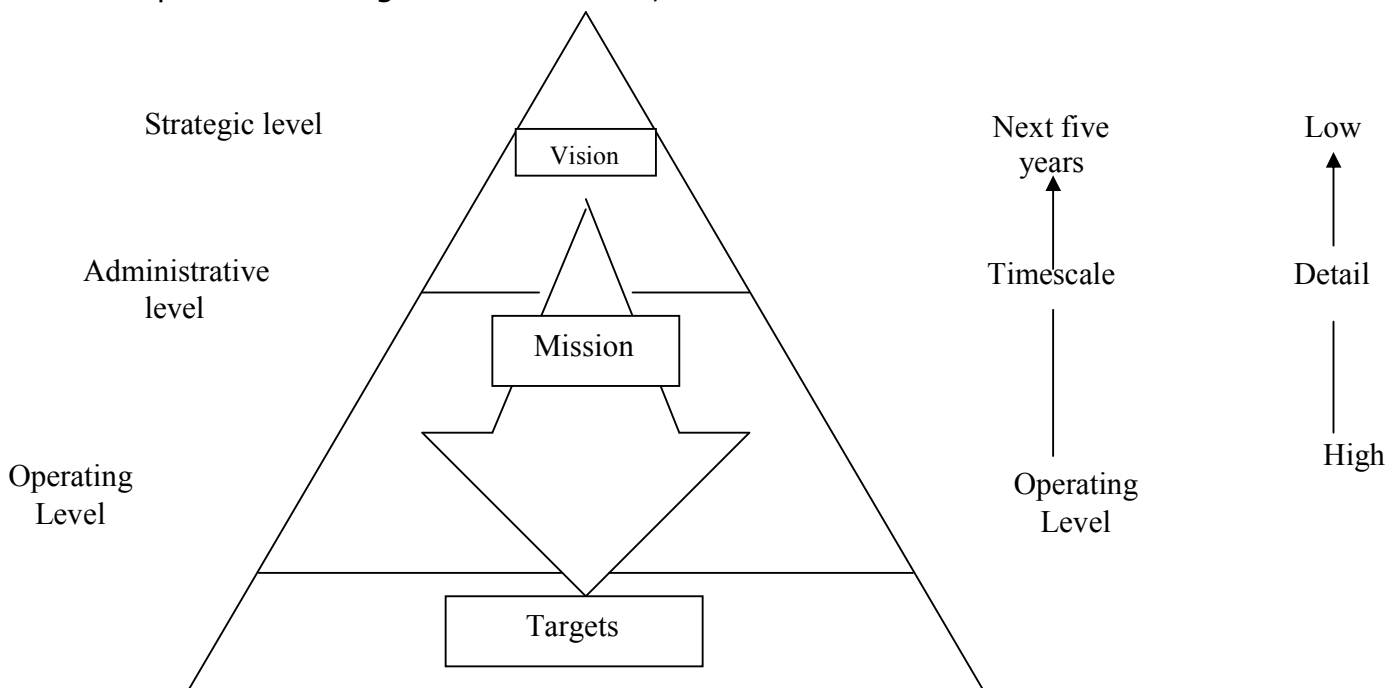


Fig. 4.1 From vision to targets

Q4. 'HR should operate as a business partner and not as a functional specialist'.

Ans4. Operating as a business partner

Defining what being a business partner means in practice involves looking at what the 'partner' requires from the relationship. Assuming that the business partner is line management, looking at what chief executives do not want from HR is as informative as finding out what they require. A small-scale research project in which chief executives talked about what they needed from the function suggests that CEOs do not value an emphasis on professional skills alone. HR professionals need to understand the business and its challenges, as well as be able to translate business strategies into their human resource implications. They need to be able to communicate with executives in ways which demonstrate this understanding. Similarly the study suggests that CEOs do not appreciate too great a concern with rules and procedures which results in inappropriate policing and blocking action. The quest for the 'perfect' solution or 'best practice' system is not appreciated either, if such initiatives are not owned by management or do not fit in the organization. This means that HR professionals must involve line managers in the development of initiatives which make a difference in how people are managed, developed and rewarded. The well-intentioned new appraisal scheme or competency framework, if developed by HR alone, may be perceived as over engineered or inappropriate.

HR professionals can provide partnership approach to addressing key organization issues.

Q. What are the issues you have to deal with?

- Board and committee- issues relating to the political profile of the organization, including relationships with... (external bodies, including funding bodies)
- Internal policy matters- issues relating to the organization culture and the management of change.
- The management of people- including relationships with three different unions management of trading areas within overall charitable institution.

Q. Which are the critical ones for your organization?

- The effective recruitment , management and development of people, since the organization depends on the skills and excellence of its staff in all areas.
- Ensuring that the (organization) stays at the cutting edge in all areas. The organization has to perform as market leader and see the highest of standards.

Q. What are the major challenges for you personally?

- Managing a diverse range of individually talented, but not necessarily like-minded people.
- The management of change which appears to be continuous and ensuring that the very best results are achieved.
- The integration of those cultures and understanding of those cultures is essential to the organization's success.
- The whole nature of the organization is very short-term. Part of the difficulty faced is marrying the short-term projects that are achieved regularly throughout the year with the more strategic and long-term policies that need to ensure the overall survival of the organization. I also need to help my managers achieve a better long-term understanding of where they are going so that they can forward plan more effectively than they do at present.

Q. What are the constraints of your role?

- Lack of recognition for how important human resources issues are e.g the board tends to focus only on financial matters.
- A union that is in the last century. Making change in these areas is very difficult.
- Time is major constraint as the organization works at full capacity throughout the year and it often appears one is responding to resolving immediate difficulties rather than carrying out forward planning.
- Financial pressure will continue to increase. This will put the people / managers under pressure to find alternative/ more efficient/different ways of doing things while maintaining the very high standards that the organization operates.

HR professionals need to be able to sense the issues which count, and to have the confidence to relay some potentially tough measures to management about what needs to be done. This is the quality described by Dave Ulrich as 'HR with attitude'. CEOs also need HR to be experts in process skills, able to win commitment and influence within the organization.

This requires an ongoing dialogue with the line business organization and the ability to both plan change and bring others effectively through change. For the HR function, the agenda becomes a simple one- the aim is to be both a contributing member of the management team as well as to create personal and functional capability. Business will then drive the HR agenda rather than HR activity being an end in itself.

Q7. Explain how you would conduct an HR audit in any organization.

Ans7.

A human resource audit reviews an organization's policies, procedures, and practices. Its purpose is to examine the technical and practical dimensions of the HR function and to create a comprehensive system that adds value to the organization.

Elements included in an audit are:

- Personnel Policies
- Personnel Files Review
- Performance Appraisal
- Evaluation Processes
- Termination Processes
- Unlawful Harassment Compliance
- Hiring and Orientation Procedures
- Benefits and Compensation Review
- Employee Status and Classification
- Job Descriptions
- Exit Interviewing

The HR audit reviews the full range of HR activities, including how your organization is structured to deliver the HR function, recruitment/selection, compensation and benefits administration, performance management, employee communications, safety and recordkeeping. Identifying "gaps" between policy and practice can not only increase legal compliance but also increase efficiency and productivity of your organization's HR activities, contribute to your quality improvement processes and enhance employee satisfaction that established standards are consistently followed.

The audit should help managers to do the following:

- Develop a framework of analysis within which they can identify and prioritize performance management issues
- Assess and measure actual and required performance and the necessary action to close any performance gaps
- Evaluate the effectiveness and efficiency of human resource practices in their integration with business planning and strategy.

Q8. Explain how HR can help implementing high performance work practices.

Ans8. How can HR help to implement high performance work practice?

By creating a culture which is supportive of high performance.

High performance does not occur in a vacuum. The organization's culture must be conducive to productivity and quality improvement.

By influencing attitudes

HR professionals can be effective in bringing about change through their cross organizational influence, ability to design structures and processes which support the business strategy and helping to create the culture changes through values and communication which support new ways of working. HR can help set up benchmarking visits to organization which are achieving outstanding results through people. Skillful use of data can stimulate the need for change among executives. One HR team, for example used data from employees –attitude survey and turnover statistics and the related costs to make the case for change. Changing the structure to match the proposed work processes should be complemented by corresponding changes in the physical workplace and in the way work is organized.

By designing and implementing HR processes which support the business strategy

At a practical level, to create the conditions for high performance, HR processes such as reward systems need to be aligned to the new ways of working. The following HR processes are typical of 'vanguard' companies describes by O' Toole:

- Highly selective recruitment
- Extensive training and skill development
- Contingent or performance related pay, at high rates
- Employee share ownership
- Benefits tailored to individual needs
- Providing some degree of employment security
- Sharing information about a firm's goals and results so that people know what to do accomplish and how they are doing. Reducing status differentials, if team working is to be a reality.

Q9. What do you think are the challenges of that HR must take into consideration for developing effective cross boundary working?

Ans9. The challenges of working across boundaries.

For many people, working in this way for the first time requires them to develop a specific mindset, one in which flexibility and responsiveness to others from the basis for collaboration. One of the key features of cross boundary working is that some employees experience mixed loyalties. This is particularly the case when project teams are seen as 'bolt-on' to the team members' ordinary work.

In a matrix structure, this often means that team members continue to have a clear reporting line back to their functional manager, with only a dotted line to the person responsible for the team. In practice this can mean that people lack commitment to the team or that they are withdrawn from the project team before their work is done.

1. **lack of trust:** when a major change, such as a merger between two organizations, brings about the need for cross boundary working, the difference in culture soon become apparent. When there are obvious 'winners' and 'looser' in the process, a lack of trust between the employees of acquiring and the acquired companies may be inevitable. People become highly sensitive to signals about whether they are on the winning or losing side. In the early days of a merger these signals can include senior appointments, redundancies and whose working practices and brand dominate. Depending on the business rationale for the merger, there are sometimes benefits in keeping operations largely separate, with collaboration at senior management level only.
2. **Turf issues:** working across boundaries requires people to bring their particular skills and knowledge to achievement of a joint task for which no individuals is likely to take the credit. If the reward processes reinforce the importance of individuals rather than team performance, employees may consider that doing their 'day job' is what will be taken seriously when performance is being assessed and may lack commitment to cross boundary work.
3. **knowledge Management:** A more fundamental barrier to cross-functional working may have its roots in the ongoing uncertainty of the employee and employer needs with respect to how information is developed and distributed. This is embodied in two apparently contradictory edicts. One is 'knowledge is power' and the other is knowledge is to be shared. Clearly there has to be a shred platform of trust and the opportunity for employees to develop valuable new skills through the team process if people are to see benefits in collaboration. HR ha a role to play in ensuring that team processes and use of information can address both organizational and

individual needs . training and appropriate rewards may be pan of the answer.

4. **Cultural difference:** the biggest obstacles to cross boundary working lie in culture differences which become apparent as people work together, whether the cultures in question are for instance national, departmental, functional age, or gender related. Cultural differences can cause division without team members being able to identify the reason. Language problems can also lead to communication difficulties. It is essential for effective cross boundary working to be successful, for the key differences in culture t be identified and taken into account when people are expected to collaborate.
5. **Us and Them:** Cultural differences of any sort can lead to an "us and them" approach which is unhelpful in cross boundary working. The perception of who is 'us' can change almost 'overnight'. From Research, it seems that 'us and the', 'winner and loser' behaviour is more likely when people feel threatened or are acting in unfamiliar settings. This suggest that some forum, whether training, teambuilding or other means of getting people talking with each other and better understanding each other's needs and strengths, is important.

Q11. Describe how HR can help in a merger situation.

Ans11. HR function has a potentially role to play in a merger. Involvement should begin in the run-up phase. Early identification of sensitive issues can reduce their impact over time.

Time must be set aside to work with directors and individuals on the critical HR issues. The research suggest that some of the critical contributions which HR can make are as follows:

Being involved in planning, transition and integration teams

HR professionals need to contribute specific expertise to these teams, enabling the merger to be managed as a project, while keeping the core business going.

- Develop effective ways of collaborating with the planning team from the other company in the pre-merger phase, if possible
- If the acquisition is perceived as hostile, identify as early as possible the key information you need to know if a thorough human resource due diligence is not possible. What other ways can the necessary information be obtained?
- What frame work is in place for managing the different phases of the merger?
- Find the ways in which people from both companies can get to know each other as quickly as possible
- Identify how the emerging organizational vision can be best be communicated
- Take a 'best of both' rather than 'equal shares' or 'acquirer dominates' approach to deciding who has which roles, which working practice etc. re adopted
- Decide fair principles on the handling of redundancies.

Identify the HR issues and carrying out an effective Human resource Due Diligence by:-

- Comparing terms and conditions of employment and salary scales including the structure of share options and to whom they are available, severance terms in contracts, incentive and bonus schemes in terms of immediate and future commitments.
- Gathering information about the management team – how critical are they and will they all remaining post-acquisition?
- Understand in the existing skills of the present HR team are they adequate to coordinate proposed changes to the business.
- Understanding the organization structure.
- Identifying the likely level of redundancies involved and prospect for early retirements.
- Identify which job description and / or profiles will need to be changed

- Comparing way of working and identifying major differences which will need to be addressed
- Considering the size and location of existing offices. Deciding whether office closures will be necessary and whether the provision of new office accommodation will be appropriate or possible.
- Is the organization unionized or does the staff council or similar employee representation group have any negotiation rights and if so, what do these rights include/
- Agreeing a clear communication plan for the first 100 days. What clear central message will be sent to all employees

Carrying out effective HR integration on the following:-

- Remuneration
- Benefits
- Terms and conditions
- Culture and management style
- Career and other development issues.
- Communication and climate
- Employee relations

Ensuring that management teams have the skills they need to manage the merge well

- Strategic management skills, especially understanding how to add value to the new business.
- Change management skills- being able to bring people with them through change
- Integration skills- being able to make decisions about structure, roles and dealing with sensitive situations.
- Cultural skills- being able to understand the dynamics of organizational culture, deal with cultural clashes and the emergence of a new culture
- People skills- being able to understand the reaction and concerns of employees and support them through change.

Helping line managers to communicate effectively during the transition phase.

Managers also have a key role in sustaining communication about the merger process to all employees even when there is 'no news'. In the early days managers may need to be made aware of the symbolic power of language to help or hinder the merger process. They may need to recognize that a merger is likely always be an emotional issue for employees and that employees need to be communicated with, and convinced of the benefits at an emotional not simply rational level.

Since managers are in the front line for communication, it is essential that they have the ability to develop two-way communications. HR can provide practical help with team briefings and feedback processes. Manager need to communicate by the merger has taken place, what the organization is trying to achieve and how each person's role contributes to achieving this.

Managing individuals with dignity

Chief executives, very action-oriented are keen to get through the difficult business of reorganization and job loss as possible. Speed is helpful as long as it does not compromise dealing with staff fairly and tearing them with dignity. The handling of key changes for individuals- such as job changes, appointments and relocations as well as exists set the tone for how staff view the new organization.

Developing and implementing actions to retain key employees

Good people have to stay if the two organization are to learn from each other's strengths. Line mangers need to identity and keep staff at all levels and actively involve them in the merger process. If such people are neglected in the early months, they often jump ship. Some organizations develop retention strategies which involve some sort of inducement such as 'golden handcuffs'. To encourage people to stay.

Keeping the top in touch with the bottom.

HR is uniquely placed to build in upward feedback to keep the boardroom in touch with what is really going on in an organization. The culture of the new organization begins from day one, not when vision and values statements start to appear.

Trainers who are able to understand the business dynamics and the sensitivities involved in cresting a new culture can provide a useful steer to line mangers who are charged with communications in the early days post-mergers.

Helping to clarify roles.

Once the shape of the organization becomes clearer, people may need help in clarifying their roles, knowing where they fit in the organization's purpose and how to be successful in the new setup. This may require them to learn new skills or adjust their working practices.

Q12. Explain how HR can create conditions for knowledge management.

Ans12. The conditions for knowledge management.

1. Develop a knowledge management framework
 - Decide what kinds of data, information and experience is valuable enough to retain and make available.
 - Identify what are the strategic management assets and assign someone to manage these.
 - Produce guidelines about the kind of information which should be stored so as to avoid the danger of overload.
 - Provide appropriate infrastructure in the form of communication technology, systems design and applications tools.
 - Decide on a knowledge 'architecture' which give guidance on what kind of data is valuable enough to retain and make available. This will include not simply product information but also useful knowledge such as lessons learnt from experience with customers, projects etc.
2. Develop a sharing approach
 - Experiment with building networks.
 - Share 'best practice' via the intranet, Lotus Notes etc.
 - Ensure that usable information is catalogued and stored with the relevant technology
 - Allow the majority of employees direct customer contacts
 - Give free access to all information to all employees
 - Disseminate information in a timely and extensive way.
3. Spot when knowledge assets are being under-utilized and find ways of getting knowledge onto people's agenda.
 - Raise awareness through the use of diagnostic and high level measurement .
 - Create a clear understanding of which knowledge is important for delivering strategic objectives .
 - Map knowledge and integration with the other key processes.
 - Prioritize important knowledge assets.
4. Enable people to develop information skills
 - Provide staff with the appropriate technology-many IT firms supply their employees with PCs and advanced communications equipments at home.
 - Universities and business schools are developing various forms of partnerships with business – make appropriate learning skills.
 - Provide training in IT systems to enable people to acquire and share the information they needs
 - Employees need to be skilled at time management in order to use their time effectively for the creation and sharing of
 - Knowledge

- HR can help employees to acquire information skills which will help them to become more employable as well as increasing their value to their employer:
 - resource investigation skills
 - Networking skills
 - Communication and diagnostic skills
 - A range of learning techniques
 - Team-based problem solving
 - Flexibility
 - Willingness to try new things, take risks and review learning.

5. Develop a knowledge-friendly culture

- CEO's need to set the style, ensuring that training and educational activities are both short and long term oriented.
- Create a clear shared vision and values about the effective creation and dissemination of knowledge.
- Trust is a vital component in the human aspects of knowledge management
- Leaders needs to encourage the sharing of best practice be recognizing and rewarding people when this happens and by being good role models
- Encourage research and development at all levels
- Actively develop and market new idea to create new products and services
- Ensure that the formal and informal reward systems reinforce the value of creating and sharing knowledge.
- Create a physical work environment which facilitate shared learning and knowledge.

6. Address the 'what's in it for me?' question

- Find synergies between the individual's need for growth and personal development and the company's need.
- Effective career development practices are conducive to the sharing of knowledge since people can see that they do not need on to knowledge in order to progress their career.
- For some employees, technophobia prevents them from keeping up in today's workplace. A few years ago, recognizing that some employees needed help, Marks 7 Spencer declared an IT amnesty for staff so that all employees could get up to speed with computers.
- Employees need to be able to willing to develop key skills for the workplace of tomorrow, which will enhance their employability. These include confidently seeking knowledge from other people, inside and outside the organization, as well as team skills and the willingness to collaborate with others to create new solutions.

- When employees cease to be overloaded with unnecessary data, and start to perceive the benefits of sharing information to their own effectiveness, they are more likely to willingly collaborate in the generation of useful knowledge.
- Employees should respect and value their knowledge and experience as an asset that can add value to the business and not fear sharing that knowledge.
- Employees can give and receive honest feedback which can help them and others to develop- and at the same time build trusting relationships.

7. Develop criteria for successful knowledge management projects.

- Ensure senior management support link the knowledge project to economic performance.
- Use appropriate technical and organizational infrastructure
Develop a standard, flexible knowledge structure
- Use clear purpose and language
- Use multiple channels for knowledge transfer

8. Communicate knowledge effectively

- Communicate at the right level-senior managers often talk at too senior a level to make sense lower down the organization.
- Use the experts to impart information. Involve contractors and flexible workers in communications strategies
- Managers should develop the skills of non-judgmental listening and brainstorming. 'Whacky' idea should be encouraged Make sure that people are rewarded in some way for developing and sharing knowledge.

Q13. Describe the effect of unionization on organizations.

Ans 13. The Impact of Unionization on Organizations

Organizations whose employees are represented by unions frequently have different human resource management system and employee and employer outcomes than do unorganized employers. The extent of unionization within organizations and industries is another influence on the potential impact of labor unions.

External Staffing

The presence of a union has several effects on external staffing. First, the wages benefits, work rules and promotion and job security structure of a unionized organization may be more dearly known to applicants. Second the wage level is generally higher than in comparison firms. Third, the promotion and job security system is usually based on seniority.

The effect of these features of unionized employment are generally positive for the employer who is filling bargaining unit vacancies.

Internal Labor Markets

The studies all agree that turnover rates from unionized organization are significantly lower than in nonunion establishments. They find further that the rate of internal job changes (transfers and promotions) is far higher in firms with unions.

Plant Demographics

The evidence that unionized employees are less likely to turn over, we also know that older and more senior employees are less likely to leave. Most plants have a designed physical capacity that limits the number of employees in a given location. Even when capacity is added the additions tend to be in chunks rather than in continual small increments. This means that the major staffing efforts take place within relatively concentrated time periods, such as when a shift is added or a plant opened. After the initial turnover has occurred and a stable plant cadre has evolved, new additions to the workforce simply cover replacements for terminations, retirement and the like.

Specific and General Training

Specific Training relates to those improvements in employees capabilities that make them more valuable to their present employer. For example, Knowledge of rules and procedures within the plant would be classified as specific training. General training refers to employee capabilities that are of value to all employers who hire that occupation.

Compensation system

The belief among employers that union wages are higher than nonunion wage is true. It is also clear that wage rates in labor- industries such as apparel, are lower for unionized workers than they are for nonunion workers in more capital intensive industries.

Wages and fringe Benefits.

There are also difference between union and nonunion employers in their mix of wage and fringe benefits payments.

It is also apparent recently that unionized employees have been less reluctant to give up hourly salary levels than they have been to concede economic fringe benefits.

Predictability of compensation Costs

If other things were equal, the wage penalty that unionized employers encounter would make them less productive and less profitable.

Although there is evidence that productivity is high profitability does not appear to be greatly influenced.

Vulnerability to union Organizing

Union organizing campaigns may begin as the result of dissatisfied employees contacting national or other local unions for assistance in organizing, or of the national or local union's decision to conduct an organizing drive.

Locational and Plant Characteristics

When establishment characteristics are examined, it is clear that smaller units are more vulnerable to organization than those that are larger. The difficulty in identifying common issues and uniting coalitions for a union victory is greater in larger units. Larger employers are also more sophisticated in combating an organizing campaign.

Taking a Strategic Stance towards Collective Bargaining

If human resource management is to support organizational goals, then an analysis must be made of how various strategies will support their accomplishment.

Contract Negotiations

Bargaining on new contracts is usually an event that takes place every two or three years. Thus it can be planned for and it influences greatly the operating conditions of the employer and the union for the next contract period.

Managerial Decision Making

Decision making should be taken into account the variables recently explored by Freeman and others. Strategies towards unions should take into account issues such as the occupation of workers being considered, productivity differences, human capital differences , wage differences the intended results of the operation of the organization's internal market and profitability.

Unionization I frequently said to reflect poorly on the abilities of the management. It does not. The real abilities of management are reflected in their competitive record against other organization in their industry.

Q14. What role can HR play in TQM?

Ans14. The Contribution Of The Human resource Function

TQ may put people at the heart of the business process but does it follow that it puts human resources at the heart of the business? It is certainly an opportunity, but is the human resource function capable of grasping that opportunity? It should be . It should have the expertise required to develop and implement means of influencing the behavior and attitude of employers and to manage the cultural changes involved. TQ initiatives should be based on the research and analysis of present behaviors attitude, beliefs and competencies which lead to the design and organization of education, training, communication, involvement and performance management programmes. All these are within the remit of the human resource function.

The potential for making a major contribution would b seem to rest at three levels, strategic, operational and within the human resource and personal function itself. These are considered below.

Strategic

Total quality represents a significant strategic change in the way an organization is managed. It is likely to result in changes in the organization, changes in management style and changes in key processes. A decision to undertake a TQ programme is likely to be based primarily on market and competitive pressure and the need to protect the organization's position in the wider environment.

The organization that it requires an understanding of:

- The existing culture and climate within the organization including attitudes to change
- The hierarchical structures and key elements of organized design
- The underlying-skill base
- Current approaches to employee communications and more importantly, their effectiveness
- Detailed knowledge of the impact and effectiveness of the people processes such as recruitment, reward systems, appraisal systems and training and development issues.

Total quality in itself also gives strategic importance to the police processes traditionally associated with human resource and personnel management. It raises their level of importance to the extent that the HR and personnel professional must be able to consider a series of operational responses within the wider strategic concept.

Operations:

Once the strategic decision to introduce TQ has been made, there is an operational impact on human resource and personnel policies and procedures which require an operational response from the function. Broadly this response falls into two categories:

1. the potential direct involvement in the TQ process by the human resource and personnel specialist, primarily through the education and training process involved in the TQ programme. The key features of such a programme require extensive education and training in team working, problem solving techniques, facilitator skills and quality awareness.
2. The design of policies and processes which support the TQ initiative, for instance;
 - reviewing the remuneration system to ensure that it supports the strategic objectives of the total quality programme.
 - Evaluating the performance appraisal system to ensure that performance management objectives reflect the objectives of the total quality program
 - Reviewing skill needs for all levels within the organization and ensuring that the recruitment, training and development processes reflect the likely new skill needs required of a total quality programme.
 - Changing the management development process in a situation where an organization is moving towards a learning, self development, continuous improvement culture.

This change the role of management from coordinating and supervising to 'enabling' which requires a different set of skills for management.

Trade union representatives are likely to be extremely suspicious of a TQ programme, particularly since it may appear potentially to undermine the role of the local trade union representative

Conclusion

TQ is not win or lose situation for the HR function. With people at the heart of TQ, it provides the HR function with an opportunity:

- Not to seek power but to make a useful contribution to running the business.
- To use the change management skills which ought to be part of skills of HR specialists
- To serve customers both within and outside the organization.

Q15. What changes and challenges are facing the traditional personnel function today?

Ans15. The New Agenda

There is profound ignorance among the general public about the role and activities of the personnel function. There is a vague idea that it is to do with recruitment and perhaps helping people in trouble. No doubt one reason for this is that, as mentioned in the previous chapter, many personnel people are notoriously weak in public relations.

As Armstrong goes on to say 'it is a systematic learnable discipline, with a wide range of explicit competencies;. An important feature for the individual intent on developing the more strategic approach is that he or she must have a first class grasp of these competencies.

The challenge of the changing Agenda

Moreover the agenda is changing. in referring to practice applying to the employment relationship, Tyson of Canfield writes that, in the light of dramatic change, companies will have in future to think of different kinds of practices to apply to the employment relationship. Personnel professional have found themselves in a different position from the one envisioned by optimistic commentators in the mid 1980s. The possibility of total integration between human resource and business strategy to the benefit of customers and the economy as a whole.

The function has to address itself to the new agenda and avoid clinging to the traditional comfortable activities of the past.

A Model For the New Strategic Agenda

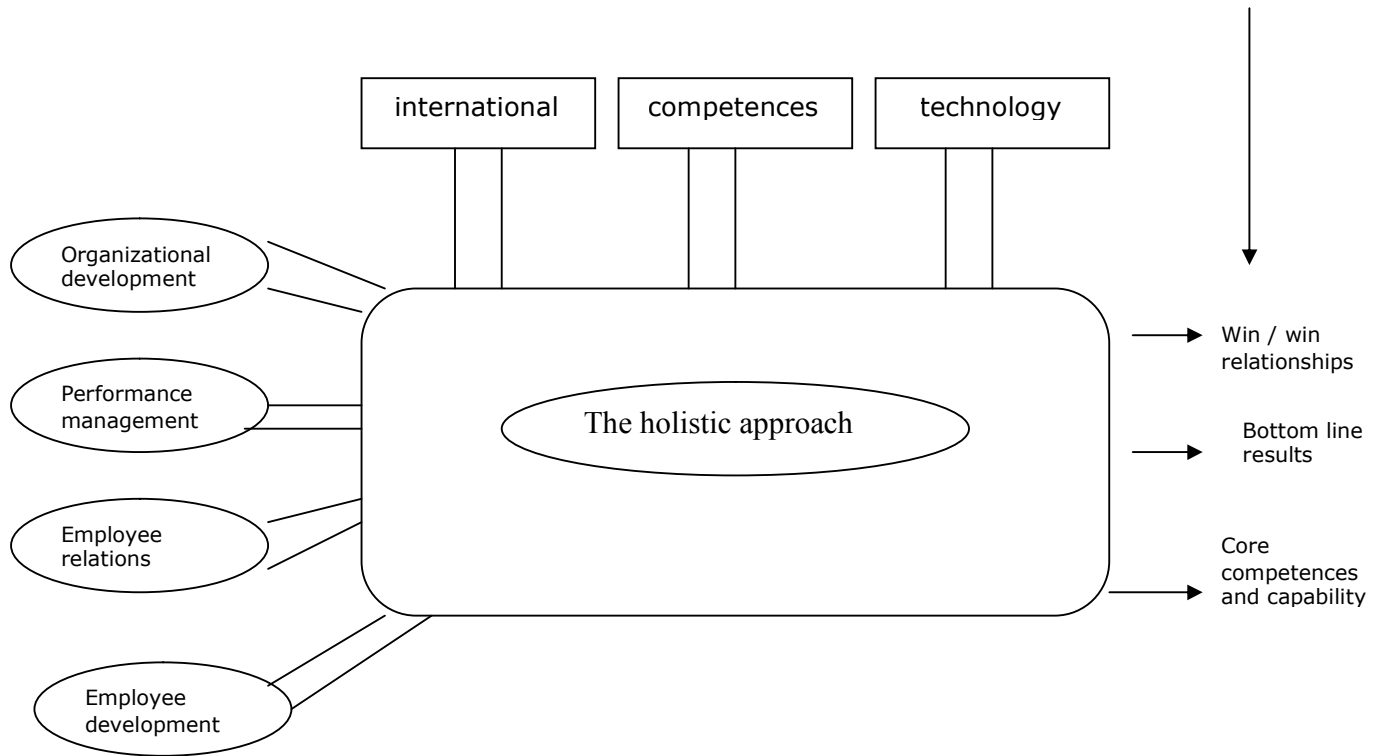
First and foremost, people are employed to deliver a product or service to the customer , so 'performance management' is the key to the model- the way the task is managed. Personnel strategy has a direct role to play in the delivery of high performance. Secondly comes 'organization structure and development': the way individuals are deployed. This is linked to "the third element,' employee development': the way individuals at all levels are trained and developed for tasks in hand. The final elements is the environment within which all these activities take place: in other words, 'employee relations' issues.

The importance of holistic thinking

One of the difficulties in trying to draw up a definitive model of this new agenda is that so many aspects are interlinked. For example, performance related pay is primarily seen as an inherent part of performance management. Yet one of the criticism it has faced as a technique is that it pays insufficient regard to the issue of team-working. In many companies it also has a development. In other words

it is inextricably linked to all three of the elements listed above. In terms of the way the personnel function is organized, there is here a clear analog with the principles of re-engineering. Personnel initiatives have to be regarded in a holistic way and can no longer be delivered in specialist isolation. Performance related pay (PRP) has often ailed because of a failure to pay heed to this strategic principle.

This has obvious for the development of personnel professionals.



The new personnel agenda for competitive advantage.

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Multiple Choice Single Answer

Question	The state most productive of change and new possibilities is the :-
Correct Answer	Edge of chaos
Your Answer	Edge of chaos

Multiple Choice Single Answer

Question	HR has to balance short-term skills and long-term development :-
Correct Answer	Needs
Your Answer	Needs

True/False

Question	Business strategies are necessarily expressed in writing.
Correct Answer	False
Your Answer	True

Multiple Choice Single Answer

Question	Who carry out the annual survey of issues related to working in organizations?
Correct Answer	Roffey park
Your Answer	Roffey park

Match The Following

Question	Correct Answer	Your Answer
Roger Leek	Training & development can support a culture change	Studied organizations which formerly had low rates of staff turnover
Gareth Morgan	An organization has no presence beyond that of the people who bring it to life	Knowledge can give individuals career trading power
Arnold Kransdorff	Studied organizations which formerly had low rates of staff turnover	An organization has no presence beyond that of the people who bring it to life
Charles Handy	Knowledge can give individuals career trading	Training & development can support a culture

	power	change
--	-------	--------

Select The Blank

Question	The questionnaire of Towers Perrin study asked respondents to select and rank 5 items from a list of 17 _____ factors affecting Human Resource Management.
Correct Answer	Environmental
Your Answer	Social

Multiple Choice Multiple Answer

Question	Computerised personnel information have major benefits such as :-
Correct Answer	Reducing tedious clerical work , Producing better quality letters , Reducing the chance of errors
Your Answer	Reducing tedious clerical work , Producing better quality letters , Reducing the chance of errors

Select The Blank

Question	Strategic thinking is a _____ process.
Correct Answer	Continuing
Your Answer	Continuing

Multiple Choice Multiple Answer

Question	Networking is the main operating mode & there is a strong culture in which :-
Correct Answer	Risk taking is good , Innovations can be made by everyone , There is a tolerance of honest mistakes
Your Answer	Risk taking is good , Innovations can be made by everyone , There is a tolerance of honest mistakes

Select The Blank

Question	Motivation strategy will refer to the performance management and _____ systems.
Correct Answer	Reward
Your Answer	Compensation

Multiple Choice Single Answer

Question	The adult learning process does not include :-
Correct Answer	Continuous professional development
Your Answer	Learning style preferences

Multiple Choice Single Answer

Question	Which period have been characterized by smaller, learner organizations with responsive structures and delayed management?
Correct Answer	1990's
Your Answer	1970's

Match The Following

Question	Correct Answer	Your Answer
HR Practices	Employee satisfaction	Employee Retentions
Sheffield University	Institute of Work Psychology	Predictive nature of employee satisfaction
CIPD Research	Predictive nature of employee satisfaction	Employee satisfaction
Gallup's Research	Employee Retentions	Institute of Work Psychology

Multiple Choice Single Answer

Question	According to Roger Harrison what can be achieved through exploiting the dynamic tension between the strengths of different culture types?
Correct Answer	Organizational excellence
Your Answer	Goodwill & reputation

Select The Blank

Question	Strategy as an emerging process of _____.
Correct Answer	Action
Your Answer	Organization

Select The Blank

Question	_____ suggests Human Resource Strategy in itself may not be effective.
Correct Answer	Tony Groundy
Your Answer	John Zimmerman

Select The Blank

Question	Organizations exist to accomplish some _____ or set of objectives.
Correct Answer	Mission

Your Answer Mission

Multiple Choice Multiple Answer

Question The distinction between the different levels may vary in different organisations according to their :-

Correct Answer Size , Complexity , Sophistication of their personnel function

Your Answer Size , Complexity , Sophistication of their personnel function

Multiple Choice Multiple Answer

Question A database on people consisting of what facilitates networking?

Correct Answer People's skills , People's expertise , Project experience

Your Answer People's skills , People's expertise , Project experience

Multiple Choice Single Answer

Question The emerging role of the HR Manager in Europe - This study was conducted by :-

Correct Answer EAPM

Your Answer IBM

Multiple Choice Multiple Answer

Question Strategic issues related to quantitative measures are :-

Correct Answer Constant change , Multi-Functional , People as assets

Your Answer Frequent change , Constant change , Multi-Functional

Multiple Choice Multiple Answer

Question Team members can be so busy that they do not :-

Correct Answer Take time to reflect , To see the wood for the trees , Take stock of what needs to be the new focus

Your Answer Take time to reflect , To see the wood for the trees , Take stock of what needs to be the new focus

Select The Blank

Question Pettigrew & Whipp identified _____ central factors for managing change successfully.

Correct Answer Five

Your Answer Five

Select The Blank

Question	_____ made studies of why change efforts often fail.
Correct Answer	John Koner
Your Answer	John Koner

Multiple Choice Multiple Answer

Question	HR being seen as :-
Correct Answer	Low credibility , Services , Transactional partner
Your Answer	Services , Transactional partner , Business partner

Multiple Choice Multiple Answer

Question	To work out what is required to support the business strategy are :-
Correct Answer	Stock trade current staff , Assess future needs , Identify gaps
Your Answer	Stock trade current staff , Assess future needs , Identify gaps

Multiple Choice Multiple Answer

Question	Approaches dealing with problems of integration are :-
Correct Answer	Understand how business strategy is formed , Understand key business issues , Establish methods of linking business &HR strategy
Your Answer	Understand how business strategy is formed , Understand key business issues , Establish methods of linking business &HR strategy

Select The Blank

Question	_____ of management is likely to be another key agenda item.
Correct Answer	Quality
Your Answer	Quality

Select The Blank

Question	The practices used in different QWL programs _____.
Correct Answer	Vary widely
Your Answer	Are related to each other

Multiple Choice Single Answer

Question	Which needs to be focused on areas which are relevant to the individual and the organisation?
----------	---

Correct Answer Development

Your Answer Safety

True/False

Question Much criticism of PRP stems from its failure to take account of team needs.

Correct Answer True

Your Answer True

Multiple Choice Multiple Answer

Question As per a study, the human resource activities rated above 70 percent were :-

Correct Answer Workforce productivity , Team work , Employee education and training

Your Answer Reward customer service , Workforce productivity , Team work

Multiple Choice Multiple Answer

Question Organizations are battle field in which workers and managers vie for the :-

Correct Answer Scarce resources of power , Income , Opportunity

Your Answer Scarce resources of power , Income , Opportunity

True/False

Question Strategists does not distinguishes strategy from business objectives, plans, financial projections, target for shareholder value or key result areas.

Correct Answer False

Your Answer False

Select The Blank

Question A survey of senior HR Managers carried out in _____ had straight forward ways of describing what the core role of strategic HR Should be.

Correct Answer 1998

Your Answer 2002

True/False

Question The organization's values must be conducive to productivity and quality improvement.

Correct Answer False

Your Answer True

Multiple Choice Single Answer

Question Governance of society is :-

Correct Answer Mutating

Your Answer Major factor

Select The Blank

Question People are _____ and developed to do jobs defined by the organization's formal structure.

Correct Answer Recruited

Your Answer Trained

Multiple Choice Single Answer

Question The technical changes will trigger a set of :-

Correct Answer Political issues

Your Answer Technical issues

Multiple Choice Multiple Answer

Question The different linking themes include :-

Correct Answer Competencies , Technology , International dimensions

Your Answer Holistic approach , Competencies , Technology

True/False

Question Personnel are normally in a good position to influence the content of opinion surveys.

Correct Answer True

Your Answer True

True/False

Question Christopher Lasch has labeled a culture of " narcissism".

Correct Answer True

Your Answer False

Multiple Choice Single Answer

Question Organizations also vary on the degree to which they promote from within v/s hire from external and :-

Correct Answer Labour pools

Your Answer Money pools

True/False

Question Operational information makes the job of the personnel clerk easier.

Correct Answer True

Your Answer True

Multiple Choice Single Answer

Question Which are manifestations of value statements about the worth of people to an organization?

Correct Answer Profit related pay & share ownership

Your Answer Share ownership

True/False

Question The only real measure of the quality of a product and service is whether it delivers customer satisfaction.

Correct Answer True

Your Answer False

Select The Blank

Question _____ executives take a full part in the strategic planning process.

Correct Answer T&D

Your Answer HR

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

True/False

Question	Managers are able to support people with their development as well as their current skills.
Correct Answer	False

Multiple Choice Multiple Answer

Question	Strategies for securing commitment to change :-
Correct Answer	Preparation , Acceptance , Commitment

True/False

Question	In the current state of evolution of HR, there is a perceived need to sell the value of HR.
Correct Answer	True

Multiple Choice Multiple Answer

Question	Quality of life consists of :-
Correct Answer	Trade off between family , Leisure , Career

Match The Following

Question	Correct Answer
Transfer & Promotion Procedures	Human Resource Department
Groundwork	Clients and users
Key Processes	Reward and Control
Human Resource Systems	Personnel function

Select The Blank

Question	The _____ and control systems should be altered to support the strategic human resource function.
----------	---

Correct Answer Reward

Multiple Choice Single Answer

Question The macro strategy of a QWL program does not determine :-

Correct Answer General approach for creating change

True/False

Question Many firms can afford to ignore the international dimensions.

Correct Answer False

Select The Blank

Question The human Resource organization will probably have to review its mission and _____.

Correct Answer Strategy

True/False

Question The use of flexible hours, daily, weekly and annual are related to time based.

Correct Answer True

Multiple Choice Single Answer

Question How many interrelated sets of processes will have to be carefully monitored?

Correct Answer Three

Select The Blank

Question Marilyn McDougall and _____ carried out a study of how companies measure the impact of HRM to the bottom line.

Correct Answer Angela Mulvie

Select The Blank

Question	The process of eliminating jobs is frequently compared to _____.
Correct Answer	Death and murder

Match The Following

Question	Correct Answer
Completion of Management Agenda	UK
Impact of HRM to the bottom line	Marilyn McDougall & Angela Mulvie
360 Feedback based on	Range of competencies
Effects of changing workplace on employees	Roffey Park

Multiple Choice Multiple Answer

Question	Different areas of HR responsibility include :-
Correct Answer	Maximum strategic impact , Co-ordinate , Communicate

Select The Blank

Question	_____ is created from the intellect of knowledge workers, not from the labour of low grade service and production workers.
Correct Answer	Growth

Multiple Choice Multiple Answer

Question	Communication is :-
Correct Answer	About relationship building , Is obvious area for active collaboration between human resource professionals and the line , Considered a key component of change management

True/False

Question	In practice, the right balance between individuals & team has never proved to be elusive.
Correct Answer	False

Multiple Choice Multiple Answer

Question	Strategies towards unions should take into account issues such as :-
----------	--

Correct Answer The occupation of workers being considered , Productivity differences , Human capital differences

Multiple Choice Single Answer

Question Informal system is :-

Correct Answer Inherently unpredictable

Multiple Choice Multiple Answer

Question Operational issues related to qualitative measures are :-

Correct Answer Stability , Functional integrity , People as expenses

Select The Blank

Question Companies are appearing at the center of loose alliances, linked together with global networks.

Correct Answer Virtual

Multiple Choice Multiple Answer

Question Ingredients of business strategy are :-

Correct Answer Analytical , Visionary , Flexible

Select The Blank

Question HR professional should apply risk management techniques to the different aspects of _____.

Correct Answer HR Strategies

Multiple Choice Single Answer

Question The word Strategy is derived from which sphere ?

Correct Answer Military sphere

Multiple Choice Single Answer

Question Individual employees have the technical knowledge to achieve :-

Correct Answer Short-term Results

Multiple Choice Multiple Answer

Question The potential for making a major contribution would seem to rest at 3 levels such as :-

Correct Answer Strategic , Operational , Within the human resources

Multiple Choice Multiple Answer

Question	As per a study, the human resource activities rated above 70 percent were :-
Correct Answer	Workforce productivity , Team work , Employee education and training

True/False

Question	The organization's values must be conducive to productivity and quality improvement.
Correct Answer	False

Select The Blank

Question	Human Resource Management in the multidivisional company - The authors of this book is _____.
Correct Answer	Purcell and Ahlstrand

Multiple Choice Single Answer

Question	Motivation is also affected in an organization by :-
Correct Answer	Quality of leadership

Multiple Choice Single Answer

Question	"Can product be `stolen' " or imposed by competition (need for secrecy) is classified under :-
Correct Answer	The nature of the product

True/False

Question	Evidence suggests unionised establishments will be less successful.
Correct Answer	False

Select The Blank

Question	Let go of unnecessary routine tasks means _____.
Correct Answer	Debureaucratize

Multiple Choice Multiple Answer

Question	During mergers, effective HR integration is carried out on the following :-
Correct Answer	Remuneration , Benefits , Terms and conditions

Multiple Choice Single Answer

Question	Which approach is provided by HR professionals to addressing key organizational issues?
Correct Answer	Partnership

Select The Blank

Question The major focus is on _____ acquisition to carry out the strategic plan as well as the development of procedures for measuring and monitoring performance.

Correct Answer Resource

Multiple Choice Multiple Answer

Question Types of contribution are :-

Correct Answer Exceptional teamwork , Excellence in normal key tasks , High achievement in a special project

Multiple Choice Single Answer

Question The strategy mainly focus on how many things?

Correct Answer Two

Multiple Choice Single Answer

Question Major political shifts have opened up vast new markets for :-

Correct Answer Capitalist goods & service

Select The Blank

Question The organisation will treat employees with respect & dignity is known as _____.

Correct Answer Reassurance

True/False

Question The differences in perspective of senior management and unit managers is not very significant.

Correct Answer False

Multiple Choice Single Answer

Question Which teams are being encouraged to take their corporate citizenship roles seriously?

Correct Answer Management

Multiple Choice Single Answer

Question Organization's mission and goals should be translated into its :-

Correct Answer Business & strategic plan

True/False

Question HR function cannot be prioritized and the appropriate focus for benchmarking can be selected.

Correct Answer False

Multiple Choice Single Answer

Question Who suggests that the HR department itself will be an integrating device?

Correct Answer Shaun Tyson

True/False

Question Flexibility is HR's most precious asset.

Correct Answer False

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Select The Blank

Question	Continuous _____ and learning targets should be features of the process of managing for high performance.
Correct Answer	Improvement
Your Answer	Improvement

Multiple Choice Single Answer

Question	What type of effort is required to encourage all the members of the organization to work together?
Correct Answer	Continuous
Your Answer	Continuous

Multiple Choice Multiple Answer

Question	There has to be a clear strategy with regard to the type of knowledge the organisation wishes to :-
Correct Answer	Develop , Store , Able to retrieve
Your Answer	Develop , Share

Multiple Choice Multiple Answer

Question	Key targets for strategic activity with regard to employees include :-
Correct Answer	Clarify career tracks , Ensure balance , Involve people
Your Answer	Clarify career tracks , Ensure balance , Involve culture

Multiple Choice Single Answer

Question	When the term strategy was began to emerge in business?
Correct Answer	In 1960's
Your Answer	In 1960's

Multiple Choice Single Answer

Question	Widespread competition from a range of sources is leading to greater corporate amalgamation within the :-
Correct Answer	Market place
Your Answer	Market place

Multiple Choice Multiple Answer

Question	In a marketing / service organisation, development includes :-
Correct Answer	On the job training , Interpersonal skills , Career path through marketing
Your Answer	On the job training , Interpersonal skills , Career path through marketing

Match The Following

Question	Correct Answer	Your Answer
Long term reorganisation	Of the economy	Of the economy
Shifts in the patterns of careers &	The increased opportunities for traditional vertical mobility	The increased opportunities for traditional vertical mobility
The increased emphasis of white collar productivity &	Resulting scrutiny of professional work	Resulting scrutiny of professional work
Retrenchment - driven shifts in patterns of supervision &	Risk taking that upset the culture & style of management	Risk taking that upset the culture & style of management

Multiple Choice Multiple Answer

Question	The most cost effective approach is :-
Correct Answer	To identify core elements , Concentrate efforts on core elements
Your Answer	To identify core elements , Concentrate efforts on core elements

True/False

Question	The interest in recent years in emotional & other forms of intelligence is starting to percolate through into western management vocabulary.
Correct Answer	True
Your Answer	True

Multiple Choice Single Answer

Question	The management thinking has developed over the last :-
Correct Answer	30 years
Your Answer	30 years

True/False

Question	The business side of the process begins with the strategic link as the guiding framework.
----------	---

Correct Answer False

Your Answer False

Multiple Choice Single Answer

Question How many characteristics were listed in the survey of the International Manager?

Correct Answer 6

Your Answer 6

Select The Blank

Question _____ aims to put a financial measure on an organisation's intellectual capital.

Correct Answer Knowledge exchange

Your Answer The consortium

Multiple Choice Multiple Answer

Question Research carried out in the UK suggests that core elements in development of competitive advantages are :-

Correct Answer Management development , Career development , Continuous training & retraining

Your Answer Career development , Continuous training & retraining , Career tracks

True/False

Question Human resource activities are typically administered by competent practices.

Correct Answer False

Your Answer True

Select The Blank

Question In an organisation you have to recognise that the formal & informal systems _____.

Correct Answer Co - exist

Your Answer Co - exist

Multiple Choice Single Answer

Question Government, the economy and civil society need to be in :-

Correct Answer Balance

Your Answer Balance

True/False

Question	Personnel are normally in a good position to influence the content of opinion surveys.
Correct Answer	True
Your Answer	True

Multiple Choice Single Answer

Question	During the 70's & 80's much work was done to produce models to facilitate :-
Correct Answer	Rational process
Your Answer	Rational process

Match The Following

Question	Correct Answer	Your Answer
HR Agenda	Retention of Talents	Retention of Talents
HR Practitioners	Mentor	Mentor
HR Strategists	Embedded practices	Embedded practices
Responsibilities of HR	Recruitment	Recruitment

True/False

Question	T&D is strongly aligned to the strategic leadership and planning processes of the business.
Correct Answer	True
Your Answer	True

Select The Blank

Question	Organizations exist to accomplish some _____ or set of objectives.
Correct Answer	Mission
Your Answer	Mission

Multiple Choice Single Answer

Question	Who quoted manual on business strategy?
Correct Answer	Lewis Carrollis Alice,s
Your Answer	Lewis Carrollis Alice,s

Multiple Choice Multiple Answer

Question	Outcomes of business strategy :-
Correct Answer	Mission statement , Financial projections , Company positioning
Your Answer	Mission statement , Financial projections , Company positioning

Select The Blank

Question	The easiest form of change to implement is _____.
Correct Answer	Strengthening the culture
Your Answer	Do the right things sufficiently

Multiple Choice Single Answer

Question	What is unlikely to lead to knowledge sharing?
Correct Answer	People's goodwill
Your Answer	People's goodwill

Multiple Choice Single Answer

Question	Which is the process of linking human resource management policies and activities to explicit business strategies?
Correct Answer	Strategic integration
Your Answer	Strategic integration

Select The Blank

Question	_____ process is the key to an effective human resource system.
Correct Answer	Performance Appraisal
Your Answer	Performance Appraisal

Select The Blank

Question	Few personnel managers use _____ as an indicator for morale.
Correct Answer	Absenteeism
Your Answer	Absenteeism

True/False

Question	Pettigrew and Whipp Concluded from the recent research into change in a number of British firms in Automobile, Publishing, financial services and insurance industries.
Correct Answer	True

Your Answer True

Select The Blank

Question In some companies there is a senior level _____ who can ensure broad level attention for knowledge issues.

Correct Answer Knowledge sponsor

Your Answer Manager

Multiple Choice Single Answer

Question The following is a well known company which encourages innovations :-

Correct Answer 3 M

Your Answer British Airways

Select The Blank

Question Commitment strategy is inherently _____.

Correct Answer Long term

Your Answer Continuous

Multiple Choice Single Answer

Question HR practitioners are under pressure to prove that value is being added by :-

Correct Answer HR Activities

Your Answer HR Strategies

True/False

Question The HR team needs to be able to operate strategically, even if its delivery is currently operational.

Correct Answer True

Your Answer False

Multiple Choice Multiple Answer

Question Attributes of a quality employee :-

Correct Answer Attitude to quality , Team work , Accuracy

Your Answer Attitude to quality , Team work , Accuracy , High achievement

Multiple Choice Single Answer

Question	The chambers of 20th century dictionary describes strategy as :-
Correct Answer	Generalship
Your Answer	Generalship

Multiple Choice Multiple Answer

Question	Change in the cultural area calls for an examination of norms and values, using such group-based methods as :-
Correct Answer	Action Research , Data Feedback , Team Building
Your Answer	Action Research , Data Feedback

Select The Blank

Question	The _____ key processes that need major attention are reward and control.
Correct Answer	Two
Your Answer	Two

True/False

Question	E-commerce is becoming the 'normal' way to do business.
Correct Answer	True
Your Answer	True

Multiple Choice Multiple Answer

Question	H R Managers are responsible for:-
Correct Answer	Setting salary policy , Implementing salary policy , Administrating salary policy
Your Answer	Setting salary policy , Implementing salary policy , Administrating salary policy

Multiple Choice Multiple Answer

Question	Strategic management style includes :-
Correct Answer	Strategic planning , Strategic control , Financial control
Your Answer	Strategic planning , Strategic control , Human resource planning

True/False

Question	The technical changes will trigger a set of political issues.
Correct Answer	True
Your Answer	True

Multiple Choice Single Answer

Question	Who are criticized for developing training and development strategies which do not match business priorities?
Correct Answer	HR Teams
Your Answer	HR Professionals

Select The Blank

Question	The ability to hold the business together as a totality while simultaneously changing it is known as _____.
Correct Answer	Coherence in the management of change
Your Answer	Coherence in the management of change

Multiple Choice Single Answer

Question	Line Managers should insist on involving HR Professionals :-
Correct Answer	In business strategy making process
Your Answer	In business strategy making process

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

Match The Following
Question Correct Answer Your Answer

HR Agenda --Retention of Talents

HR Practitioners --Mentor

HR Strategists --Embedded practices

Responsibilities of HR-- Recruitment

Multiple Choice Single Answer

Question Who, in the past expected periodic unemployment over their careers?
Correct Answer Blue collar workers
Your Answer Administrative staff

Multiple Choice Single Answer

Question When top managers lay off technical & professional workers, they must assess the impact of such lay off on :-
Correct Answer The remaining corps of employees
Your Answer The remaining corps of employees

Multiple Choice Multiple Answer

Question IT sector employers are looking for :-
Correct Answer Specific skills , Experience , High market value
Your Answer Specific skills , Experience

True/False

Question HR partner will probably be involved in some way with the implementation of the solution.
Correct Answer True
Your Answer True

Multiple Choice Single Answer

Question What is the general observation / importance in ensuring excellent candidates can be seen at times which are possible for them, rather than to a fixed interview schedule?
Correct Answer Flexibility
Your Answer Flexibility

Select The Blank

Question The organization's _____ must be conducive to productivity and quality improvement.
Correct Answer Culture
Your Answer Culture

Match The Following
Question Correct Answer Your Answer

Classic consultancy cycle --Gaining Entry

Technology-- Working Practices

Dave Ulrich --Appropriate risks

Gareth Morgan-- Formal Authority

True/False

Question The interest in recent years in emotional & other forms of intelligence is starting to percolate through into western management vocabulary.

Correct Answer True

Your Answer True

Multiple Choice Multiple Answer

Question Quality of life consists of :-

Correct Answer Trade off between family , Leisure , Career

Your Answer Leisure , Career

Multiple Choice Single Answer

Question The adult learning process does not include :-

Correct Answer Continuous professional development

Your Answer Continuous professional development

Select The Blank

Question _____ responsibility is to keep up to date & keep up with the information flow.

Correct Answer Knowledge owner's

Your Answer Knowledge manager's

Select The Blank

Question Given the current emphasis on individualism the obvious route might seem to be the _____.

Correct Answer Sophisticated human relations mode

Your Answer Sophisticated human relations mode

True/False

Question The only real measure of the quality of a product and service is whether it delivers customer satisfaction.

Correct Answer True

Your Answer True

Select The Blank

Question Let go of unnecessary routine tasks means _____.

Correct Answer Debureaucratize

Your Answer Centralize

Multiple Choice Multiple Answer

Question Communication is :-

Correct Answer About relationship building , Is obvious area for active collaboration between human resource professionals and the line , Considered a key component of change management

Your Answer About relationship building , Is obvious area for active collaboration between human resource professionals and the line , Considered a key component of change management

Select The Blank

Question HR Scorecard stands alone but fits into the _____ scorecard.

Correct Answer Balance

Your Answer Corporate

True/False

Question Time is not a major constraint as the organization works at full capacity throughout the year.

Correct Answer False

Your Answer True

True/False

Question If mergers are handled `professionally they can never backfire.

Correct Answer False

Your Answer False

Select The Blank

Question The majority of respondents commented on the negative features of working in a political environment, including the adverse effects on job _____.

Correct Answer Satisfaction

Your Answer Satisfaction

Multiple Choice Single Answer

Question The CIPD research also highlighted the predictive nature of the employee satisfaction for business :-

Correct Answer Results

Your Answer Policies

Multiple Choice Multiple Answer

Question The unfairness issues are associated with :-

Correct Answer Comparisons with other organizations , Feelings that other classes of employees in the same organization are more favorably treated

Your Answer Comparisons with other organizations , Feelings that other classes of employees in the same organization are more favorably treated

Multiple Choice Multiple Answer

Question The QWL program provides a framework for co-ordinating what in order to produce improvements in QWL outcomes?

Correct Answer The introduction , Maintenance , Improvement

Your Answer The introduction , Maintenance , Improvement

Select The Blank

Question _____ performance does not occur in a vacuum.

Correct Answer High

Your Answer Individual

Select The Blank

Question Individual level where people are usually motivated to close the gap between their current and desired _____.

Correct Answer Capabilities

Your Answer Skills

Multiple Choice Multiple Answer

Question Outcomes of business strategy :-

Correct Answer Financial projections , Company positioning , Mission statement

Your Answer Mission statement , Financial projections , Company positioning

Multiple Choice Multiple Answer

Question Some prerequisites of HR team include :-

Correct Answer Interpersonal and consultancy skills , Planning and implementation skills , Willingness to learn from other organisation

Your Answer Interpersonal and consultancy skills , Planning and implementation skills , Willingness to learn from other organisation

Multiple Choice Single Answer

Question Today what has become more salient in lay off procedures?

Correct Answer Interpersonal dimensions

Your Answer Seniority

True/False

Question Mission can provide a steering force for organization improvement.

Correct Answer False

Your Answer True

True/False

Question Flatter structures can reinforce the desire to hoard information.

Correct Answer True

Your Answer True

Multiple Choice Single Answer

Question According to whom there is a much wider caliber of people applying for jobs than in years gone by?

Correct Answer Head hunters

Your Answer Recruiters

True/False

Question The technical changes will trigger a set of political issues.

Correct Answer True

Your Answer True

Multiple Choice Multiple Answer

Question The 100 day plan addresses most of the integration issues at the level of :-

Correct Answer Human resource matters , Systems , Processes

Your Answer Systems , Processes , Top management

Select The Blank

Question The generalists should develop _____.

Correct Answer At least one area of expertise

Your Answer At least one area of expertise

Multiple Choice Single Answer

Question The employees are sensitive to the differences which affect them most especially if they perceive the acquisition to be :-

Correct Answer Hostile

Your Answer Hostile

Multiple Choice Single Answer

Question Which is HR's most precious asset?

Correct Answer Credibility

Your Answer Credibility

Multiple Choice Multiple Answer

Question Forms of employee participation in idea generation are :-

Correct Answer Suggestion schemes , Quality circles , Problem-solving groups

Your Answer Suggestion schemes , Quality circles , Assessment centers

Select The Blank

Question In Roffey park's survey, electronic mail is used by _____ percent of respondents.

Correct Answer 78

Your Answer 78

Multiple Choice Multiple Answer

Question Right people are being :-

Correct Answer Hired , Promoted , Transferred
Your Answer Hired , Promoted , Retained

Multiple Choice Single Answer

Question If there is too much stability the organization can become :-
Correct Answer Internally focused
Your Answer Internally focused

Multiple Choice Multiple Answer

Question Critical success factors consist of :-
Correct Answer People , Financial performance , Market share
Your Answer People , Financial perspective

True/False

Question Perhaps the biggest obstacle to shared learning is a blame culture when things go wrong.
Correct Answer True
Your Answer True

Select The Blank

Question Human Resource Management in the multidivisional company - The authors of this book is _____.
Correct Answer Purcell and Ahlstrand
Your Answer Purcell and Ahlstrand

True/False

Question Professor Robert B. Reich has identified six 'social glues' of the company of the future.
Correct Answer True
Your Answer True

Multiple Choice Multiple Answer

Question Strategies for securing commitment to change :-
Correct Answer Preparation , Acceptance , Commitment
Your Answer Preparation , Acceptance , Motivation

Multiple Choice Single Answer

Question The first task is for the human resource function to clarify its own :-
Correct Answer Priorities
Your Answer Commitment

Multiple Choice Single Answer

Question Cross-boundary working is where employees of different corporate cultures are required to work :-
Correct Answer Closely together
Your Answer Closely together

LIST OF ATTEMPTED QUESTIONS AND ANSWERS

True/False

Question Radford defines responsibilities of HR.
Correct Answer True
Your Answer True

True/False

Question Human Resources and manufacturing were tied to the highest pay levels of functional heads.
Correct Answer True
Your Answer True

Select The Blank

Question Performance management of the _____ has mainly focused on activity management.

Correct Answer 1990's

Your Answer 1970's

Multiple Choice Multiple Answer

Question Strategic management involves :-

Correct Answer Mission & strategy , Formal structure , Human resource system

Your Answer Mission & strategy , Formal structure , Human resource system

True/False

Question In real terms, the cost of quality is the cost incurred in not getting things right first time.

Correct Answer True

Your Answer True

True/False

Question Much criticism of PRP stems from its failure to take account of team needs.

Correct Answer True

Your Answer True

Select The Blank

Question _____ of management is likely to be another key agenda item.

Correct Answer Quality

Your Answer Quality

Multiple Choice Single Answer

Question Who suggests that the HR department itself will be an integrating device?

Correct Answer Shaun Tyson

Your Answer Shaun Tyson

Select The Blank

Question Pettigrew & Whipp identified _____ central factors for managing change successfully.

Correct Answer Five

Your Answer Three

Multiple Choice Single Answer

Question What senior executives do?

Correct Answer Develop Strategy

Your Answer Develop Strategy

Multiple Choice Multiple Answer

Question The different linking themes include :-

Correct Answer Competencies , Technology , International dimensions

Your Answer Holistic approach , Competencies , Technology

Select The Blank

Question _____ issues tend to be well disguised.

Correct Answer Territorial

Your Answer Political

Multiple Choice Multiple Answer

Question Business strategy content are :-

Correct Answer Socio economic , Technological , Political-legal

Your Answer Socio economic , Technological , Work systems

True/False

Question In practice, the right balance between individuals & team has never proved to be elusive.

Correct Answer False

Your Answer False

True/False

Question Changing any process in isolation is a fool's errand.

Correct Answer True

Your Answer True

Select The Blank

Question Strategy as an emerging process of _____.

Correct Answer Action

Your Answer Organization

True/False

Question Develop a commitment of how to organise and manage for competitiveness.

Correct Answer False

Your Answer True

Select The Blank

Question Strategic thinking is a _____ process.

Correct Answer Continuing

Your Answer Ongoing

Multiple Choice Single Answer

Question Which of the following is not a method of learning?

Correct Answer Outdoor development

Your Answer Outdoor development

Multiple Choice Single Answer

Question What does change bring about for individuals & organizations?

Correct Answer Opportunities

Your Answer Opportunities

Multiple Choice Single Answer

Question Majority of the cartelistic of international manager involve

Correct Answer Soft skills

Your Answer Intangible skills

Multiple Choice Multiple Answer

Question Training provisions include :-

Correct Answer Type of training provided , How training budgets are controlled , Evaluation practices

Your Answer Type of training provided , How training budgets are controlled , Evaluation practices

Multiple Choice Multiple Answer

Question Prof. Peter Smith's concept is related to :-

Correct Answer Cultural Differences , Cross-cultural working , People work together

Your Answer Cultural Differences , Cross-cultural working , People work together

Multiple Choice Single Answer

Question The concept of what is vital to improve the effectiveness of an organisation's process :-

Correct Answer Internal customer

Your Answer External customer

Select The Blank

Question There are _____ for sharing & developing knowledge inside the company.
Correct Answer Opportunities
Your Answer Opportunities

Select The Blank

Question _____ is potentially one of the most difficult to implement effectively.
Correct Answer T Q
Your Answer T Q

Multiple Choice Multiple Answer

Question Typical actions that reduce the scope of activity of an organization include :-
Correct Answer Cost cutting programs , Reduction of capacity , Divestitures
Your Answer Reduction of capacity , Divestitures

Multiple Choice Multiple Answer

Question The most cost effective approach is :-
Correct Answer Concentrate efforts on core elements , To identify core elements
Your Answer To identify core elements , Concentrate efforts on core elements , Give significance to supporting factors

Multiple Choice Single Answer

Question One of the most valuable factor in overcoming cultural challenges is :-
Correct Answer Outstanding communication & persuasion skills
Your Answer Outstanding communication & persuasion skills

Multiple Choice Single Answer

Question According to Roger Harrison what can be achieved through exploiting the dynamic tension between the strengths of different culture types?
Correct Answer Organizational excellence
Your Answer Goodwill & reputation

Multiple Choice Multiple Answer

Question H R Managers are responsible for:-
Correct Answer Setting salary policy , Implementing salary policy , Administrating salary policy
Your Answer Setting salary policy , Implementing salary policy , Total employment cost

Match The Following

Question Correct Answer Your Answer

Cost of external failure The cost arising outside the organisation due to failure to achieve the quality specified after the transfer of ownership to the customer The cost arising outside the organisation due to failure to achieve the quality specified after the transfer of ownership to the customer

Cost of prevention The cost of an action to prevent or reduce defects and failures The cost of an action to prevent or reduce defects and failures

Cost of appraisal The cost of assessing the quality achieved The cost of assessing the quality achieved

Cost of internal failure The costs arising within the organisation due to failure to achieve the quality specified before the transfer of ownership to the customer The costs arising within the organisation due to failure to achieve the quality specified before the transfer of ownership to the customer

True/False

Question T&D is strongly aligned to the strategic leadership and planning processes of the business.
Correct Answer True

Your Answer True

Select The Blank

Question Organizations whose employees are represented by unions frequently have _____.

Correct Answer Different human resources management systems

Your Answer Different human resources management systems

True/False

Question QWL represents an image of the way people should relate to each other & to their organisation.

Correct Answer True

Your Answer True

Multiple Choice Multiple Answer

Question Primary sources of data are :-

Correct Answer Interviews with senior Management , Interviews and questionnaires with line Management , In-depth questionnaires from human resource staff

Your Answer Interviews with senior Management , Interviews and questionnaires with line Management , Collecting data

Multiple Choice Single Answer

Question Most important assets an organization has and their effective management is the key to its success :-

Correct Answer People

Your Answer People

Select The Blank

Question The organisation will treat employees with respect & dignity is known as _____.

Correct Answer Reassurance

Your Answer Reassurance

Multiple Choice Multiple Answer

Question In the immediate transition, major events include :-

Correct Answer The appointment of a new board of directors , Other key appointments , Redundancies

Your Answer The appointment of a new board of directors , Redundancies , Fixation of pay structures

Multiple Choice Single Answer

Question Strategic business partnership is :-

Correct Answer Not a one way street

Your Answer Not a one way street

Multiple Choice Multiple Answer

Question The distinction between the different levels may vary in different organisations according to their :-

Correct Answer Size , Complexity , Sophistication of their personnel function

Your Answer Size , Sophistication of their personnel function , Structural make up

Match The Following

Question Correct Answer Your Answer

Tyson of Cranfield Companies will have in future to think of different kinds of practices to apply to employment relationships Company remains stuck in the old adversarial bargained constitutional mode

Kinsley Lord Model encapsulates much of what organisation development now involves Companies will have in future to think of different kinds of practices to apply to employment relationships

Murlis Defined 5 main kinds of teams Common sense is a systematic learnable discipline with a wide range of explicit competencies

Armstrong Common sense is a systematic learnable discipline with a wide range of explicit competencies
The agenda remains fixed

Multiple Choice Single Answer

Question Latent tensions like geological fault lines become visible under the condition of:-

Correct Answer Stress and tension

Your Answer Stress and tension

True/False

Question Many organizations are now grappling with the need to recruit and retain loyal employees.

Correct Answer False

Your Answer True

Select The Blank

Question Cost information is seen as a responsibility of _____ as per H R Manager.

Correct Answer Finance department

Your Answer Finance department

Multiple Choice Single Answer

Question Development strategy should be guided by a :-

Correct Answer Vision & Set of values

Your Answer Vision & Policies

Multiple Choice Multiple Answer

Question The SHRM contribution could include :-

Correct Answer The development of a joint venture culture , Team building , Development of flexibility among employees

Your Answer The development of a joint venture culture , Team building , Development of flexibility among employees