

Model Question Paper

Human Resource Management (SMB107)

• Answer all 100 questions.

• Each question carries one mark.

1. On which of the following factors, does the suitability of a tall or flat structure of an organization depend?

I. Firm size.

II. Organizational goals.

III. Administrative requirements.

IV. Political conditions.

V. Competitive forces.

(a) (I), (II) and (III) above

(b) (I), (II) and (IV) above

(c) (II), (III) and (IV) above

(d) (I), (II), (III) and (V) above

(e) (II), (III), (IV) and (V) above.

2. Recruitment is affected by organizational factors and environmental factors. Which of the following are the organizational factors that influence the success or failure of a recruitment program?

I. The reputation of the organization.

II. The geographical location of the vacant position.

III. The amount of resources allocated.

IV. The situation of the labor market.

(a) Both (I) and (II) above

(b) Both (I) and (III) above

(c) (I), (II) and (III) above

(d) (I), (III) and (IV) above

(e) (II), (III) and (IV) above.

3. Organizational viability, adaptability and development depend on

(a) Human resource development

(b) Human resource planning

(c) Human resource audit

(d) Human resource procedures

(e) Human resource accounting.

4. The HR department of Mitra Biotech Ltd., performs various activities like auditing training programs, analyzing

labor turnover records and directing morale surveys. The activities that are being performed by the HR department of Mitra Biotech Ltd., fall under which of the following HRM functions?

(a) Directing

(b) Controlling

(c) Coordinating

(d) Organizing

(e) Planning.

5. Organizations are trying to offer various alternative work schedules to the employees as a means of increasing productivity and/or reducing cost such as working from home, job sharing, condensed work week etc. Which of the following is/are **true** regarding working from home?

I. It allows employees to work from home or during travelling, while keeping in contact with the office.

II. It helps the employees to balance their personal and professional lives.

III. It allows employees to work from home and visit the office once or twice in a week.

(a) Only (I) above

(b) Only (II) above

(c) Both (I) and (II) above

(d) Both (I) and (III) above

(e) Both (II) and (III) above.

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6. Satish, the HR manager of LFM Pvt Ltd., is involved in planning and conducting training and development activities in the organization. In this context, which of the following HR executive roles is being performed by Satish currently?

- (a) Consultant
- (b) Service provider
- (c) Auditor
- (d) Executive
- (e) Facilitator.

7. Aptitude tests measure an individual's ability to learn a given job. In this regard, which of the following is **not** an example of job-related aptitudes?

- (a) Mechanical
- (b) Clerical
- (c) Emotional
- (d) Linguistic
- (e) Musical.

8. In an organization, succession planning helps in identifying specific individuals for filling up future vacancies in

key positions. Which of the following is **not** an element of an effective succession planning?

- (a) Emphasis on results
- (b) Long-term perspective
- (c) Turnover management
- (d) Organizational need perspective
- (e) Self-assessment.

9. Mahender, the HR manager of Cosmopolitan India Ltd., adopts a selection interview method in his organization that is based on a thorough job analysis that directs the flow of the interview. He realizes that the main advantage of this method is that there is no scope for subjectivity. Which of the following selection interview methods does Mahender use in the company?

- (a) In-depth interview
- (b) Group interview
- (c) Panel interview
- (d) Structured interview
- (e) Unstructured interview.

10. Universal Technologies selected Mitra as an executive with a view that he can add value to the organization and

contribute to its growth. Universal Technologies did not try to change him but tried to take an advantage of his new and unique abilities. In this regard, the socialization strategy that is being used by the organization could be termed as a/an

- (a) Individual strategy
- (b) Investiture strategy
- (c) Serial strategy
- (d) Tournament strategy
- (e) Informal strategy.

11. Mr. Suresh, a data base administrator in an MNC in Bangalore, is looking for a firm that makes better use of his

talents, abilities and skills. He is trying to find a suitable organization in and around Delhi by contacting his friends and relatives. Mr. Suresh is said to be under which of the following steps of self-development?

- (a) Opportunity analysis
- (b) Continuous assessment
- (c) Differential assessment
- (d) Leverage network
- (e) Talent scouting.

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12. Which of the following is/are forecasting method(s) that can be used to determine the future human resource needs of an organization?

- I. Time series analysis.
 - II. Regression analysis.
 - III. Productivity ratio.
 - IV. Econometric analysis.
- (a) Only (I) above
 - (b) Only (II) above
 - (c) Both (I) and (III) above

- (d) (I), (II) and (III) above
- (e) (II), (III) and (IV) above.

13. A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills and mental

characteristics that an incumbent must possess to perform the job successfully. Which of the following specifications include the ability to make judgments, undertake research, be self-reliant and authoritative?

- (a) Physical
- (b) Mental
- (c) Behavioral
- (d) Emotional
- (e) Social.

14. Hofstede identified a set of cultural attributes that define and differentiate cultures. These cultural attributes can

be studied under which of the following headings?

- I. Future orientation.
- II. Certainty avoidance.
- III. Humane orientation.
- IV. Power orientation.
- V. Cultural distance.

- (a) Both (I) and (III) above
- (b) Both (II) and (III) above
- (c) Both (III) and (IV) above
- (d) (I), (III) and (V) above
- (e) (II), (III), (IV) and (V) above.

15. Responsibility refers to one's obligation to perform the function assigned to the best of one's ability in accordance

with directions received. Which of the following are the key principles that should be taken care while delegating responsibility?

- I. It should improve the working of the organization.
- II. The responsibilities of the employee should not overlap.
- III. The boundaries of the responsibility given to an employee should be fixed.
- IV. There should be gaps in the delegation chain.

- (a) Both (I) and (III) above
- (b) Both (II) and (III) above
- (c) Both (III) and (IV) above
- (d) (I), (II) and (III) above
- (e) (II), (III) and (IV) above.

16. Human Resource Management (HRM) is a process that consists of various functions. Which of the following is

true regarding the development function of HRM?

- (a) It deals with providing a favorable work environment to the employees
- (b) It encourages the employees to make them feel committed to the organization
- (c) It helps in identifying the needs of the employees in an organization
- (d) It has various dimensions like employee training
- (e) It begins with planning and ends with staffing.

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17. Tata Indicom (Tata Tele Services) uses the concept of CV drop boxes. They maintain these boxes at all their offices for interested candidates to drop in their CVs. These CVs are collected, sorted and stored on CV data bank

on a monthly basis for its future use. In this regard, the source of recruitment followed by Tata Indicom is referred

to as

- (a) Employment exchange
- (b) Unsolicited application
- (c) Employment bank
- (d) Internal search
- (e) Management consultancy.

18. At Andree Telecom Ltd., the reporting channels and work relations are predefined and accountability and responsibility are fixed for all the roles. The kind of organizational structure that is followed by Andree Telecom

Ltd., is

- (a) Tall
- (b) Flat
- (c) Formal
- (d) Informal
- (e) Bureaucratic.

19. A good induction program gives new employees an insight into their job requirements and initiates them into the

company's work culture. Which of the following are the objectives of an induction program?

- I. To make the new employee feel welcome in the organization.
- II. To establish a positive perception of the employer in the mind of the employee.
- III. To increase the time taken by the employee to get accustomed to the organization.
- IV. To reinforce confidence in the new employee.

- (a) Both (I) and (III) above
- (b) Both (II) and (IV) above
- (c) (I), (II) and (IV) above
- (d) (I), (III) and (IV) above
- (e) (II), (III) and (IV) above.

20. Mr. Mani, a team leader at Magna Ltd., rejects most of the organization's norms. In this context, he is said to be

a/an

- (a) Conformist
- (b) Rebel
- (c) Enabler
- (d) Conventionalist
- (e) Revolutionist.

21. Which of the following is **not true** regarding human resources accounting?

- (a) It is the measurement of the cost and value of people for an organization
- (b) It provides the management with essential information to maintain and develop its important resources
- (c) It helps the management to utilize its human resources with discretion and wisdom
- (d) It is considered an appropriate planning technique
- (e) It helps the management to value its human resources.

22. Introducing a new employee to the organization, its business, the organization culture, its values and beliefs and

practices and procedures is termed as

- (a) Selection
- (b) Induction
- (c) Hiring
- (d) Training
- (e) Performance appraisal.

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23. Based on a survey of the British firms in the 1950s, Burns and Stalker classified firms into mechanistic and organic organizations. Which of the following is/are **true** regarding mechanistic organizations?

- I. These organizations are characterized by low formalization and authority levels.
- II. In these organizations the tasks and duties of all the employees are specified clearly.
- III. In these organizations, the power and authority lies in the hands of a few people.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (III) above
- (e) Both (II) and (III) above.

24. In the International Human Resource Management (IHRM), there are various strategies that are adopted by firms

with international operations. In this context, which of the following is **not** a strategy?

- (a) The multi-domestic strategy
- (b) The international strategy
- (c) The global strategy
- (d) The transnational strategy

(e) The single strategy.

25. Which of the following are the three broad categories of HR activities of international HRM?

- (a) Procurement, allocation and unionization
- (b) Acquisition, allocation and socialization
- (c) Procurement, allocation and utilization
- (d) Allocation, unionization and acquisition
- (e) Procurement, utilization and unionization.

26. Companies may not like to open a subsidiary in a country where talented resources are very expensive. This is an

example of which of the following factors that affects International Human Resource Management (IHRM)?

- (a) Political forces
- (b) Market forces
- (c) Labor forces
- (d) Legal forces
- (e) Economic forces.

27. Which of the following approaches to globalization is based on customization?

- (a) Ethnocentric approach
- (b) Polycentric approach
- (c) Geocentric approach
- (d) Human resource approach
- (e) Behavioristic approach.

28. Which of the following is **not** a feature of international Human Resource Management (HRM) that distinguishes it from domestic HRM?

- (a) Increased complexity of HR activities
- (b) Cultural awareness and tolerance
- (c) Diluted risk on people front and increased risk on business front
- (d) Stronger relationship with employees and their families
- (e) Different expectations and requirements of employees across cultures.

29. DLF Ltd., was facing a slack period for the past two years. The management does not want their middle/top level

managers to stagnate, or leave the company. Hence, they planned to send these managers on projects with other organization. The above way of handling surplus manpower is termed as

- (a) Outplacement
- (b) Work sharing
- (c) Loaning
- (d) Attrition
- (e) Early retirement.

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30. Human Resource Planning (HRP) involves planning for long term needs, rather than temporary replacement needs. Which of the following is/are **not** the step(s) in HRP?

I. Analyzing the impact of the organizational strategy and objectives on different units of the organization in terms of human resource requirement.

II. Involving the line managers in determining the human resource needs of their respective department.

III. Forecasting the quantity and quality of human resources required by different department/division.

IV. Matching the future human resources supply in the organization with the number required in current.

- (a) Only (II) above
- (b) Only (IV) above
- (c) Both (I) and (II) above
- (d) Both (II) and (III) above
- (e) Both (III) and (IV) above.

31. Mr. Alok Nath, the manager of Mohan Machines Ltd., conducted interviews to select a specialist for handling its

CNC machines. He wanted to assess whether the candidates have genuine liking for the job and its profile before selecting the candidates. Which of the following selection tests would help him?

- (a) Personality test
- (b) Polygraph test
- (c) Graphology
- (d) Situational test

(e) Interest test.

32. Organizational culture plays an important role in determining an employee's satisfaction and performance. Which

of the following is **not true** regarding organizational culture?

- (a) The degree of importance attached to being accurate in every action
- (b) The degree of adherence to hierarchical levels
- (c) The degree of aggression towards standards of social etiquette and demeanor
- (d) The degree of concern of the management towards the employees
- (e) The degree of adherence to communication systems.

33. A transfer involves horizontal movement from one job to another at the same level of the organizational hierarchy. In this regard, transfers can be due to

I. Employee needs.

II. Societal needs.

III. Economical needs.

IV. Organizational needs.

- (a) Both (I) and (III) above
- (b) Both (I) and (IV) above
- (c) Both (II) and (IV) above
- (d) Both (III) and (IV) above
- (e) (II), (III) and (IV) above.

34. Ernest J. McCormick's position analysis questionnaire is a method of job analysis that describes jobs in terms of

- (a) Work process
- (b) Working capabilities
- (c) Work commitment
- (d) Worker activities
- (e) Work identity.

35. Which of the following is **not** a disadvantage of over-specialization of jobs?

- (a) Lot of personal input
- (b) Mechanical pacing
- (c) Repetition of job
- (d) No end product
- (e) Little social interaction.

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36. Paxton Engineering Works Limited promotes the employees who have consistently produced excellent performance. Which of the following types of promotions is applicable to the policy of this organization?

- (a) Time bound
- (b) Seniority based
- (c) Vacancy based
- (d) Seniority-cum-merit based
- (e) Merit-based.

37. Mr. Manish is the production manager in Seraphic Plastics, a consumer products manufacturer. Manish observed

that the operation cycle had different and continuous small cycles. So, he decided to integrate them into one single cycle of operation in order to give a sense of satisfaction to the employees as his end product would be significant when compared to end product in the shorter cycle. At the same time, this would reduce the number of

repetitions of the operating cycle. Which of the following management techniques did Mr. Manish adopt?

- (a) Job rotation
- (b) Job enlargement
- (c) Job pricing
- (d) Job evaluation
- (e) Job review.

38. Gamin InfoTech conceals its identity in its job advertisement while using the print media to advertise as it does

not want its competitors to know that a critical position in the organization is soon going to be vacant and at the same time, it would like to avoid the cumbersome task of responding to all the applicants for that position. This type of advertisement is termed as

- (a) Unsolicited advertisement

- (b) Talent search advertisement
- (c) Headhunting advertisement
- (d) Blind advertisement
- (e) Suspense advertisement.

39. The reliability of a selection method can be measured using various methods. In which of the following methods

are two similar but separate forms given at the same time to the candidates and the pattern of scoring determines the reliability and if the pattern is similar, then the test is reliable and if it is not, then the test is not reliable?

- (a) Repeat approach
- (b) Test-retest approach
- (c) Alternate-form method
- (d) Split-halves procedure
- (e) Straight-form method.

40. Mr. Srinivas, a post graduate in commerce, worked as an accountant in a small firm. He also looked after sales in

the organization. He has now moved to a multinational company as an Assistant Manager (accounts). He finds a number of mistakes made in sales section and frequently corrects them. This leads to a conflict between the two heads. This type of behavior by Mr. Srinivas leads to

- (a) Role ambiguity
- (b) Role conflict
- (c) Role demarcation
- (d) Role overlap
- (e) Role reversal.

41. The selection process can have various possible outcomes. In this context, which of the following involves rejecting an unsuitable candidate?

- (a) Negative outcome
- (b) Positive outcome
- (c) Neutral outcome
- (d) Unconstructive outcome
- (e) Unhelpful outcome.

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42. Mr. Aneeruth, a new recruit in Tirumala Textiles, joined the company with an expectation that it would offer a

flexible work environment. But, after few days, he was de-motivated because his expectations were not met and is

thinking of leaving the job. Mr. Aneeruth is said to be under which of the following stages of socialization?

- (a) Pre-arrival stage
- (b) Post-arrival stage
- (c) Encounter stage
- (d) Metamorphosis stage
- (e) Maintenance stage.

43. Which of the following define(s) job depth, an element of job design?

I. The various tasks or activities that have to be performed by the job holder.

II. It is the responsibility attached to the job that is to be performed by the job holder.

III. The relationship of one job with other jobs in the organizational setup.

IV. The authority that the job holder enjoys in planning and organizing the work attached to the job.

- (a) Only (II) above
- (b) Only (IV) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) Both (II) and (IV) above.

44. Private agencies, which handle executive search for top management level personnel and charge high fees for their services is referred to as

- (a) State agencies
- (b) Head hunters
- (c) Data banks
- (d) Job portals
- (e) Placement officers.

45. According to John Flanagan, who proposed Critical Incident Technique (CIT), behaviors in specific situations

contribute to the success or failure of individuals or organizations. In this regard, CIT is more suitable for

- (a) Top level jobs and lower level jobs which have unusual job profile
- (b) Middle and top management level jobs
- (c) Middle level jobs and lower level jobs which include extra burden
- (d) Lower level jobs which are routine
- (e) All levels of jobs as critical incidents can take place at all levels.

46. Competency modeling helps in identifying which of the following elements that enables the individual to deliver

the best performance in his/her job?

- (a) Knowledge, skill and attitude
- (b) Qualification and experience
- (c) Qualification and skill
- (d) Skills and experience
- (e) Attitude, knowledge and experience.

47. Evaluation is one of the major activities during the interview process. Evaluation of a candidate should take place

- (a) After all the candidates are interviewed
- (b) As soon as the candidate leaves the room after the interview
- (c) As soon as the candidate's application is received
- (d) After the selection process is over
- (e) As soon as the candidate joins the organization.

48. During which of the following stages of career development, the individual equips himself/herself for a change, to

balance work and non-work activities?

- (a) The maintenance stage
- (b) The exploration stage
- (c) The disengagement stage
- (d) The development stage
- (e) The establishment stage.

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49. Employees and organizations face certain challenges in career planning. Which of the following is **not** a career planning challenge?

- (a) High ceiling careers
- (b) Work-family issues
- (c) Declining opportunities
- (d) Career stages
- (e) Career plateaus.

50. 60 mechanical engineering graduates from an engineering college are placed as trainees in NTPC, ONGC, BHEL

and SAIL. The pay packages of these four categories of candidates are vastly different though the educational qualification is/are the same. This disparity in wages is called

- (a) Wage variables
- (b) Wage differentials
- (c) Wage policy
- (d) Pay integrals
- (e) Salary integrals.

51. Ram and Sam work for the same organization and were given same tasks to perform individually. Ram produces

100 units in 8 hours and Sam produces 80 units in 8 hours. Both of them still get paid the same amount of wages. They are basically paid for the 8 hours of work, and the number of units they have produced is not relevant to their pay. The only way to earn more under this wage plan is

- (a) By ensuring quality work
- (b) By working over time or on extra shifts
- (c) By representing on behalf of all the employees
- (d) By impressing superiors
- (e) By impressing the colleagues.

52. Which of the following is **not** a type of simulation exercises?

- (a) Case exercises
- (b) Experiential exercises
- (c) Computer modeling
- (d) Committee assignments
- (e) Vestibule training.

53. Off-the-job training method basically helps in improving the communication, people-management and relationship management skills of the trainees. In which of the following off-the-job training methods the trainees

assume the roles of different characters in the organizational context?

- (a) In-basket method
- (b) Role playing
- (c) Incident method
- (d) Business games
- (e) Transactional analysis.

54. Mr. Prabhakaran, a senior official from Hyderabad-based pharmaceutical giant, Dr Reddy's Laboratories (DRL),

assigned ranks, based on different attributes of the employees for appraising them. During this process, Mr. Prabhakaran tasted a bitter experience while convincing the employees of the rationale behind the ranking, as the HRD arrives at the final appraisal score. Which of the following methods of performance appraisal did Mr. Prabhakaran use for successful implementation of performance appraisal in DRL?

- (a) Checklist method
- (b) Work standards method
- (c) Balanced scorecard method
- (d) Forced choice rating method
- (e) Critical incident method.

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55. Coromandel InfoTech, an emerging industry leader in Smart Card and RFID Technologies, IT Solutions and Services, has five operating units in the states of Tamil Nadu, Kerala, Madhya Pradesh, Jharkhand and Maharashtra. Employees and management of the firm have been engaged in a long dispute over the withdrawal of

customary benefits. Which of the following industrial dispute prevention machineries should be initiated to settle the dispute of Coromandel InfoTech?

- (a) Labor court
- (b) National Tribunal
- (c) Conciliation Board
- (d) Industrial Tribunal
- (e) Court of Enquiry.

56. When the concept of Quality Circles (QCs) was introduced in Mega Steels Ltd., Mr. Savant, middle level manager saw QCs as a threat to his authority and importance. The workers of Mega Steels Ltd., also perceived QCs to be a tool that would not benefit them and that would, in fact, reduce their power and scope for bargaining. The problem that arose during the development of QCs in Mega Steels Ltd., can be termed as

- (a) Education
- (b) Execution delays
- (c) Understand the concepts
- (d) Interference and interruption
- (e) Operational problems.

57. Which of the following are **true** regarding the concepts of quality circles and task forces?

I. A task force involves employees belonging to the same work group participating voluntarily to solve work-related problems.

II. A quality circle comprises a set of highly-skilled people selected by the management from various functions to solve work-related problems.

III. Quality circles and task forces exist in a temporary form and can be dissolved at any time.

IV. Task forces aim at enhancing the human resources in the organization.

V. Quality circles aim at augmenting the quality of the employees' work life.

- (a) Both (I) and (II) above
- (b) Both (I) and (III) above
- (c) Both (II) and (IV) above

- (d) Both (III) and (V) above
- (e) Both (IV) and (V) above.

58. Part-time employment method to improve Quality of Work Life (QWL) has fixed days or hours each week. Which of the following are the various types of part-time employment?

- (a) Permanent part-time, job-sharing, job-rotation and phased retirement
- (b) Temporary part-time, job-sharing, telecommuting and job rotation
- (c) Self managed teams, job-sharing, temporary part-time and phased retirement
- (d) Permanent part-time, temporary part-time, job-sharing and phased retirement
- (e) Permanent part-time, job-rotation, phased retirement and temporary part-time.

59. Mr. Ashok, employed in a chemical company, experienced excessive exposure to carbon monoxide and other harmful gases, which resulted in respiratory disease and cancer. The cause for the safety and health problems in Mr. Ashok's company is referred to as

- (a) Psychological problems
- (b) Occupational hazards and risks
- (c) Technical errors
- (d) Human errors
- (e) Lack of education and training.

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60. Mr. Tarun Kumar, a computer programmer in a leading software firm, was irregular to the office and did not pay

much attention to seriously complete the projects given to him for a while. However, he improved his attendance and wrote a special program to get rid of a recurring problem in storing of data in the month of February, just before the appraisal. Mr. Anand, Tarun's team leader rated him high due to his performance in the month of February. Which of the following errors in performance appraisal did Mr. Anand make?

- (a) Halo effect
- (b) Recency effect
- (c) Stringency effect
- (d) Leniency effect
- (e) Stereotyping.

61. Which of the following appraisers might not give any negative or constructive feedback in order to maintain a cordial relationship with the appraisee that makes the whole exercise futile?

- (a) An unbiased appraiser
- (b) An apprehensive appraiser
- (c) An inexperienced appraiser
- (d) A biased appraiser
- (e) A wary appraiser.

62. Actics Biologics, a pharmaceutical biological and consumer healthcare company, has decided to pay incentives to

its employees. Payment of the incentive starts at 85% of the standard output level. The employees of the company, producing above this level, are paid on a proportional scale, which increases slowly at first and then rapidly as the employee approaches 100% efficiency. The type of short term incentive plan which Actics Biologics is following is known as

- (a) Task bonus system
- (b) Point-rating system
- (c) Progressive bonus system
- (d) Distribution plan system
- (e) Profit-sharing system.

63. Geetha, a software analyst in an MNC, has been facing a hostile atmosphere at work due to the harassment of two

of her co-workers. Which of the following actions should be taken by Geetha for the problem to be called a grievance?

- (a) Approach the management
- (b) Discuss with friends in other departments
- (c) Discuss with friends in same department
- (d) Send an e-mail to the National Human Rights committee
- (e) Write an anonymous letter to the local newspaper.

64. Which of the following statements is/are **true** regarding apprentices?

I. They are not employees of the organization.

- II. They are governed by laws that are applicable to regular employees.
- III. They are the employees of the organization.
- IV. They are not governed by any of the laws that are applicable to regular employees.
- (a) Only (III) above
- (b) Both (I) and (II) above
- (c) Both (I) and (IV) above
- (d) Both (II) and (III) above
- (e) Both (III) and (IV) above.

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65. The workers in Wuxi Power Technology Co. always went against the management. A research on the attitudes and perceptions of workers and management revealed the fact that the employees did not trust the management. This resulted in the misunderstandings between the employee and the employers in the organization. The conditions in Wuxi Power Technology Co. are according to which of the following approaches to industrial relations?

- (a) Sociological approach
- (b) Psychological approach
- (c) Socio-ethical approach
- (d) Gandhian approach
- (e) Systems approach.

66. Ram, an employee of a paper factory needed immediate financial assistance for his wife who is suffering from intestinal cancer. The trade union of his factory came forward to help him with the necessary amount. This function of trade union is categorized as

- (a) Intramural
- (b) Fraternal
- (c) Social
- (d) Political
- (e) Ancillary.

67. If the employees are forced to follow the rules and regulations by inducing fear in them, then it is referred to as negative discipline. In this regard, negative discipline or enforced discipline involves the use of which of the following techniques, so as to result in partial success in meeting the standards of performance?

- I. Reprimands.
- II. Fines.
- III. Strikes.
- IV. Demotions.

- (a) Both (I) and (II) above
- (b) (I), (II) and (III) above
- (c) (I), (II) and (IV) above
- (d) (II), (III) and (IV) above
- (e) All (I), (II), (III) and (IV) above.

68. Jyothi Datta has been working for four year for Fortis Healthcare in Bangalore. Ever since she joined the company, she has been working with the same designation. Of late, work had become monotonous for her. The manager sensed this monotony and decided to move her to the research and development unit for the next six months. Which of the following methods of improving the quality of work life of the employees is used by the manager of Fortis Healthcare?

- (a) Job enlargement
- (b) Self-managed teams
- (c) Job rotation
- (d) Job enrichment
- (e) Part-time employment.

69. Dilip Rathode has been working in the banking industry for over eight years. With the mounting work pressure, symptoms of intense stress were being manifested, both physiologically and psychologically. Which of the following is/are a psychological symptom(s) that he may be experiencing?

- I. Heart attack.
- II. Headache.
- III. Forgetfulness.

IV. Blood pressure.

- (a) Only (I) above
- (b) Only (III) above
- (c) Only (IV) above
- (d) Both (II) and (III) above
- (e) Both (III) and (IV) above.

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70. Global Technologies International is in the process of designing a grievance redressal system so as to be able to

gain trust of its employees and to maintain harmonious relations between employees and the management.

Which

of the following is/are **not true** regarding the conditions to be fulfilled, in order to have an effective grievance redressal procedure?

- I. It should identify the main cause for employee grievance.
- II. It should not result in violation of any organizational rules and policies.
- III. It should provide for unbiased and objective redressal of employee grievances.
- IV. It should resolve employee grievance at the highest possible level.

- (a) Only (III) above
- (b) Only (IV) above
- (c) Both (I) and (III) above
- (d) Both (II) and (IV) above
- (e) Both (III) and (IV) above.

71. Mr. George, the managing director of Unitech India Ltd., shares information regarding the company's balance

sheet, production targets and introduction of new technology with his workers. The workers have no role to play in organizational management. The workers of Unitech India Ltd., are allowed to exercise which of the following levels of participation?

- (a) Consultative participation
- (b) Associative participation
- (c) Informative participation
- (d) Administrative participation
- (e) Decisive participation.

72. Disciplinary problems are of three types, namely, minor infractions, major infractions and intolerable offenses.

Which of the following is an example of minor infraction?

- (a) Stealing
- (b) Violating safety norms
- (c) Smoking in the workplace
- (d) Coming chronically late to the work
- (e) Taking drugs while working.

73. Arrange the following stages in the disciplinary procedure of an Indian organization in the **correct** sequence.

- I. Issuing the notice of enquiry.
- II. Forming and issuing a charge sheet.
- III. Considering the explanation.
- IV. Holding a full-fledged enquiry.
- V. Final order of action.

- (a) (I), (II), (III), (V), (IV)
- (b) (I), (IV), (III), (II), (V)
- (c) (II), (IV), (III), (I), (V)
- (d) (II), (III), (I), (IV), (V)
- (e) (II), (III), (I), (V), (IV).

74. Training is a continuous process and once the training needs are determined, training goals have to be established.

Training goals should be tangible, verifiable, measurable and

- (a) Applicable to the management as well as the employees
- (b) Identifiable to the management and the employees
- (c) Clear to the management and the employees
- (d) Reliable to the employees and the management
- (e) Adaptable by the management and the employees.

75. Training enhances the overall performance of an organization in several ways. Training imparted in one area can

benefit the organization in many other areas. In this regard, training in which of the following areas help the employees to improve their skills in the areas of self-learning, interpersonal skills, group dynamics, leadership styles and perception?

- (a) Company policies and procedures
- (b) Human relations
- (c) Skill-based
- (d) Subordinate
- (e) Problem-solving.

76. Which of the following statements is/are **true** regarding learning?

I. It is an essential ingredient of any training program and determines its success.

II. It refers to the interaction and discussions between the two people on emotional aspects.

III. It can be measured, as it involves application of the skills acquired from training on the job.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (III) above
- (e) Both (II) and (III) above.

77. The employees of Larsen & Toubro (L&T) are given a role in evaluating their strengths and weaknesses, thereby

easily identifying the problem areas that need training and development. Which of the following appraisal methods is followed by L&T?

- (a) Self-appraisal
- (b) Subordinates appraisal
- (c) Supervisor appraisal
- (d) Customers/clients appraisal
- (e) Peer appraisal.

78. There are various traditional and modern methods of performance appraisal. Which of the following is/are the

traditional method(s) of appraisal?

I. Checklist.

II. Management by objectives.

III. Team appraisal.

IV. Essay appraisal.

- (a) Only (II) above
- (b) Only (III) above
- (c) (I), (II) and (III) above
- (d) (I), (II) and (IV) above
- (e) (II), (III) and (IV) above.

79. Ranking is one of the methods of appraisal used by the organizations. Which of the following are the methods of ranking?

I. Alternation.

II. Paired comparison.

III. Factor comparison.

IV. Forced distribution.

- (a) Both (I) and (II) above
- (b) Both (II) and (III) above
- (c) (I), (II) and (III) above
- (d) (I), (II) and (IV) above
- (e) (II), (III) and (IV) above.

80. In the first step of a grievance redressal procedure, the grievance is verbally conveyed by the employee to

I. The supervisor.

II. The designated officer.

III. The department head.

- (a) Only (I) above

- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (II) above
- (e) Both (II) and (III) above.

81. An effective way to approach the disciplinary process is to follow what is popularly known as the 'Red hot stove

Rule', which means all of the following **except**

- (a) Response will be immediate
- (b) The person will have a warning
- (c) The person will have time to think
- (d) The result is consistent
- (e) The result is impersonal.

82. Which of the following is/are **not** the benefit(s) of Quality of Work Life (QWL) programs when the management

conducts them in association with the union?

- I. It improves communication between labor and management.
- II. It improves the efficiency of the management.
- III. It helps in the development and growth of individuals in their professional life.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (II) above
- (e) Both (II) and (III) above.

83. In India, there are several statutory provisions that ensure safe working conditions for the workers. In this regard, Chapter IV of Factories Act deals with which of the following matters?

- I. Waste disposal.
- II. Fencing of machinery.
- III. Working near machinery in motion.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (II) above
- (e) Both (II) and (III) above.

84. Which of the following is concerned with providing immediate job knowledge, skills and methods of work, instructions to the employee about the course of his/her work in a particular department or a job and training him/her on how to prevent accidents and handle an accident situation if it occurs?

- (a) Safety engineering
- (b) Safety training
- (c) Survival training
- (d) Environment management
- (e) Root cause analysis.

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85. In the year 2008, a fire broke in a pharmaceutical company and thus production came to a temporary halt. Some

of the workers were severely injured, whereas others managed a quick escape. In order to tabulate and analyze the

accident, the company prepared an accident report. From the following, identify the item(s) that an accident report

do(es) not contain?

- I. Intensity of the accident and its after-effect on the employees.
- II. The personal data of all the employees in the organization.
- III. The number of employees who were exposed to the accident.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (II) above
- (e) Both (II) and (III) above.

86. The golden parachute is a provision in the employment contracts of the top management, which ensures the provision of compensation or attractive benefits for the loss of a job due to acquisition of the organization by

another organization. The golden parachute can take the following forms, **except**

- (a) Continuation of the salary
- (b) Company transportation facilities
- (c) Bonus and/or certain benefits and perquisites
- (d) Retirement benefits
- (e) Accelerated vesting of stock incentives.

87. Collective bargaining is a managerial tool that helps in solving all employment-related issues, between the management and the employees in an amicable manner. In this regard, which of the following is/are the condition(s) that support collective bargaining?

- I. The culture of the organization should foster the right spirit for collective bargaining to be successful.
- II. There should be multiple unions without any common agreement among them.
- III. All the parties involved should aim at a win-win situation and not a win-lose situation.

- (a) Only (I) above
- (b) Only (III) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) Both (II) and (III) above.

88. Variable compensation is paid at which of the following level(s) in an organization?

- I. Worker.
- II. Managerial.
- III. Group.
- IV. Organizational.

- (a) Only (III) above
- (b) Only (IV) above
- (c) Both (I) and (III) above
- (d) Both (II) and (IV) above
- (e) (I), (II) and (III) above.

89. Which of the following wages should enable the male earner to provide for himself and his family, not only the bare essentials of food, clothing, and shelter, but also a measure of frugal comfort including education for the children, protection against ill-health, requirements of essential social needs, and a measure of insurance against the more important misfortunes including old age?

- (a) Minimum
- (b) Fair
- (c) Living
- (d) Piece
- (e) Time.

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90. The changing attitudes of the workers and the changes in the Indian economy have contributed to the change in the image of trade unions in the Indian industry. In this regard, which of the following is/are the problem(s) faced by Indian trade unions?

- I. Even growth of unionism.
- II. Large size of unions.
- III. Financial weakness.
- IV. Multiplicity of unions.

- (a) Only (II) above
- (b) Both (I) and (II) above
- (c) Both (III) and (IV) above
- (d) (I), (II) and (III) above
- (e) (II), (III) and (IV) above.

91. Identify the first step of collective bargaining from the following.

- (a) Negotiation
- (b) Contract administration
- (c) Preparation for negotiation
- (d) Verbal agreement
- (e) Written contract.

92. Under which of the following styles of management, the management is strict, but kind to the workers and provides them with welfare amenities and other benefits for their well-being?

- (a) Exploitative authoritative style
- (b) Benevolent authoritative style
- (c) Consultative management style
- (d) Participative style
- (e) Autocratic management style.

93. The employees of Jagger Sons Private Ltd., have decided to formulate terms and conditions and work together with the management regarding the payment of daily allowance arrears. This was possible due to the positive role played by the union. Which of the following function(s) of collective bargaining is referred to in the above example?

- I. Process of social change.
- II. Peace treaty.
- III. System of industrial jurisprudence.

- (a) Only (I) above
- (b) Only (II) above
- (c) Only (III) above
- (d) Both (I) and (II) above
- (e) Both (I) and (III) above.

94. Which of the following is **not** a basic feature of trade unions?

- (a) They perform various activities to serve a social cause
- (b) The trade union is not temporary or casual
- (c) Its primary objective is to secure economic benefits for its members
- (d) They adapt themselves to the changing business environment
- (e) The birth and growth of trade unions all over the world are influenced by ideologies.

95. The unions at Reesha Industries Ltd., who thrive in a land of unethical employers, cooperate with the agents of a labor organizations and demand heavy prices from their customers. In this regard, which of the following unions flourish in Reesha Industries Ltd.?

- (a) Business unions
- (b) Uplift unions
- (c) Anarchist unions
- (d) Political unions
- (e) Hold-up unions.

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96. To check the growth of multiple unions and inter-union rivalry, the National Commission on Labor has come out

with certain suggestions. Which of the following **do(es) not** come under the suggestions?

- I. Outsiders and political interference in union leadership should be avoided by encouraging members to build strong internal leadership.
- II. An improvement should be brought about in the system of recognizing unions.
- III. In the presence of central trade unions, labor courts should be allowed to solve inter-union conflicts.
- IV. Central organizations of trade unions should recognize and encourage single bargaining agents.

- (a) Only (II) above
- (b) Only (III) above
- (c) Both (II) and (III) above
- (d) (I), (II) and (IV) above
- (e) (II), (III) and (IV) above.

97. Under which of the following profit sharing plans, employees are entitled to profit-sharing credits instead of immediate cash payment and are distributed when the employee leaves the organization?

- (a) Distribution plan
- (b) Combination plan
- (c) Standard hour plan
- (d) Deferred plan
- (e) Employee stock ownership plan.

98. Which of the following is/are the disadvantage(s) of point rating method, a quantitative technique of job evaluation?

- I. The system is neither accurate nor dependable.
- II. It is a complicated and time consuming.

III. It involves a lot of clerical work.

- (a) Only (I) above
- (b) Only (III) above
- (c) Both (I) and (II) above
- (d) Both (I) and (III) above
- (e) Both (II) and (III) above.

99. In job grading method of job evaluation, classification and grading of jobs is done, based on the significance and importance to the organization. In this regard, grades are formulated on the basis of

- I. Nature of the organization.
- II. Nature of tasks and responsibilities of the job.
- III. Authority associated with the job.
- IV. Knowledge and skills required for the job.

- (a) Both (I) and (II) above
- (b) Both (II) and (IV) above
- (c) (I), (II) and (III) above
- (d) (I), (III) and (IV) above
- (e) (II), (III) and (IV) above.

100. All the following are the principles that govern and determine the successful implementation of a job evaluation,

except

- (a) The job dimensions should be properly selected and rated, based on the demands of the job
- (b) The dimensions selected for rating, should be clearly defined, so that the employees can understand them properly
- (c) The job evaluation program should be explained and illustrated to the employees at all levels in the organizational hierarchy
- (d) Personal factors should be taken into consideration , while evaluating jobs
- (e) The employees should actively participate in the job evaluation program.

END OF QUESTION PAPER

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Suggested Answers

Human Resource Management (SMB107)

ANSWER REASON

1. D All statements are true reading the factors that determine the suitability of a tall or a flat structure, except the statement (IV) because it does not depend on the political conditions, it depends on economic conditions. Hence, the option (d) is the correct answer.
2. C The situation of the labor market is an environments factor not an organizational factor that affect the success or failure of a recruitment program. Hence, the option (c) is the correct answer.
3. A Organizational viability, adaptability and development depend on human resource development. Hence, the option (a) is correct.
4. B Auditing training programs, analyzing labor turnover records and directing morale surveys are different ways of controlling function of HRM.
5. E Statements (I) is not true regarding working from home because
 - In telecommuting the employees work from home or while travelling; keeping in contact with the officeStatements (II) and (III) are true because
 - It helps the employees to balance their personal and professional lives.
 - It allows employees to work from home and visit the office once or twice in a week.Hence, option (e) is the correct answer.
6. E As a facilitator, he plans training and development activities, performance appraisals, etc.
7. C Mechanical, Clerical, Linguistic, Musical, Academic abilities are job-related attributes. Emotional is not a job-related aptitude.
8. E All the options are the elements of succession planning, except option (e) because selfassessment is the first step in the process self-development not an element of succession planning. Succession planning is done by the HR department and the manager. They consider prospective individuals. Therefore, individuals themselves do not need self-assessment. Hence,

the option (e) is the correct answer.

9. D A structured interview is very rigid in its structure and contents. It is based on a thorough job analysis, which directs the flow of the interview. The main advantage of a structured interview is that there is no scope for subjectivity

10. B Most organizations today select candidates who can add value to the organizations and contribute to their growth. These organizations do not try to change the individuals who join them but try to take advantage of their new and unique abilities. This is termed as the investiture strategy of the socialization process. Hence, the option (b) is correct.

11. D Leverage network is an important stage in self-development in career planning. In this stage the individual has to try to make use of the best of the available opportunities. He/she has to search for the right contacts, who can find the best offers for him/her.

12. D Forecasting methods like time series analysis, regression analysis and productivity ratios can be used to determine the future human resource needs of an organization. Therefore, the statements (I), (II) and (III) are used as the forecasting methods but the statement (IV) is just an assumption not a forecasting method. Hence, option (d) is the correct answer.

13. C Behavioral specifications include the ability to make judgments, ability to undertake research, self-reliance and ability to be authoritative.

14. A Hofstede identified a set of cultural attributes that define and differentiate cultures. They are studied under uncertainty avoidance, power distance, individualism vs. collectivism, future orientation etc. Some attributes like performance orientation and humane orientation have been added to this list to help understand different cultures better. Hence, the option (a) is correct.

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15. D All the statements are the principles except statement (IV). It is not true because there should be no gaps in the delegation chain as this will result in an unaccomplished task. Hence, the option (d) is correct.

16. D Options (a) and (b) are not true because

- Retention function of human resources is concerned with providing a favorable work environment to the employees and encouraging them to make them feel committed and attached to the organization.

Options (c) and (e) are not true because

- The motivation function helps in identifying the needs of the employees in an organization
- The acquisition function begins with planning and ends with staffing

Option (d) is true because developing function has various dimensions like employee training and career development

Hence, the option (d) is correct.

17. B In unsolicited application, candidates interested in working with an organization either post or email their applications to the management, expressing their interest in employment with the company. These applications are not sent in response to any advertisement or announcement of a vacancy. In case the organization does not have a vacancy suitable for the candidate at that time, it can store these applications in its data bank for future use.

18. C In a formal organization, the reporting channels and work relations are predefined and accountability and responsibility are fixed for all the roles. Hence, the option (c) is correct.

19. C Statements (I), (II) and (IV) are true because the objectives of an induction/orientation program are

- To make the new employee feel welcome in the organization.
- To establish a positive perception of the employer in the mind of the employee.
- To reinforce confidence in the new employee.

Statement (III) is not true because

- To lessen the time taken by the employee to get accustomed to the organization and the job. Hence, option (c) is the correct answer.

20. B The employees who accept all the norms of the organization are called conformists, whereas the employees who reject most of the organization's norms are called rebels. And the other options are just assumptions. Hence, option (b) is the correct answer.

21. D Human resource accounting is considered to be an important control technique not a planning technique. All the other options, except option (d) are true regarding human resource accounting.

Hence, option (d) is the correct answer.

22. B Introducing a new employee to the organization, its business, the organization culture, its values and beliefs and practices and procedures is termed as induction.

23. E Statement (I) is not true regarding mechanistic organizations because

- Organic organization is characterized by low formalization and authority levels not the mechanistic organizations.

Statements (II) and (III) are true because in mechanistic organizations

- The tasks and duties of all the employees are specified clearly.

- The power and authority lie in the hands of a few people. Hence, option (e) is the correct answer.

24. E There are four strategies which are adopted by firms with international operations- the multidomestic, the international, the global and the transnational strategy.

There is no single strategy; hence option (e) is not the strategy.

25. C Procurement, allocation and utilization are the three broad categories of HR activities of international HRM. Hence, the option (c) is correct.

26. E The economic condition of a country affects the functioning of an organization operating in that country. For example, companies may not like to open a subsidiary in a country where talented resources are very expensive. Hence, option (e) is the correct answer.

27. B Polycentric approach is based on customization and assumes that markets and cultures are different in different countries and their varying needs have to be catered to.

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28. C All the options, except option (c) are the features that differentiate an international HRM from domestic HRM. Option (c) is not a basic feature because there will be diluted risk on business front and increased risk on people front not as the option (c). Hence, the option (c) is the correct answer.

29. C During slack period, when the organization does not want their middle/top level managers to stagnate, or leave the company, loaning is a suitable option. In loaning the employees/managers work on projects with the other organization.

30. B Statement (IV) is not true. Since HRP involves matching the current human resources supply in the organization with the number required in future.

31. E Interest test is conducted to assess genuine interest in a job and its profile.

32. C All the options are the primary characteristics of organizational culture except the degree of aggression towards standards of social etiquette and demeanor because it is not the degree of aggression it is the degree of adherence towards the standards of social etiquette and demeanor. Hence, the option (c) is correct.

33. B Transfers are due to employee needs and organizational needs. Hence, the option (b) is correct.

34. D Ernest J. McCormick's position analysis questionnaire is a standard method of job analysis that describes job in terms of worker activities.

35. A Demerits of overspecialization are:

- No personal input
- Mechanical pacing
- Repetition of job
- No end product
- Little social interaction.

36. E In merit-based promotions, employees get promoted based on the performance.

37. B Job enlargement involves increasing the length and hence the operating time of each cycle of work for the job holder. Basically, different and continuous small cycles would be integrated into one single cycle of operation. This would reduce the number of repetitions of the operating cycle and increase the scope of work for the employee. This would also give a sense of satisfaction to the employee as his/her end product would be more significant when compared to end product in the earlier, shorter cycle.

38. D Blind advertisements conceal the identity while using print media to advertise as it does not want its competitors to know that a critical position in the organization is soon going to be vacant and at the same time, it would like to avoid the cumbersome task of responding to all the applicants for that position.

39. C In alternate-form method of reliability, two similar but separate forms are given at the same time to the candidates and the pattern of scoring determines the reliability, If the pattern is similar, then the test is reliable and if it is not, then the test is not reliable.

40. B Failure of an employee to clearly demarcate his role in the organization and manage efficiently is called role conflict.

41. B Rejecting an unsuitable candidate is a positive outcome. This also has a positive impact because, had an unsuitable candidate been selected, he would not have performed successfully on the job.

42. C Encounter stage helps the new employee experience the realities of his/her job. In this example Mr. Aneeruth expected something but his expectations did not match with the realities. Hence, the option (c) is correct.

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43. B Statement (IV) is true because

- Job depth is defined as the authority that the job holder enjoys in planning and organizing the work attached to the job.

Statements (I), (II) and (III) are not true because

- Job content includes the various tasks or activities that have to be performed by the jobholder, responsibilities attached to the job that is to be performed by job holder and the relationships of one job with other jobs in the organizational setup.

Hence, the option (b) is the correct answer.

44. B Private agencies, which handle executive search for top management level personnel and charge high fees for their services are called as head hunters.

45. B CIT is more suitable for middle and top management level jobs as critical incidents can take place at these levels. Hence, this technique is limited to jobs performed by a few people, and its application to routine jobs at the lower levels of an organization structure is restricted.

46. A Knowledge, skill and attitude are the elements used in competency modeling.

47. B Evaluation is one of the major activities during the interview process. Evaluation of a candidate should take place as soon as the candidate leaves the room.

48. C In the disengagement stage, the individual equips himself for a change, to balance work and nonwork activities.

49. A Career planning has some problems such as Dual career families, low ceiling careers, declining opportunities, career stages, restructuring, career plateaus, and work family issue. Inclining careers cannot be a problem in career planning.

50. B 60 mechanical engineering graduates from an engineering college are placed as trainees in NTPC, ONGC, BHEL and SAIL. The pay packages of these four categories of candidates are vastly different though the educational qualification is/are the same. This disparity in wages is called wage differentials.

51. B In time wage plan method, since the worker's shifts and work schedules are pre-determined, he earns only for the number of hours of work put in, as per the schedule. The only way to earn more under this method is by working over-time or on extra shifts if there is an organizational need.

52. D The different types of simulation exercises are

- Case exercises
- Experiential exercises
- Computer modeling
- Vestibule training
- Role playing.

Committee assignments are one of the on-the-job training methods.

Hence, option (d) is the correct answer.

53. B Role playing is described as a method of human interaction involving realistic behavior in imaginary situations. The trainees assume the roles of different characters in the organizational context. A role play basically helps in improving the communication, people-management and relationship management skills of the trainees. Hence option (b) is the correct answer.

54. D In forced choice rating method, the appraiser has to assign unique ranks to different attributes (positive) of the employee. The attributes have different weights, but the appraiser is not aware of

these. Once, the employee attributes are ranked, after the human resource department determines the final appraisal score of the employee by applying weights to the attributes. Hence, option (d) is the correct answer.

55. B When an industrial dispute in an organization affects employees or workers in more than one state in the country National Tribunals are recognized.

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56. C Understand the concepts: Problem arise while implementing anything new in an organization because of lack of understanding of the basic concepts. In this case, the middle level managers see QCs as a threat to his authority and importance. The workers perceive QCs to be a tool to that would benefit them and that would, in fact, reduce their power and scope for bargaining.

57. D Statements (I), (II) and (IV) are not true because

- A quality circle involves participation of employees belonging to the same work group voluntarily to solve work related problems and to improve the quality of their work and work life.
- A task force comprises a set of highly-skilled people selected by the management from various functions to solve work related problems.

• Quality circle aims at enhancing the human resources in the organization.

Statements (III) and (V) are true regarding the task force and quality circles.

• The quality circle and task force exists only in the form of temporary existence as they can be dissolved at any time.

• Quality circles aim at augmenting the quality of the employees' work life.

Hence, the option (d) is correct.

58. D Permanent part-time, temporary part-time, job-sharing and phased retirement is one of the various types of part-time employment. Hence, the option (d) is correct.

59. B Some industries by their very nature are harmful for the employees working there. For example, workers employed in industries like glass or chemical can experience excessive exposure to carbon-monoxide and other harmful gases, which can result in respiratory diseases and other serious ailments such as cancer.

60. B Recency effect is said to have taken place when the recent performance of the appraisee dominates the appraisal.

61. E A wary appraiser: In order to maintain cordial relationship with the appraisee, the appraiser may not give any negative or constructive feedback. Thus, the whole exercise may turn to be futile.

62. C Under the progressive bonus system, the earnings of a worker increases at a progressive rate once the output crosses a minimum or standard output.

63. A When the dissatisfaction related to the work is brought to the notice of the management, the complaint becomes a grievance.

64. C Statements (I) and (IV) are true.

Apprentices are not 'employees' of the organization and are not governed by any laws that are applicable to regular employees.

65. B Most of the problems in the industrial relations arise because of differing perceptions and attitudes of the management and the workers.

Psychological approach suits best for these problems.

66. B Under the fraternal function, the trade unions play the role of benefit organizations providing financial and non-financial assistance to their members during sickness, strikes, lockouts, temporary removal, etc.

67. C Negative or enforced discipline involves the use of techniques like reprimands, fines, lay-offs, demotions or transfer.

Strikes are conducted by employees against the organization.

68. C Job rotation:

In order to reduce monotony in work, employees in an organization are periodically assigned different kinds of work. This also helps them gain cross-functional knowledge.

69. B The major symptoms that can be seen as a result of stress in employees are psychological symptoms like tension, anxiety, boredom and forgetfulness leading to memory lapses.

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70. B The following conditions are necessary for grievance redressal procedures:

- Identifies the main cause for employee grievance;

- Resolves the employee grievance at the lowest possible level;
- Does not result in any violation of organizational rules and policies;
- Provides for unbiased and objective redressal of employee grievances.

71. C At the informative participation level of workers participation, information regarding the balance sheet, production targets, new technology introduction etc. is shared with the workers. It is a oneway communication from the management to the workers. The workers have no role to play in organizational management.

72. D Coming chronically late to the work is an example of minor infraction. Hence, option (d) is the correct answer.

73. D The sequence of steps followed in the disciplinary procedure of an Indian organization are

- Forming and issuing a charge sheet
- Considering the explanation.
- Issuing the notice of enquiry.
- Holding a full-fledged enquiry.
- Final order of action.

Hence, option (d) is the correct answer with the sequence (II), (III), (I), (IV), (V) .

74. C Training goals should be tangible, verifiable, measurable and clear to the management and the employees.

75. B Training in human relations help the employee to improve their skills in the areas of selflearning, interpersonal skills, group dynamics, leadership styles and perception.

76. D All the statements, except statement (II) are true regarding learning. Statement (II) is a definition of coaching. Hence, the option (d) is correct.

77. A The self-appraisal is a common practice, with the employees being given a role in evaluating their own performance, thereby understanding his strengths and weaknesses the best. Therefore Larsen & Toubro has followed an appraisal process which is called as self-appraisal process. Hence option (a) is the correct answer.

78. D Checklist appraisal method, Management by Objectives method, and essay appraisal method are traditional methods of performance appraisal while team appraisal is a modern method.

79. D Statements (I), (II) and (IV) are true.

There are three commonly used methods of ranking. They are namely, alteration, paired comparison and forced distribution.

Factor comparison is not included in the methods of ranking. Hence option (d) is the correct answer.

80. A In the first step of a grievance redressal procedure, the grievance is verbally conveyed by the employee to the supervisor

81. C Red hot stove rule: One of the approaches to the disciplinary is 'Red hot stove Rule', which suggests that administering discipline is more like touching a hot stove. When a person touches a stove result will be so quick that he doesn't have (c) time to think, But the result will be, (a) There is immediate Response, (b) The person will have warning, (d) The results are consistent, (e) The result is impersonal.

82. C QWL that helps in the development and growth of individuals in their professional life is a generalized benefit of QWL not in association with the trade unions. Hence, option (c) is the correct answer.

83. E Chapter IV of Factories Act deals with the safety of factory workers (fencing machinery, employment of children or adolescents, working near machinery in motion etc.)

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84. B Safety training is concerned with providing immediate job knowledge, skills and methods of work, besides instructing the employee about the course of his/her work in a particular department or job and training him/her on how to prevent accidents and handle an accident situation, if it unfortunately occurs. All the employees should be made to understand the causes of accidents and how to handle materials effectively to avoid accidents.

85. B Statement (II) is not true because the personal data of the employees involved in the accident and the number of years of their employment in the organization is considered not the personal data of all the employees. Hence, option (b) is the correct answer.

86. B Many organization provide company transportation facilities to their workforce as a benefit to the

employees, as a result of his employment with an organization. Hence it is not a golden parachute for the employee.

87. D Statements (I) and (III) are true.

The conditions favoring collective bargaining:

- The culture of the organization should foster the right spirit for collective bargaining to be successful.
- There should be single union or in case of multiple unions, a common agreement among them.
- All the parties involved should aim at a win-win situation and not a win-lose situation.

88. E Variable compensation is paid at three different levels, namely, worker level, manager level and group level. Hence option (e) is the correct answer.

89. C The fair wages committee observed “living wages should enable the male earner to provide for himself and his family, (not only) the bare essentials of food, clothing and shelter, but (also) a measure of frugal comfort including education for the children, protection against ill-health, requirements of essential social needs and a measure of insurance against the more important misfortunes including old age.”

90. C The problems faced by Indian trade unions are:

- Uneven growth of unionism.
- Small size of unions.
- Financial weakness.
- Multiplicity of unions.

91. C Preparation for negotiation is the first step of collective bargaining process. Hence, option (c) is the correct answer.

92. B Under benevolent authoritative style of management, the management is strict, but kind to the workers and provides them with welfare amenities and other benefits for their well-being. Hence, option (b) is the correct answer.

93. C Collective bargaining formulates terms and conditions under which labor and management will cooperate and work together for a specific period. The function performed by collective bargaining is a system of industrial jurisprudence.

94. A They involve themselves in various activities to serve a social cause is a function of trade union. Hence, the option (a) is correct.

95. E Hold-up unions thrive in a land of unethical employers and agents of a labor organization who charge their customer heavy prices.

96. B Statement (III) is not true because labor courts should be allowed to solve inter-union conflicts in the absence of central trade unions not in the presence of central trade unions. Hence, option (b) is the correct answer.

97. D In deferred plan, employees are entitled to profit-sharing credits instead of immediate cash payment and are distributed when the employee leaves the organization

98. E Statement (I) is not true because the system is accurate and dependable. Hence, option (e) is the correct answer.

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99. E In the job grading method of job evaluation, the jobs at various levels in an organization are placed under different grades, which are clearly defined. Grades are formulated on the basis of

- Nature of the tasks.
- Responsibilities of the jobs.
- The authority associated with the jobs.
- Knowledge and skill required for the jobs.

100. D Principles of job evaluation:

- The job dimensions should be properly selected and rated, based on the demands of the job
- The dimensions selected for rating, should be clearly defined, so that the employees can understand them properly
- The job evaluation program should be explained and illustrated to the employees at all levels in the organizational hierarchy

- The employees should actively participate in the job evaluation program.

Option (d) is the correct answer because

- Market factors should be taken into consideration , while evaluating jobs not the personal factors

Hence, option (d) is the correct answer.

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