

## **ALL THE VERY BEST FOR YOUR EXAMS**

# **SAMPLE QUESTIONS FOR CAIIB HUMAN RESOURCES MANAGEMENT**

Though we had taken enough care to go through the questions, we shall not be responsible for any loss or damage, resulting from any action taken on the basis of the contents. We advise everyone to update yourself with the latest information through RBI website and other authenticated sources. In case you find any incorrect/doubtful information, kindly update us also (along with the source link/reference for the correct information) as lot of questions were shared by many people.

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### CAIIB – GENERAL INFORMATION

Consists of 3 papers :

#### I. Compulsory Paper

1. Advanced Bank Management
2. Bank Financial Management

#### II. Elective Papers (Candidates to choose any one of their Choice)

1. Corporate Banking
2. Rural Banking
3. International Banking
4. Retail Banking
5. Co-operative Banking
6. Financial Advising
7. Human Resources Management
8. Information Technology
9. Risk Management
10. Central Banking
11. Treasury Management

- Only existing employees of banks and cleared JAIIB can appear for CAIIB Exam.
- CAIIB exams are conducted in on-line mode only.
- The examination will be conducted normally twice a year in May / June and November / December on Sundays.
- The duration of the examination will be of 2 hours.
- **Examination Pattern** : (i) Question Paper will contain 100 objective type multiple choice questions for 100 marks including questions based on case studies. The Institute may however vary the number of questions to be asked for a subject. Generally 60-65% theory based and 35-40% case study / problem solving/Analytical /Logical exposition. There is no negative marking for wrong answers.
- **Passing Criteria** - Minimum 150 in total and minimum 45 in each subject in any single attempt (not required to be the 1st attempt) is considered as pass. Else 50 in each subject. Passed subject gets carried forward to 4 continuous attempts (whether you appear for the exam or not) from the 1st attempt. If not passed in 4 continuous attempts, you need to appear in all 3 papers.
  - ❖ **First Class** : 60% or more marks in aggregate and pass in all the subjects in the FIRST PHYSICAL ATTEMPT.
  - ❖ **First Class with Distinction** : 70% or more marks in aggregate and 60% or more marks in each subject in the FIRST PHYSICAL ATTEMPT.
  - ❖ Candidates who have been granted exemption in the subject/s will be given "Pass Class" only.

➤ **Cut-off Date of Guidelines /Important Developments for Examinations** - The Institute has a practice of asking some questions in each exam about the recent developments/ guidelines issued by the regulator(s) in order to test if the candidates keep themselves abreast of the current developments. But, there could be changes in the developments / guidelines from the date the question papers are prepared and the dates of the actual examinations. In order to address these issues effectively, it has been decided that:

- ❖ In respect of the exams to be conducted by the Institute for the Period from February 2019 to July 2019, instructions/guidelines issued by the regulator(s) and important developments in banking and finance up to 31st December, 2018 will only be considered for the purpose of inclusion in the question papers.
- ❖ In respect of the exams to be conducted by the Institute for the period from August 2019 to January 2020, instructions/guidelines issued by the regulator(s) and important developments in banking and finance up to 30th June, 2019 will only be considered for the purpose of inclusion in the question papers.

➤ **Exam Fees**

**JAIIB**

- First attempt fee - 2,400\*
- Second attempt fee - 1,000\*
- Third attempt fee - 1,000\*
- Fourth attempt fee - 1,000\*

**DBF**

- First attempt fee - 3,200\*
- Second attempt fee - 1,000\*
- Third attempt fee - 1,000\*
- Fourth attempt fee - 1,000\*

**CAIIB**

- First attempt fee - 2,700\*
- Second attempt fee - 1,000\*
- Third attempt fee - 1,000\*
- Fourth attempt fee - 1,000\*

\* Plus convenience charges and Taxes as applicable

## SYLLABUS

The details of the prescribed syllabus which is indicative are furnished below. However, keeping in view the professional nature of examinations, all matters falling within the realm of the subject concerned will have to be studied by the candidate as questions can be asked on all relevant matters under the subject. Candidates should particularly prepare themselves for answering questions that may be asked on the latest developments taking place under the various subject/s although those topics may not have been specifically included in the syllabus. Any alterations made will be notified from time to time. Further, questions based on current developments in banking and finance may be asked.

**Candidates are advised to refer to financial news papers / periodicals more particularly "IIBF VISION" and "BANK QUEST" published by IIBF.**

### Module - A: Human Resources Management

- 1) Concepts, Policies and Practices : Fundamentals of HRM; Importance of Human Capital, Management of transformation, New insights into HR Management and contemporary issues, Relationship between HRM and HRD; Structure and Functions, Policies and Practices, Role of HRD professional, Development of HRM in India.
- 2) Behavioural Dynamics in organizations; Person - Job Fit, Group Dynamics, Group Problem Solving and effectiveness, Leadership and Team building, Change Management, Human Response - Implications of benchmarking; TQM, BPR, ISO 9000 Series and other techniques for Organizational improvement and Management of Service Industry; Quality Circles. Six Sigma and its implication in organizational development.
- 3) Organizational Change and Development; Responsibility Charting, Conditions for Optimal Success, Role of Change Agent and Managing Change.
- 4) HRM in Banks : Traditional Role of Human Resources Department in Banks, Expectations from HR Department, Conflict of new initiatives with work culture and capacity, Major HRM challenges facing Banks, Core Banking and HR challenges,
- 5) Knowledge management in Banks; Need for Knowledge Management Officer, Role in the Banks, HRM and Information Technology, Information and Database Management, Preparation and updation of Manuals and job cards, Linkage with Educational Institutions.

### Module - B : Building an HR strategy

- 1) Strategy Formulation and implementation; Need for a distinctive HR strategy, Formulating the strategy; connecting strategy to organization, aligning HR Systems with decision framework, Relationship between Sustainable strategic success and performance of the organization, Execution of strategy : Role of CEO, Executive team, and line Managers, Succession Planning, HRD Audit, Effectiveness of HRD, Best HR practices in banks.
- 2) Organizational Communication; Barriers to Communications, Steps for effective communication in the organisation

- 
- 3) Manpower Planning; Recruitment, Selection, Placement and Promotion. Recruitment Vs Outsourcing : Concept and Feasibility of Outsourcing, advantages, disadvantages and constraints, Compensation; incentive system linked to productivity, dealing with attrition.
  - 4) Performance Management and Appraisal Systems : Performance Appraisal System, Role of P A S, Emerging Trends, 360 degree performance Appraisal, Appraisal Vs Feedback, Competency Mapping, Key Performance Areas (KPA)

#### **Module - C : Motivation, Training and Skill Development**

- 1) Human implications of Organisations; Learning and instructions, Learning Processes, Employee Behaviour, Theories of Motivation and their practical implications, Motivational strategies, Reward and Incentive schemes, job enrichment, job rotation. Employee Development strategies and Techniques.
- 2) Training and Development; Attitude development, Role and impact of training, Career Path Planning and Counseling, Changing face of Banking, Future of Bank Education, Identification of Training Needs.
- 3) Training Methodology; subject matters of Training, Training infrastructure in Banks, outsourcing of Training, On - the job training, Management of conflict between Training and operations due to manpower constraints, Development of soft skills and communications. Developing competencies through e-learning, virtual learning and self directed learning. Training measurement and impact.

#### **Module - D : Personnel Management and Industrial Relations**

- 1) The personnel functions : Legal aspects of personnel functions, trade unionism and Industrial Relations; Industrial Relations and Negotiations in the Indian Banking Industry, Collective Bargaining Concepts; Bipartite Settlements in Banking, Employee Welfare; Policies and Schemes.
- 2) Grievance Redressal and Discipline; Mechanism and Processes, Discipline Management including Domestic Enquiry, Role of Management and Functions, Conflict Management and Resolution, Frauds in Banks, Risks attached to Delegation of Financial Powers; Precautions and Controls, Need for a vigilance Dept in Banks, Diversity and Gender Issues, Dealing with the cases of Sexual harassment.
- 3) Workers' Participation in Management, Experience of Employee Participation in Indian banking industry.

### Human Resources Management

Information type which focuses on accomplishments of employees is classified as .....

- a. trait based information
- b. behavior based information
- c. results based information
- d. coaching based information

Ans - c

Important elements such as cooperativeness, presence at work, timeline of work, quality and quantity of output are classified as .....

- a. employee performance variables
- b. employee recruitment variables
- c. employee training variables
- d. employee development variables

Ans - a

Fourth step in process of management by objective is to .....

- a. guided setting of objective
- b. ongoing performance discussion
- c. review job and agreement
- d. develop performance standards

Ans - b

Type of rewards employees get in form of praise for successfully accomplishing goals or completing project is classified as .....

- a. primacy rewards
- b. intrinsic rewards
- c. extrinsic rewards
- d. leniency rewards

Ans - b

.....

According to compensation programs, benefits such as retirement pensions and life insurances are classified in category of .....

- a. direct compensation
- b. primacy compensation
- c. indirect compensation
- d. recency compensation

Ans - c

.....

Types of compensation employees get from organization after timely completion of work includes .....

- a. intrinsic rewards
- b. extrinsic rewards
- c. strictness reward
- d. both a and b

Ans - d

.....

People who chosen careers having more structured activities is classified as .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - d

.....

Forced distribution and ranking are considered as methods of .....

- a. comparative methods
- b. narrative methods
- c. behavioral methods
- d. category rating methods

Ans - a

.....

..... interview in which candidate is allowed to speaks his mind freely

- a. Non directed
- .....



- b. Structured
- c. Formal
- d. Depth

Ans - a

Performance appraisal measurement error in which prejudices of rater distort results of rating is classified as .....

- a. rater bias
- b. halo effect
- c. contrast error
- d. sampling error

Ans - a

Type of central tendency error occur while appraising performance when employee rating falls at higher side of scale is classified as .....

- a. strictness error
- b. leniency error
- c. halo effect
- d. contrast error

Ans - b

Systematic process which is used to identify, measure, evaluate, encourage and improve employee performance is classified as .....

- a. coaching management system
- b. training management system
- c. performance management system
- d. development management system

Ans - c

A human relation seeks to emphasis employee aspects of work rather than .....

- a. Technical aspects
- b. Economic aspects



- c. Technical or economic aspects  
d. workers aspects

Ans - c

Uses of performance appraisals such as coaching and career planning, identifying strengths and areas for growth are classified as uses of .....

- a. systematic uses  
b. subjective uses  
c. development uses  
d. administrative uses

Ans - c

State True or False: 1. the Mines Act, 1952, empowers the Government to specify employment of welfare officer/officers 2. Under the Factories Act, 1948, employers had to employ a Welfare Officer in a factory employing 500 or more workers. 3. Oppression and poor working conditions prevailed in all industries and intensified in the tea estates this prevailed till the enactment of the Factory Act of 1881 4. Under the Factories Act, 1948, employers had to employ a Welfare Officer in a factory employing 1000 or more workers Select the correct option

- a. only 1 is true  
b. only 1,2 & 3 are true  
c. only 4 is true  
d. only 1,3 & 4 are true

Ans - c

Match the profession with correct varna according to the "varna shram" (a) Fighting (i) Brahmins (b) Manual work (ii) kshatriyas (c) Trade and Business (iii) shudras (d) Teaching (iv) vaishyas Choose correct option:

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

Ans - d

Ramesh is conducting an interview for hiring the Sales Executive for his organization. He needs to know about the personality of the person. What method he may use:

- a. Physical Examination
- b. Reference Check
- c. Psychological Test
- d. Depth Interview

Ans - d

The primary purpose of 'Training' is:

- a. Learning related to present job
- b. Learning to prepare for a different but identified job
- c. Learning for growth of the individual not related to any specific job
- d. Motivating employees for better performance

Ans - a

Following are the steps of Grievance handling; they are not given in proper sequence. I. Analyze and divide II. Follow up III. Receive and define the nature of the dissatisfaction IV. Get the facts V. Apply the answer Choose the correct sequence from the options given below.

- a. V, ii, iv, iii, I
- b. iii, iv, i, v, ii
- c. i. iii. iv. ii. v
- d. i. ii. v. iv. iii

Ans - d

Many colleges and universities have arranged for students to work part-time in a special training program as part of their education. This training is called .....

- a. College trainee experience
- b. Educational credits program
- c. Coordinated education
- d. An internship

Ans - d

.....

First step in process of management by objectives is to .....

- a. review job and agreement
- b. develop performance standards
- c. guided setting of objective
- d. ongoing performance discussion

Ans - a

.....

An automated end to end process of planning and recruiting employees is called .....

- a. phased retirement
- b. pre-retirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....

People that are attracted to occupation of biologist is best classified as .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. artistic orientation

Ans - b

.....

Period in which people act as mentors, for younger employees is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. decline stage

Ans - d

.....

People attracted to occupation involving cognitive activities are classified as .....

- a. realistic orientation
- b. investigative orientation

.....

- c. social orientation  
d. artistic orientation

Ans - b

'Leisure time counseling' is an example of .....

- a. phased retirement  
b. preretirement counseling  
c. honoring experience  
d. modifying selection procedure

Ans - b

In career development, providing mentoring opportunities is part of .....

- a. individual role  
b. manager role  
c. employer role  
d. line manager

Ans - c

An idea of instituting HR policies to support and encourage senior workers is part of .....

- a. promotions  
b. transfers  
c. reality shock  
d. managing retirements

Ans - d

In career development, discussing your career with your manager is part of .....

- a. individual role  
b. manager role  
c. employer role  
d. line manager

Ans - a

.....

Breaking down of job into smaller parts covering few operations .....

- a. Job Enlargement
- b. Job Cycle
- c. Job Empowerment
- d. Job Simplification

Ans - d

.....

Human Resource Planning is ..... Looking function

- a. Forward
- b. Backward
- c. Simple
- d. Cross

Ans - a

.....

Job satisfaction is high when there is .....

- a. Low morale
- b. High wage
- c. Low wage
- d. High Morale

Ans - d

.....

..... Act prohibits the employment of child below 14 years of age

- a. Child labour
- b. Contract labour
- c. Bonded labour
- d. Wages contract

Ans - a

.....

..... is the big problem for every organisation

- a. recruiting and selecting
- b. Attracting and retaining

.....

- .....
- c. Performance appraisal
  - d. Promotion and transfer

Ans - b

.....

The flow of work with organisation is strongly influenced by .....

- a. Nature of the task
- b. Nature of product and service
- c. Nature of the organization
- d. All the above

Ans - b

.....

Ergonomics concerned with .....

- a. Designing and shaping jobs
- b. Creativity the jobs
- c. Guiding the employees to do the jobs
- d. All the above

Ans - a

.....

..... is the process of familiarizing new employees with the organisation and the job.

- a. Recruitment
- b. Selection
- c. Induction
- d. Training

Ans - c

.....

The objective of salary administration is to offer .....

- a. More wages
- b. Lesser wages
- c. Poor wages
- d. Fair wages

Ans - d

.....

Non-financial motivator is .....

- a. Bonus
- b. Job security
- c. Medical reimbursement
- d. Leave with pay

Ans - b

.....

Whatever an individual does, there is always some amount of ..... on him.

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

Ans - b

.....

It is the tendency of a superior to rate people lower than their performance is termed as .....

- a. Horns Effect
- b. Central tendency
- c. Halo effect
- d. static

Ans - c

.....

..... is a process of assigning specific job to each of the selected candidates

- a. Placement
- b. Training
- c. Selection practices
- d. preliminary interview

Ans - a

.....

What is the designation of the manager who energize the workplace with focus?

- a. Employee energized executive
- b. Employee engagement manager

.....



- .....
- c. Chief executive officer
  - d. HR trainer

Ans - b

.....

..... ensures talented employees retained by reassigning them to other groups

- a. Employees Enrolment review committee
- b. Association of job secured for employees
- c. Work allotment committee
- d. People movement management review committee

Ans - d

.....

HRM policy is .....

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

Ans - a

.....

HRM policies lies in .....

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

Ans - d

.....

According to Knowles ..... provides the basis for the learning activities

- a. Hard Work/Smart work
- b. Learning and Guidance
- c. Education and Knowledge
- d. Experience including mistakes

Ans - d

.....

..... initiates center on enhancing capabilities

- a. Development
- b. Rewards
- c. Training
- d. Planning

Ans - a

.....

..... term refers to the knowledge, education, training, skills, and expertise of a firms workers.

- a. human resources
- b. human capital
- c. intangible assets
- d. knowledge assets

Ans - b

.....

More difficult jobs are paid more are ensured by .....

- a. Internal equity
- b. External equity
- c. Equity
- d. Factor

Ans - a

.....

Too great a reliance on internal recruitment can result in .....

- a. Reduced job performance
- b. Higher labour turnover
- c. Internal conflict
- d. Poor group dynamics

Ans - a

.....

Set of proposals and actions for managers dealing with the employees is .....

- a. Personnel Policies
- b. Personnel Procedure

.....

- c. Personnel duties  
d. Personnel roles

Ans - a

Adding more responsibilities, autonomy and control of a job is .....

- a. Job enrichment  
b. Job design  
c. Job requirement  
d. Job analysis

Ans - a

Failure to report work is called .....

- a. Lack of commitment  
b. Absenteeism  
c. Burnout  
d. Immoral Activity

Ans - b

A portrayal of replacing the employees is .....

- a. Job chart  
b. Replacement chart  
c. Workers chart  
d. Employees chart

Ans - b

Apart from pay what is the second most common reason for an employee to join a trade union?

- a. group solidarity  
b. friendship groups  
c. political reasons  
d. wide range of personal benefits

Ans - d

.....  
A manager is asking 'Does employee is informed about performance standards' is part of .....

- a. antecedents
- b. behavior
- c. consequences
- d. counseling

Ans - a

.....

Bankers are best classified in a personality type of .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - d

.....

People favors career in which personal needs of employees are subordinated to company is .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - d

.....

In traditional focus, providing information about skills learning is included in .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - a

.....

Re-designing a business process for more efficient and effective results is called .....

- a. redesigning jobs of workers
- b. assigning additional activities to workers

.....

- .....
- c. moving workers from one job to other
  - d. reengineering

Ans - d

.....

Term job enlargement means .....

- a. redesigning jobs for workers
- b. assigning additional activities for workers
- c. moving workers from one job to other
- d. none of above

Ans - b

.....

The process by which older members of a society transmit to younger members the social skilled is termed as .....

- a. Literature
- b. Norms
- c. Values
- d. Socialization

Ans - d

.....

The employment contract provides a set of rights, responsibilities and obligations that structure the behavior of whom?

- a. Both parties
- b. The employee
- c. The employer
- d. Trade unions

Ans - a

.....

Listing of performance of employees according to specific order from high performer to lower performer is classified as .....

- a. forced distribution
- b. checklist scale
- c. graphic rating scale

.....

d. ranking

Ans - d

The significant of placement .....

- a. Improves employee welfare
- b. Reducing absenteeism
- c. Reducing accident rates
- d. All the above

Ans - d

Dispute between employees at different levels in an organization is known as .....

- a. Horizontal conflict
- b. over all conflict
- c. Vertical conflict
- d. Organizational conflict

Ans - c

..... will help to perform the employees' duty effectively

- a. Training
- b. Recruitment
- c. Induction
- d. None of the above

Ans - a

HR plans of any organization does not include .....

- a. personnel plans
- b. production plans
- c. compensation plans
- d. training and development plans

Ans - b

Re-designing a business process for more efficient and effective results is called as .....

- a. redesigning jobs of workers
- b. assigning additional activities to workers
- c. moving workers from one job to other
- d. reengineering

Ans - d

The skills available within the company is .....

- a. Human Resource Inventory
- b. Human planning Inventory
- c. Manpower Inventory
- d. Employee inventory

Ans - a

Term 'job enrichment' means .....

- a. redesigning jobs for workers
- b. assigning additional activities to workers
- c. moving workers from one job to other
- d. none of above

Ans - a

First step in management by objectives is to .....

- a. set departmental goals
- b. set organizational goals
- c. set individual goals
- d. discuss departmental goals

Ans - b

Expected level of job performance is classified as .....

- a. performance standards
- b. profitability standards



- c. subjective standards  
d. criterion standards

Ans - a

Process of evaluating performance of employees, comparing performances to set standards and communicating it to employees is called .....

- a. performance appraisal  
b. subjective appraisal  
c. criterion appraisal  
d. employee development appraisal

Ans - a

Tool used in performance appraisal measurement which distribute ratings of performance along bell shaped curve is classified as .....

- a. graphic rating scale  
b. ranking  
c. forced distribution  
d. checklist scale

Ans - c

If outside vendors abroad supply services that are previously done by in-house employees will be called .....

- a. outsourcing  
b. off shoring  
c. alternative staffing  
d. none of above

Ans - b

Determining duties and characteristics of positions to be staffed is .....

- a. job descriptions  
b. job analysis  
c. job specifications

d. both A and C

Ans - b

..... method used to knowledge and attitudinal development of trainees

- a. Class room training method
- b. Group discussion method
- c. Simulation exercises
- d. Role playing

Ans - b

In Performance Appraisal .....

- a. The Supervisor measure the pay of employees and compare it
- b. The supervisors analyses the factors behind work performance
- c. Employers are in position to guide
- d. All the above

Ans - d

..... technique which is systematic collection of performance data from all derived groups

- a. Field Review Method
- b. MBO
- c. 360 degree Feed back
- d. Cost Accounting Method

Ans - c

The company's ..... process ensures that it get's people edge it needs

- a. Recruitment
- b. Motivation
- c. Training
- d. Development

Ans - a

.....

Sending employees for higher studies .....

- a. Process of appraisal
- b. Process of selection
- c. Motivation
- d. Learning and development

Ans - d

.....

No attendance monitoring is pertinent to .....

- a. career appraisal
- b. Performance appraisal
- c. Compensation and benefits
- d. selection of the employee

Ans - c

.....

What is job Hazards?

- a. challenges and struggles
- b. Distractions and problems
- c. Difficulties and complications
- d. Obstacles and obstructions

Ans - d

.....

Content of job specification statement .....

- a. Required education
- b. Health and physical fitness
- c. Appearance
- d. All the above

Ans - d

.....

HR plans of any organization does not include .....

- a. personnel plans
  - b. production plans
- .....

- .....
- c. compensation plans
  - d. training and development plans

Ans - b

.....

Process which consists how and what positions are to be filled is called .....

- a. Employment planning
- b. Human resource planning
- c. Succession planning
- d. all of above

Ans - d

.....

Study of different employment needs of company is .....

- a. ratio analysis
- b. scatter plot
- c. trend analysis
- d. all of above

Ans - c

.....

An outline of chain of command and reporting relationships in form of chart, is stated in .....

- a. organization chart
- b. process chart
- c. process management
- d. production unit

Ans - a

.....

Workflow detailed picture is called .....

- a. organization chart
- b. process chart
- c. process management
- d. production unit

Ans - b

.....

.....

Determining type of people, which a company needs for job is referred as .....

- a. job descriptions
- b. job analysis
- c. job specifications
- d. both A and C

Ans - c

.....

Job analysis is must for employees' .....

- a. training
- b. performance appraisal
- c. compensations
- d. all of above

Ans - d

.....

Competency-based-job-analysis means defining job in terms of .....

- a. measureable competency
- b. behavioral competency
- c. observable competency
- d. all of above

Ans - d

.....

Reporting relationships and working conditions related to a job is stated in .....

- a. job descriptions
- b. job analysis
- c. job specifications
- d. Both A and C

Ans - a

.....

While writing job description, major functions or activities are written in .....

- a. job summary
- b. responsibilities and duties

.....

- c. job identification  
d. both b and c

Ans - a

Personal qualities and traits required for job is stated in .....

- a. job descriptions  
b. job analysis  
c. job specifications  
d. Both A and C

Ans - c

A job enrichment is a way to .....

- a. motivate employees  
b. compensate employes  
c. staffing new employees  
d. all of above

Ans - a

'corporate strategy' does not include .....

- a. diversification  
b. consolidation  
c. cost leadership  
d. vertical integration

Ans - c

Employees' career hazards are dealt in .....

- a. coaching  
b. mentoring  
c. career management  
d. career development

Ans - b

.....  
In traditional focus, ratings or rewards are part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - b  
.....

In talent management end to end process, workforce and succession planning leads to .....

- a. compensation management
- b. performance management
- c. learning management systems
- d. e-recruiting

Ans - a  
.....

In talent management end to end process, learning management systems lead to .....

- a. succession planning
- b. performance management
- c. compensation management
- d. e-recruiting

Ans - d  
.....

Supply of services by outside vendors that are done previously by in-house employees is .....

- a. outsourcing
- b. off shoring
- c. alternative staffing
- d. none of above

Ans - a  
.....

Process of identifying, assessing and developing leadership is called .....

- a. Employment planning
  - b. Human resource planning
- .....



- .....
- c. Succession planning
  - d. all of above

Ans - c

.....

Division of work to take the advantage of .....

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

Ans - b

.....

Oral examination of candidates for employment is .....

- a. Placement
- b. Screening
- c. Interview
- d. Selection

Ans - c

.....

Flexitime work system is a ..... system

- a. Operational
- b. Logical
- c. Functional
- d. Scheduling

Ans - d

.....

Job enlargement expands .....

- a. Upward
- b. Downward
- c. Horizontally
- d. Vertically

Ans - c

.....

..... is a discontent or dissatisfaction.

- a. Punishment
- b. Grievance
- c. Discipline
- d. Suspension

Ans - b

.....

According to McClland achievement theory, achievers avoid .....

- a. Easily accomplished goals
- b. Challenges of the firm
- c. Individual performance
- d. Low and High risk situation

Ans - d

.....

TAT means .....

- a. Thematic Apperception Test
- b. Teaching and training
- c. Technical aptitude test
- d. None of the above

Ans - a

.....

Amount of remuneration received during a period is .....

- a. Wages
- b. Earnings
- c. Minimum wage
- d. Wage structure

Ans - b

.....

Rapid ..... stimulates the innovation

- a. Technological changes
- b. Economic changes

.....

- .....
- c. Political modifications
  - d. All of the above

Ans - a

.....

..... method of job evaluation is otherwise called classification method

- a. Silent
- b. College
- c. Grading
- d. Home

Ans - c

.....

Training helps to improve and give higher .....

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

Ans - a

.....

Relationship between two variables can be identified with help of .....

- a. ratio analysis
- b. scatter plot
- c. trend analysis
- d. all of above

Ans - b

.....

A company can create 'superior-subordinate' relationship through .....

- a. line authority
- b. hiring authority
- c. staff authority
- d. all of above

Ans - a

.....

High performance work system leads to .....

- a. superior employee performance
- b. low labor costs
- c. safer workplaces
- d. less employee turnover rate

Ans - a

.....

Manager who can only issue orders in his own department .....

- a. Line managers
- b. Staff managers
- c. HR managers
- d. all of above

Ans - b

.....

In 'ABC' approach which is used in formulating hypothesis, "A" stands for .....

- a. apprenticeship
- b. antecedents
- c. appraisal performance
- d. appraisal management

Ans - b

.....

People attracted to occupations that require physical activities are best classified as .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. artistic orientation

Ans - a

.....

Online career development workshops are one of method of .....

- a. career management
- b. appraisal management

.....

- .....
- c. performance management
  - d. employee development

Ans - a

.....

Lawyers are tend to be classified as personality type of .....

- a. social
- b. non artistic
- c. investigative
- d. enterprising

Ans - d

.....

Providing employees development budget is a method relating to .....

- a. career management
- b. appraisal management
- c. performance management
- d. employee development

Ans - a

.....

In career development, realistic career plans is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - a

.....

An availability of information systems to integrate learning with employee pay is part of .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans – c

.....

..... are necessary to match the changing job requirements

- a. Finance experts
- b. Marketing experts
- c. Technical skill personal
- d. Legal experts

Ans - c

..... seek to organize with ..... over the terms and conditions of employment for their members

- a. Labour unions, Management
- b. Employer, employee
- c. Supervisor, subordinate
- d. Leader, follower

Ans - a

Labour market deals with .....

- a. Job enrichment
- b. Job enlargement
- c. Demand and supply of labour
- d. Promotions and transfer

Ans - c

Motivational devices used to encourage special workers .....

- a. Compensation
- b. Wages
- c. Salaries
- d. Incentives

Ans - d

HR plans should be ..... with the corporate plans of the enterprise

- a. Balanced
- b. Not related

- c. Mixed  
d. Not balanced

Ans - a

..... interview is conducted by a group of interviewers

- a. Non directional  
b. Structured  
c. Panel  
d. Stress

Ans - c

Recruitment is one of the HR ..... function

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

Ans - a

An availability of information systems to integrate recruitment with learning is a part of .....

- a. phased retirement  
b. preretirement counseling  
c. talent management  
d. modifying selection procedure

Ans - c

An availability of new talent management information system is a key driver of .....

- a. phased retirement  
b. career management  
c. talent management  
d. modifying selection procedure

Ans - c

.....  
A job analyst's task is to .....

- a. prepare job description
- b. integrate development activities
- c. develop compensation plans
- d. advise management

Ans - a  
.....

Counseling and compensation of employees is part of .....

- a. Staffing
- b. Controlling
- c. Leading
- d. Organizing

Ans - a  
.....

A personnel plan requires forecast of .....

- a. personnel needs
- b. supply of inside candidates
- c. supply of outside candidates
- d. all of above

Ans - d  
.....

A company's strategic goals must work towards .....

- a. succession planning
- b. performance management
- c. compensation management
- d. all of above

Ans - d  
.....

In career development, providing timely performance feedback is a futile part of .....

- a. individual role
  - b. manager role
- .....



- c. employer role  
d. line manager

Ans - b

Reducing in work hours is an example of .....

- a. phased retirement  
b. flexible work  
c. honoring experience  
d. modifying selection procedure

Ans - a

Focus on long-term issue, that are hard-to-reverse are part of .....

- a. coaching  
b. mentoring  
c. informal training  
d. formal training

Ans - b

In career development, providing assistance programs for academic learning is an art of .....

- a. individual role  
b. manager role  
c. employer role  
d. line manager

Ans - c

In traditional focus, rewards based on production is part of .....

- a. training and development  
b. performance appraisal  
c. recruiting and placement  
d. compensation and benefits

Ans - d

Relationships section of job description defines whom would you .....

- a. supervise
- b. report to
- c. work with
- d. all of above

Ans - d

Position Analysis Questionnaire (PAQ) for job analysis is .....

- a. quantitative technique
- b. qualitative technique
- c. both A and B
- d. none of above

Ans - a

A list; consisting job duties and responsibilities is part of .....

- a. job descriptions
- b. job analysis
- c. job specifications
- d. both A and C

Ans - a

Performance appraisals are basically used by organizations to .....

- a. defining needed capabilities
- b. administered wages and salaries
- c. recruiting employees
- d. fulfilling staffing needs

Ans - b

Employee evaluation, performance evaluation, performance review and employee rating are all terms used to define .....

- a. criterion appraisal

- b. employee development appraisal  
c. performance appraisal  
d. subjective appraisal

Ans - c

According to compensation programs designed for employee, variable pay other than base pay is classified as part of .....

- a. indirect compensation  
b. recency compensation  
c. direct compensation  
d. primacy compensation

Ans - c

Employees to whom overtime is must to be paid under restriction of Fair Labor Standards Act are called .....

- a. salaried exempt employees  
b. salaried nonexempt employees  
c. exempt employees  
d. non-exempt employees

Ans - d

Indirect rewards given to employees of organization for being member of organization are called .....

- a. productivity compensation  
b. effectivity compensation  
c. benefits  
d. philosophical compensation

Ans - c

Methods of performance appraisals does not include .....

- a. comparative methods  
b. objective methods  
c. systematic methods

d. subjective methods

Ans - c

Types of performance information includes .....

- a. results based information
- b. trait based information
- c. behavior based information
- d. all of above

Ans - d

Transition to independent contracts status is an example of .....

- a. phased retirement
- b. flexible work
- c. honoring experience
- d. modifying selection procedure

Ans - a

People are not attracted towards occupations, which require affective activities can be best classified as .....

- a. realistic oriented
- b. investigation oriented
- c. social oriented
- d. artistic oriented

Ans - b

When employee's high expectations confront reality of boring job, it is called .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - c

Strategy that employees seek, for interesting jobs and greater advancement opportunities is included in .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - b

In career development focus, addition of development plans is a part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. compensation and benefits

Ans - b

In career development, providing support in employee's development plans is a/an .....

- a. individual role
- b. managerial role
- c. employer role
- d. line manager's role

Ans - b

A stage in which employees slide from stabilization stage is called .....

- a. stabilization sub stage
- b. trial sub stage
- c. establishment stage
- d. maintenance stage

Ans - d

In career development process, utilization of development opportunities is included in .....

- a. individual role

- b. manager role  
c. employer role  
d. line manager

Ans - a

Helping retirees and preparing them for retirement is an aim of .....

- a. phased retirement  
b. preretirement counseling  
c. honoring experience  
d. modifying selection procedure

Ans - b

'Health counseling' is an example of .....

- a. phased retirement  
b. preretirement counseling  
c. honoring experience  
d. modifying selection procedure

Ans - b

Outcomes of competency based pay system such as fewer bottlenecks, more workforce flexibility and increased effectiveness are classified as .....

- a. quartile strategy based outcome  
b. organization-related outcomes  
c. employee-related outcomes  
d. percentiles strategy outcomes

Ans - b

Jobs in organization that require similar knowledge, abilities and skills and are performed by individuals having similar duties are classified as .....

- a. benchmark job  
b. job promotion structure  
c. compensable evaluation

d. job evaluation

Ans - a

People who are 'public relations executives' are best classified as .....

- a. enterprising orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - a

'Job rotation' means .....

- a. redesigning jobs of workers
- b. assigning additional activities to workers
- c. moving workers from one job to other
- d. none of above

Ans - c

Employees to whom overtime is not paid under restriction of Fair Labor Standards Act are called .....

- a. exempt employees
- b. non-exempt employees
- c. salaried exempt employees
- d. salaried nonexempt employees

Ans - a

Type of rewards employees get in form of monetary or non-monetary benefits are classified as .....

- a. extrinsic rewards
- b. leniency rewards
- c. primacy rewards
- d. intrinsic rewards

Ans - a

.....

Most common and usual form of direct compensation paid in organizations is .....

- a. base pay and benefits
- b. base and variable pay
- c. variable pay and benefits
- d. all of above

Ans - b

.....

Example of 'general competency' related to job is included .....

- a. strategic thinking
- b. mathematical reasoning
- c. reading and writing
- d. both b and c

Ans - d

.....

Diversification' can be best classified as .....

- a. potential opportunities
- b. potential threats
- c. potential strengths
- d. potential weaknesses

Ans - a

.....

Top management works on .....

- a. strategic plan
- b. corporate plan
- c. budgeting
- d. both A & B

Ans - a

.....

People having enterprising personality oriented choose profession of .....

- a. military officers
- b. advertising executives

.....



- c. carpenters  
d. engineers

Ans - a

Process of attracting, selecting, training and promoting employees through a particular firm is called .....

- a. phased retirement  
b. preretirement counseling  
c. talent management  
d. modifying selection procedure

Ans - c

In talent management end to end process, performance management leads .....

- a. succession planning  
b. compensation management  
c. learning management systems  
d. e-recruiting

Ans - c

In growing organization, specialized staff is needed by .....

- a. Line manager  
b. HR manager  
c. Staff manager  
d. all of above

Ans - a

Convenient way in 'unfreezing stage' is .....

- a. action research  
b. survey research  
c. marketing research  
d. human research

Ans - b

Employees general attitude is referred to as .....

- a. Job satisfaction
- b. Job analysis
- c. Job description
- d. Job evaluation

Ans - a

.....

Method of copying someone else behaviour is .....

- a. Education
- b. Training
- c. Mentoring
- d. Modelling

Ans - d

.....

The process of identifying human resource needs and formulating plans to meet these needs is .....

- a. HR Planning
- b. Man power planning
- c. IT Planning
- d. Production planning

Ans - a

.....

Efficiency consideration must be balanced against .....

- a. Facilities and obtainability
- b. Talents and skills of the people
- c. Abilities and availability of the people
- d. None of the above

Ans - c

.....

'Differentiation and integration' is an example of .....

- a. human process intervention
- b. techno structural interventions

.....

- c. strategic intervention  
d. HRM interventions

Ans - b

Stage in which person focuses on maintaining established position is called .....

- a. exploration stage  
b. growth stage  
c. midcareer crisis sub stage  
d. maintenance stage

Ans - d

People having 'foreign services' as profession are best classified as .....

- a. realistic orientation  
b. investigative orientation  
c. social orientation  
d. artistic orientation

Ans - c

Series of lifetime activities contributing in establishment, fulfillment and success of a person's career is called .....

- a. career  
b. career management  
c. career planning  
d. career development

Ans - d

Process through a person comes to know about self-skills, interests and motivation is called .....

- a. career  
b. career management  
c. career planning  
d. career development

.....  
Ans - c  
.....

Retired officers of Indian Army are recruited by real estate firms is an example of .....

- a. phased retirement
- b. flexible work
- c. honoring experience
- d. modifying selection procedure

Ans - c  
.....

In 'ABC' approach which is used in formulating hypothesis, "B" stands for .....

- a. behavior
- b. benchmarking
- c. best supporting team
- d. bearing peer pressure

Ans - a  
.....

Test in which PC-based situations and choices are given to solve situation is called .....

- a. situational test
- b. reasoning test
- c. video simulation test
- d. miniature job training

Ans - c  
.....

..... implies jobs of a similar nature

- a. Job family
- b. Job status
- c. Job enrichment
- d. Job design

Ans - a  
.....

Job analysis is the outcome of Job description and .....

.....

- a. Job design
- b. Job specification
- c. Job evaluation
- d. Job content

Ans - b

.....

Job specification is otherwise called as ..... specification

- a. Human
- b. Role
- c. Content
- d. Physical

Ans - a

.....

Job description is helpful in ..... grading and classification

- a. Salary
- b. Position
- c. Job
- d. People

Ans - c

.....

Handling labor relations and safety laws for companys labour is part of .....

- a. Line function
- b. Staff function
- c. Co-ordinative function
- d. Top management function

Ans - b

.....

..... interview is a type of interview which is pre planned and is held in a formal atmosphere

- a. Informal
- b. Patterned
- c. Formal

.....

d. Structured

Ans - b

.....

Discharge may or may not be punishment but dismissal certainly means .....

- a. Promotion
- b. Punishment
- c. Demotion
- d. Transfer

Ans - b

.....

Compensation philosophy according to which compensations are not paid according to span of service but consider performance level is called .....

- a. performance orientation philosophy
- b. recency orientation philosophy
- c. primacy orientation philosophy
- d. entitlement orientation philosophy

Ans - a

.....

Movement of an employee from a low level to the higher level is .....

- a. Transfer
- b. Promotion
- c. Rotation
- d. Shifting

Ans - b

.....

Picking up suitable candidates by rejecting the unsuitable .....

- a. Recruitment
- b. Training
- c. Selection
- d. Development

Ans - c

.....

Method of predicting organisation future demand for employees .....

- a. HR Forecast
- b. Labour Forecast
- c. Manpower Forecast
- d. Job Forecast

Ans - a

.....

A lateral movement within the same grade from one job to another

- a. Promotion
- b. Transfer
- c. Recruitment
- d. Retrenchment

Ans - b

.....

..... Test is a mental ability test

- a. Intelligence
- b. Aptitude
- c. Personality
- d. Interest

Ans - a

.....

Grievances affect the employees.....

- a. Promotion
- b. Training
- c. Wages
- d. Morale

Ans - d

.....

Collective bargaining is an action of .....

- a. An individual
- b. Manager

.....

- c. State  
d. Group

Ans - d

WAB's Refers to .....

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

Ans - b

..... is a formal & detailed study of jobs

- a. Job enrichment  
b. Job evaluation  
c. Job classification  
d. Job analysis

Ans - d

The process of efficiently achieving the objectives of the organisation with and through people

- a. Management  
b. Administration  
c. Decision Making  
d. Controlling

Ans - a

The ratio of an organisation's outputs to inputs

- a. Productivity  
b. Re engineering  
c. Achievement  
d. In tegration

Ans - a



Rotation is otherwise called as .....

- a. replacement transfer
- b. shift transfer
- c. versatility transfer
- d. remedial transfer

Ans - c

.....

When expectation about a persons role in the group contradict one another, it becomes?

- a. Down Ward Conflict
- b. Up Ward Conflict
- c. Role Conflict
- d. Role Ambiguity

Ans - c

.....

A group created by management to accomplish certain organizational goal is called as .....

- a. Performance group
- b. Task group
- c. Prime group
- d. In group

Ans - b

.....

A statement containing the details of works to be performed & responsibilities involved is known as .....

- a. Job analysis
- b. Job evaluation
- c. Job specification
- d. Job description

Ans - d

.....

Leadership and development consists of .....

- a. Flexi and part time workers
- b. Employee empowerment

.....

- .....
- c. Feedback system
  - d. None of the above

Ans - b

.....

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

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

Ans - a

.....

..... deals with orientation along with parents

- a. Campus recruitment
- b. Walk in interview
- c. Employees training
- d. All the above

Ans - a

.....

....., implies objective listing of the job title, tasks, duties

- a. Job description
- b. Job content
- c. Organizational description
- d. Supervisor's instruction

Ans - a

.....

..... is concerned with the actual work place

- a. Department structure
- b. Organization structure
- c. Working environment
- d. Organization function

Ans - c

.....

.....

Movement of an employee from one job to another is .....

- a. Job Enlargement
- b. Retrenchment
- c. Job Rotation
- d. Job Design

Ans - c

.....

What are the types of industrial action a union is most likely to engage in?

- a. unofficial action
- b. strike action
- c. action short of a strike
- d. absence.

Ans - c

.....

Informing vacancies of employees internally .....

- a. Advertising
- b. Internal Advertising
- c. External Advertising
- d. Modelling

Ans - b

.....

Employees hired for limited time to a specific job .....

- a. Permanent employees
- b. Temporary employees
- c. Contract employees
- d. Employee hiring

Ans - b

.....

..... is the process of putting an employee on a specific job so as to match employee skills with the requirements of the job.

- a. Recruitment

.....

- b. Placement
- c. Selection
- d. Training

Ans - b

Sons of soil claim means .....

- a. Recruitment from sister concern
- b. Selection by promotion
- c. Suitable hands in vicinity of organization
- d. selection by recommendation

Ans - c

What is the characteristic of training .....

- a. Clearly define parametres
- b. Planned sequence of events
- c. Induces behavioural changes
- d. All the above

Ans - d

The main objective of the training .....

- a. Solve the conflict
- b. Improve the productivity
- c. To avoid labour union problems
- d. Increase the no. of employees

Ans - b

..... influence the financial wealth of the organization

- a. Technological conditions
- b. Social conditions
- c. Political conditions
- d. Economical conditions

.....  
Ans - d  
.....

..... have strength to match the growth of industrialization

- a. Govt organization
- b. employees organization
- c. Private organization
- d. All the above

Ans - b  
.....

Employees can be appraised against.....

- a. Relative standards
- b. Objective
- c. Absolute standards
- d. Group

Ans - a  
.....

PAQ stands for .....

- a. Position Alteration Quotient
- b. Position Analysis Questionnaire
- c. Position activity question
- d. Program analytical questionnaire

Ans - b  
.....

Quantitative performance measures used by human resource managers to assess operations are called .....

- a. ratios
- b. benchmarks
- c. metrics
- d. grades

Ans - c  
.....  
.....

Psychology oriented factor of production is .....

- a. Land
- b. Finance
- c. Machine
- d. labour

Ans - d

The exist of HRM department is to serve .....

- a. Not to the labour unions
- b. The labour unions
- c. The rest of the organization
- d. Only the department

Ans - c

HRM assists employees .....

- a. To achieve the organizational goals
- b. To achieve departmental goals
- c. To accomplish organizational goals
- d. To achieve personal goal

Ans - d

..... Cannot perform their job in vaccum

- a. The top level executives
- b. Middle level Managers
- c. The personnel managers
- d. Operation level people

Ans - c

The primary importance of HRM as for environmental influence .....

- a. Economic conditions
- b. Labour workers

- .....
- c. Laws and regulations
  - d. All the above

Ans - d

.....

..... of Human Resource in the country influence the HRM function of any organization

- a. Structure
- b. Values
- c. Education
- d. All the above

Ans - d

.....

..... is the major strategy of our country's HR focused to face the foreign organization

- a. Challenge the competition
- b. Focus on product
- c. Recruitment of employees from other country
- d. None of the above

Ans - a

.....

The process of gathering information about job is .....

- a. Job Analysis
- b. Job Description
- c. Job Simplification
- d. Job Enrichment

Ans - a

.....

In the time organization, the authority flow and from .....

- a. top to bottom
- b. . bottom to top
- c. left to right
- d. right to left

Ans - d

.....

.....

Training received directly on the job is .....

- a. Job Instruction training
- b. Job Intimation
- c. Job Application
- d. Job Intelligence training

Ans - a

.....

What should be the basic positive attitude among workers?

- a. Do not join in labour unions
- b. Reducing wastage and maximum use of resources
- c. Educate others
- d. Effective communication

Ans - b

.....

HR policy makes employees .....

- a. Train for future positions
- b. A better person/workers
- c. A knowledgeable person
- d. All the above

Ans - a

.....

Healthy HRM practices can help the organization .....

- a. To reduce the disputes/ conflicts
- b. To increase the promotional opportunities
- c. To realize the employees
- d. To maintain cordinal relationship unions

Ans - d

.....

..... practices teach individuals team work and adjustment

- a. Personnel management
- b. Effective Human Resource

.....



- c. Employee welfare  
d. Healthy, safety and welfare

Ans - b

Employee training requires to meet .....

- a. Job requirement  
b. Job enhancement  
c. Job Analysis  
d. Job Enrichment

Ans - a

..... can be promoted for the future for the top level job

- a. Potential employees  
b. Legal employees  
c. Skilled employees  
d. Trained employees

Ans - a

When industrial development increased by HR, it also stimulates .....

- a. Organizational modifications  
b. Economy  
c. Technology  
d. Socio cultural change

Ans - b

HR also focuses on .....

- a. Physical and emotional capital  
b. The confidence of employees  
c. Communication styles of the workers  
d. Attitude of the worker

Ans - d

What is Harmonious relationship at workplace?

- a. Friendly in nature
- b. Pleasing and consistent
- c. cordial and available
- d. All the above

Ans - d

Working condition activities refers with .....

- a. Decision making of top management
- b. Policy and procedure of a firm
- c. Health, safety, welfare services
- d. culture of the organization

Ans - c

Employee welfare is about .....

- a. Determining employees real needs
- b. Giving challenging work
- c. Showing the path by right leadership
- d. Salary benefits

Ans - a

..... is the art and science

- a. Labour legislation
- b. Union management relationship
- c. Allotment of right job to right one
- d. All of the above

Ans - b

The objective of the HRM span right from the .....

- a. Manpower needs
- b. Organizational needs

- c. Social needs  
d. Industry welfare

Ans - a

HRM is all about developing and managing .....

- a. Knowledge  
b. Skills  
c. Creativity  
d. All the above

Ans - d

Social objective of an organization .....

- a. Minimize the profit  
b. Minimize the negative impact  
c. Maximize the No of employees  
d. Minimize the risk

Ans - b

The candidates are having good education and communication skills are getting more chance .....

- a. For the promotion and increment  
b. For the Job market  
c. For the organization  
d. For the labour market

Ans - b

..... practices will help to overcome the HR promotions

- a. Employment  
b. Economic  
c. Innovative  
d. Cultural changes

Ans - c

.....

Traditional and direct method of instruction .....

- a. Programme
- b. Demonstration
- c. Lecture
- d. Role playing

Ans - c

.....

..... is the ideal or target to achieve through higher productivity

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

Ans - d

.....

The process of providing the trainees the information about their performance is .....

- a. Feedback
- b. Observation
- c. Suggestion
- d. Research

Ans - a

.....

..... theories of motivation are based on the cognitive reasons

- a. Humanistic theory
- b. Arousal theory
- c. Expectancy theory
- d. Incentive theory

Ans - a

.....

Love and Belongingness needs relate to the .....

- a. Achivement
- b. Independence

.....

- .....
- c. Friendship and family
  - d. Status

Ans - c

.....

..... impel a person to make creative or productive effects

- a. Existence needs
- b. Self actualization
- c. Relationship
- d. None of the above

Ans - b

.....

Which one of the following is dissatisfaction factor .....

- a. Advancement
- b. Growth
- c. Work conditions
- d. Responsibility

Ans - c

.....

valence refers to .....

- a. emotional orientation
- b. Physical orientation
- c. Biological orientation
- d. All the above

Ans - a

.....

Activities that prepare employee for future responsibility is .....

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

Ans - b

.....

Method of publishing the job openings is .....

- a. Job scheduling
- b. Job hiring
- c. Job posting
- d. Staffing

Ans - c

HRM is ..... in nature

- a. Pervasive
- b. Evasive
- c. Decisive
- d. Inclusive

Ans - a

What was the traditional term used for HRP and the one often associated with personnel management?

- a. Gap analysis
- b. Human resource planning
- c. Employee planning
- d. Manpower planning

Ans - d

..... is a well Thought-out course of action

- a. strategy
- b. procedure
- c. mission
- d. Budgetary programme

Ans - b

The basic purpose of a procedure is .....

- a. To identify the work
- b. To understand the task

- c. To spell out clearly the way  
d. To execute the work

Ans - c

Human resource policies are .....

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

Ans - a

..... involves implementation of the human resources action plan

- a. Forecasting demand and supply of HR  
b. Monitoring, control and feedback  
c. Formulating the HR active plan  
d. estimating manpower gaps

Ans - b

..... is useful for overall management of all personal activities

- a. Job analysis  
b. HR planning  
c. HR system  
d. None of the above

Ans - a

The effect of ..... on the emergence of aggressive behavior patterns is as yet unproven

- a. Environmental factors  
b. Genetics  
c. Ethological Factors  
d. Hormones

Ans - c

Enriching jobs creates .....

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

Ans - b

Halo Effect is related with .....

- a. performance appraisal
- b. wage & salary administration
- c. selection
- d. transfer

Ans - c

Systematic method of determining value / worth of a job is .....

- a. Job description
- b. Job design
- c. Job evaluation
- d. Job simplification

Ans - c

..... is the tendency of highly cohesive groups to value consensus at the price of decision quality

- a. Group think
- b. Group process
- c. Group norm
- d. Group development

Ans - a

..... are the rules of pattern and behaviour that are expected from all team members

- a. Norms
- b. Policies



- c. Procedures  
d. Role

Ans - a

The proportion of women in the workforce is projected to .....

- a. increase significantly over the coming decade  
b. decrease as more women decide to stay home with children  
c. stop growing  
d. increase at a decreasing rate

Ans - c

Method of job evaluation which ranks the employees from highest to the lowest levels is .....

- a. Ranking method  
b. Scoring method  
c. Analytical method  
d. Average method

Ans - a

In depth description of a particular situation .....

- a. Group Discussion  
b. Personal Interview  
c. Case  
d. Survey

Ans - c

Temporary closure of a unit .....

- a. Strike  
b. Lockout  
c. Layoff  
d. Closure

Ans - b

.....

A kind of future oriented training is .....

- a. Employee training
- b. Employee development
- c. Employability
- d. Employee potential

Ans - b

.....

..... is hiring the best candidates from the pool of applications

- a. Promotion
- b. Transfer
- c. Recommendation
- d. selection

Ans - d

.....

..... is the primary benefit of selecting the right candidate

- a. Deduction of salary
- b. Avoid training
- c. Competent employees
- d. Easily handle the task

Ans - c

.....

Employees training and evaluating performance before actual job is .....

- a. situational test
- b. reasoning test
- c. video simulation test
- d. miniature job training

Ans - d

.....

Prohibiting an employee from attending work .....

- a. Suspension
- b. Dismissal

.....

- c. Exit  
d. Retrenchment

Ans - a

Violation of established rules .....

- a. Misconduct  
b. Dismissal  
c. Memo  
d. Bad behaviour

Ans - a

Timescale for performance appraisals are usually .....

- a. One year  
b. Biannually  
c. 3 monthly  
d. At irregular intervals

Ans - a

The test which compares employee performance with job requirements .....

- a. Selection test  
b. Preference test  
c. Achievement test  
d. Simulation

Ans - b

A written statement of what the job holder does .....

- a. Job description  
b. Job cycle  
c. Job seeking  
d. Job sharing

Ans - a

.....  
An activity carried out for a specific purpose .....

- a. Duty
- b. Job
- c. Task
- d. Code

Ans - c

.....

Which test is conducted to measure the likes, dislikes & habits?

- a. Vocational test
- b. Temperament test
- c. Skills test
- d. Interest test

Ans - c

.....

..... deals with the contents & characteristics of each job

- a. job analysis
- b. Job rating
- c. Job evaluation
- d. Job description

Ans - a

.....

The role in which a manager lead his subordinates and motivating them for willing cooperation is called as .....

- a. Monitoring role
- b. Disseminator role
- c. Entrepreneur role
- d. Leader role

Ans - d

.....

The process of identification of different sources of personnel is .....

- a. training

.....

- b. selection  
c. Development  
d. Recruitment

Ans - d

..... is involving with the shifting of an employee from one job to another

- a. promotion  
b. Transfer  
c. Increment  
d. All the above

Ans - a

..... is the device used for collecting information from candidates

- a. Application Blank  
b. Bio-data of candidate  
c. Interview  
d. None of the above

Ans - a

Sensitive Training is also known as .....

- a. In Basket Training  
b. Role Playing  
c. Case Study  
d. Laboratory / T Group Training

Ans - d

The need assessment is to determine priorities .....

- a. Allocate Resources  
b. Relationship Building  
c. Behaviour identification  
d. None of the above

Ans - a

.....

The First step in Need Assessment .....

- a. Data Gathering and Analysis
- b. Utilisation of information
- c. Exploration and Identification
- d. Evaluation and Control

Ans - c

.....

What are all the three basic compensation strategies?

- a. Retain, educate and motivate the employee
- b. Complaiance, relationship, understand the unions
- c. Secure, Satisfy and mitigate the jobs for employees
- d. Market leader, competitive with market and below market

Ans - d

.....

An organization structure which is composed of .....

- a. Top management and middle maagement
- b. Middle and operation
- c. Line and staff people
- d. None of them

Ans - c

.....

The clearer the line of authority will be the clearer .....

- a. The organizational function
- b. The responsibility for decision making
- c. Strategic action for future
- d. None of the above

Ans - b

.....

Manpower planning provides essential information for ..... Personnel function

- a. Organization policy
- b. Strategic decision
- c. Designing and implementation
- d. Achieving the mission

Ans - c

From the updated HR information storage system the following can be analysed .....

- a. No of employees
- b. Employees capacity
- c. Performance and potential
- d. All the above

Ans - d

The HR required at different positions according to their ..... to the estimated

- a. Department profile
- b. Personal profile
- c. Company profile
- d. Job profile

Ans - d

The systems model of training contains three phases ....., training and development, and evaluation.

- a. Preparation
- b. Assessment
- c. Introduction
- d. Organizing

Ans - b

Manager represents his organization or unit while interacting with outsiders is called as .....

- a. Disseminator role
- b. Spokes person

- c. Resource allocator  
d. Entrepreneur role

Ans - b

The physical environment of a job is .....

- a. Working condition  
b. Economic condition  
c. Social condition  
d. Political condition

Ans - a

Psyche means .....

- a. Biology  
b. Spirit  
c. Behaviour  
d. Attitude

Ans - b

Which is the scientific method in accumulating knowledge about mans social behavior?

- a. Anthropology  
b. Social work  
c. Sociology  
d. Psychology

Ans - c

..... indicates type of people required

- a. Training plan  
b. Recruitment plan  
c. Retention plan  
d. Deployment plan

Ans - b



.....  
A test interprets problems or situations for employees is .....

- a. Projective tests
- b. Interest tests
- c. Preference tests
- d. Simulation tests

Ans - a

.....

A test which measures employees honesty .....

- a. Simulator tests
- b. Integrity tests
- c. Polygraph tests
- d. Graph tests

Ans - b

.....

The test which measures individual potential to learn is .....

- a. Aptitude tests
- b. Attitude tests
- c. Personality tests
- d. Intelligence tests

Ans - a

.....

what creates an advancement with an organization?

- a. Demotion
- b. Promotion
- c. Transfer
- d. Redemote

Ans - b

.....

Which of the following helps the employee to improve their efficiency?

- a. Development
- b. Training

.....

- .....
- c. Promotion
  - d. Transfer

Ans - b

.....

The ..... measures the rate at which employees leave the company

- a. turnover costs
- b. turnover rate
- c. time to fill
- d. cost per hire

Ans - b

.....

Industrial revolution played an important role in the development of .....

- a. Industries
- b. Production
- c. Sales
- d. Finished goods

Ans - a

.....

Businessmen could get an opportunity to earn huge profits as the cost of .....

- a. Employee
- b. Employee & employer
- c. employer
- d. Superior

Ans - a

.....

A collection of several tasks in sequence .....

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

Ans - b

.....

Voluntary retirement is also known as .....

- a. Silver hand shake
- b. Golden hand shake
- c. Diamond hand shake
- d. Crystal hand shake

Ans - c

Which test is conducted to develop the skills & abilities of the candidate?

- a. Aptitude test
- b. Intelligence test
- c. Trade test
- d. Personality test

Ans - c

Education brought the changes in the attitude of labour towards their.....

- a. Work
- b. Interest
- c. Labour
- d. Job

Ans - a

Problems of unemployment & wage fixation had their direct link with the .....

- a. population
- b. Value of labour
- c. Attitude of management
- d. Co-ordination

Ans - a

Good employer employee relations are the backbone of all .....

- a. Personal activities
- b. Human activities

- .....
- c. Personnel activities
  - d. Personnel policies

Ans - c

.....

This should cover responsibility for the maintenance of children during the entire period of contingency .....

- a. Medical benefit
- b. Family benefit
- c. Old age benefit
- d. Survivors benefit

Ans - b

.....

The main inducement of internal transfer is .....

- a. Morale of the employee increased
- b. Employee will work more
- c. Low turnover
- d. None of the above

Ans - a

.....

The important constraint of internal transfer .....

- a. Disagreement in Hierarchy
- b. Lack in coordination
- c. Increase in Labour turnover
- d. Lack in spirit of competition

Ans - d

.....

Direct recruitment is otherwise called .....

- a. workforce engagement
  - b. Recruitment at factory gate
  - c. selection of the best
  - d. promote the talent
- .....

.....  
Ans - b  
.....

..... offers access to something new in learning

- a. Vestibule training
- b. Simulation Exercises
- c. Conferences and Lectures
- d. All the above

Ans - a  
.....

..... is an artificial environment exactly similar to the actual situations

- a. Vestibule Training
- b. Simulation Exercises
- c. Management Games
- d. Case Study

Ans - b  
.....

In line authority the superior exercises .....

- a. Direct supervision
- b. Informal relationship
- c. Formal relationship
- d. Dictatorship

Ans - a  
.....

What is the benefit of staff?

- a. Handling complex managerial functions
- b. Assisting in decision making
- c. Relieving an overburden of top executives
- d. All the above

Ans - d  
.....  
.....

..... is responsible to run the organization according to a strategic plan

- a. Staff authority
- b. Organizational Hierarchy
- c. Line authority
- d. Organizational policy

Ans - c

The main objective of HR planning is .....

- a. Forecast future requirements
- b. Determine levels of recruitment and training
- c. Facilitate productivity bargaining
- d. All the above

Ans - d

Surplus or deficiency in ..... is the result of the absence of effective planning

- a. staff strength
- b. Labour strength
- c. No. of executives
- d. None of the above

Ans - a

HR managers are important facilitators of the .....

- a. HR planning process
- b. Strategic Planning process
- c. Management process
- d. HR process

Ans - b

The modern term for personnel management is .....

- a. HRD
- b. HRP

- c. HRM  
d. HSM

Ans - c

It is intended to reveal what is actually done opposed to what should be done. What is this?

- a. . Job Specification  
b. Job Evaluation  
c. Job Description  
d. Job Analysis

Ans - c

Authority being conferred based on technical knowledge or skill of .....

- a. Technical Power  
b. Competence authority  
c. Machiavellianism  
d. Power Distribution

Ans - b

Group established by the organisation to do its work and usually identifiable on an organisation chart .....

- a. Task Group  
b. Primary Group  
c. Formal group.  
d. Informal Group

Ans - c

A situation that occurs when it is unclear or uncertain what behaviour is expected of role occupants .....

- a. Role conflict  
b. Role ambiguity  
c. Role analysis  
d. Role overload

.....

Ans - b

.....

A person who is responsible for managing the change effort in the organisation is called .....

- a. Manager
- b. entrepreneur
- c. Change agent
- d. Leader

Ans - c

.....

The downward movement of employee in organizational hierarchy with lower pay status responsibilities means .....

- a. Demotion
- b. Job change
- c. Promotion
- d. Transfer

Ans - a

.....

..... Recruitment is very cheap

- a. Unsolicited applications
- b. Media advertisement
- c. Direct recruitment
- d. All the above

Ans - c

.....

Senior positions in industry are filled by .....

- a. employment agencies
- b. Casual caller
- c. Management consultant
- d. Media advertisement

Ans - d

.....

.....



Compulsory notification of vacancies to ..... is required by Law

- a. employment exchanges
- b. Causal caller
- c. Media Ads
- d. Direct recruitment

Ans - a

.....

"Sitting Next to Nellie" means .....

- a. Learning alongside with unknown process
- b. Learning with friend
- c. Learning with the team
- d. None of the above

Ans - b

.....

JIT in HR is .....

- a. Job In Technique
- b. Just In Time
- c. Job Instructional Technique
- d. None of the above

Ans - c

.....

The object ..... is to make the trainees all round craftsmen

- a. Class room training
- b. Coaching and Job rotation
- c. Mentoring
- d. Apprentice ship Training

Ans - d

.....

Through test measuring for Checking what we intended is known as .....

- a. test validity
- b. criterion validity

.....

- c. content validity  
d. reliability

Ans - a

Job ..... is a statement of the minimum acceptable human qualities necessary to perform a job satisfactorily

- a. Evaluation  
b. Specification  
c. Description  
d. Analysis

Ans - b

HRD will develop the .....

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

Ans - d

HRD deals with functions such as .....

- a. career development  
b. Performance development  
c. Mentoring and coaching  
d. All the above

Ans - d

Personnel management is mainly .....

- a. Reactive  
b. Proactive  
c. Negative  
d. Condition

.....  
Ans - a  
.....

..... emphasizes the strict observance of defined rules

- a. preaction management
- b. Human Resources Management
- c. Production management
- d. Personnel management

Ans - d  
.....

Human Resource planning is the process of .....

- a. planning
- b. organizing
- c. Forecasting
- d. Coordinating

Ans - c  
.....

..... Facilitates the realization of the company's objectives

- a. Human Resource Development
- b. Labour Management
- c. Organizational Planning
- d. Human Resource Planning

Ans - d  
.....

Performance appraisal refers to ..... of an employee

- a. training
- b. placement
- c. assessment
- d. induction

Ans - c  
.....  
.....

..... is a worker oriented job analysis

- a. Functional Job analysis
- b. Job description
- c. Job analysis
- d. Job seeking

Ans - a

HRM is

- a. Inter - related
- b. Inter dependent
- c. Interacting
- d. All the above

Ans - d

The skill and talents of HR .....

- a. Need an opportunity
- b. Obtained by the management
- c. Exemplified
- d. Represented

Ans - c

Industrial relation include .....

- a. Labour relation
- b. Public relation
- c. Customer relation
- d. Labour, customer & public relation

Ans - b

..... are a useful tool for determining why employees are leaving an organization

- a. Government labor reports
- b. Exit interviews

- c. Benchmarks  
d. HR portals

Ans - b

A ..... takes place when an employee moves to a position higher than the one formerly occupied

- a. transfer  
b. demotion.  
c. punishment  
d. promotion

Ans - d

Identify the retirement benefit form the following?

- a. Wages  
b. Bonus  
c. Incentive  
d. Gratuity

Ans - d

The prespective for the need of HR is .....

- a. Select the legal employee  
b. promote the skill employee  
c. Distinguishing the features of employees  
d. The right person for the right job

Ans - d

HR management on procurement, development and cooperation targets .....

- a. To accomplish social objectives  
b. To obtain organizational objectives  
c. Both A and B  
d. Neither A nor B

Ans - c

.....

A group which is established by its members is called .....

- a. social group
- b. reference group
- c. performing group
- d. Informal group

Ans - d

.....

The way of action which are accepted as legitimate by group members is called .....

- a. Values
- b. Norms
- c. Conformity
- d. Decision

Ans - b

.....

The degree of attachment of the members to their group is known as .....

- a. Group cohesiveness
- b. Group conformity
- c. Group attachment
- d. Group loyalty

Ans - a

.....

Human Resource Management is the process of .....

- a. Recruitment and selection
- b. Analyzing the skills
- c. Workforce utilization
- d. None of the Above

Ans - a

.....

Management in HRM refers to .....

- a. Labour unions
- b. Proper and maximum utilization of resources

.....

- c. Top management  
d. Operations management

Ans - b

The core purpose of HRM is .....

- a. Select the right person for the task  
b. satisfaction of employees  
c. safety of employees  
d. Make efficient purpose of existing HR

Ans - d

OPM means .....

- a. Office of personnel management  
b. Office of performance management  
c. Opinion of person in management  
d. None of the above

Ans - a

The role of HR director is .....

- a. solving the disputes  
b. Extension of plan  
c. Administration  
d. Training and development

Ans - c

"Man of all the resources available to man, can grow and develop" quoted by .....

- a. Peter Morrison  
b. Peter.F.Drucker  
c. Adam smith  
d. Karl Marx

Ans - b

HRM is concerned with the ..... discussion in management

- a. company
- b. people
- c. industry
- d. society

Ans - b

HRM can be understood as a process of .....

- a. Processing
- b. Developing
- c. Maintaining competent HR
- d. All the above

Ans - c

You must treat your employees with respect and dignity - Quoted by .....

- a. Dhirubai Ambani
- b. Bill Gates
- c. Warron Buffett
- d. Narayana Moorthy

Ans - d

The resources by themselves .....

- a. Have to be collected
- b. Must be coordinated
- c. Need to be organized
- d. All the above

Ans - d

HRM is an .....

- a. Department function
- b. Individual function



- c. Organization function  
d. Environmental function

Ans - c

HRM includes .....

- a. Planning personnel needs  
b. Providing benefits and incentives  
c. Appraising performance  
d. All the above

Ans - d

The historical rule of the HRM is .....

- a. One HR person for 100 employees  
b. One HR person for 50 employees  
c. One HR person for 25 employees  
d. One HR person for 10 employees

Ans - a

HRM is an art of .....

- a. Preparation of a task  
b. coordinating middle management  
c. Helping top management  
d. Managing people

Ans - d

A group of persons in an organization for making or recommending certain decisions is termed as .....

- a. Committee.  
b. Formal Group  
c. Task Group  
d. Performing Group

Ans - a

Who has offered middle level executive placements?

- a. Educational institutions
- b. Management consultants
- c. Recommendations
- d. Labour contracts

Ans - b

.....

Recruitment planning outlines the major responsibility .....

- a. Skills
- b. Experience
- c. Level of pay
- d. All the above

Ans - d

.....

Employees Learn in Real working environment is .....

- a. Subordinate training
- b. On the job training
- c. off the job training
- d. All the above

Ans - b

.....

..... is the person in an organisation can offer more support

- a. Mentor
- b. Supervisor
- c. Manager
- d. Superior

Ans - a

.....

The personnel management employees get ..... based on job evaluations

- a. Promotion
- b. Transfer

.....

- c. Uniform rewards  
d. Incentives

Ans - c

..... is all about the way of individual behaviours

- a. Rewards & awards  
b. Motivation  
c. Wages & salaries  
d. Labour unions

Ans - b

Intrinsic factors are .....

- a. Driven to excel and fear of failure  
b. Money and valuation time  
c. Maturity leave  
d. None of the above

Ans - a

Example of instinct theory of motivation .....

- a. Satisfaction test  
b. Seasonal migration  
c. Survivability test  
d. All the above

Ans - b

The main changes required in labour competencies .....

- a. Economical  
b. Technical  
c. Political  
d. Socio cultural

Ans - b

..... is the recognition and valorization of individual differences

- a. Diversity management
- b. Global HR management
- c. International labour man agement
- d. All the above

Ans - a

.....

Under which role the manager does perform activities which are of ceremonial and symbolic nature .....

- a. Liason role
- b. Leaders role
- c. Figure head role
- d. spokes person role

Ans - c

.....

..... training seeks to adjust newly appointed employees to the work environment

- a. Production
- b. Induction
- c. Safety
- d. Refresher

Ans - b

.....

The anxiety a person experiences when two sets of knowledge are contradictory or incongruent lead to

.....

- a. Cognitive Dissonance
- b. Negative Attitude
- c. Stress
- d. Perception disorder

Ans - a

.....

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

- a. Lateral moves

.....

- .....
- b. Promotion
  - c. Temporary assignments
  - d. Committee assignments

Ans - b

.....

The important role in incentive theory is .....

- a. Behaviour patterns
- b. Fear of failure
- c. Design to be acknowledged
- d. Monetary reward

Ans - d

.....

..... means the desires of employees are fulfilled

- a. company ploicy
- b. valence
- c. Expectancy
- d. instrumentality

Ans - d

.....

..... refers to the individual's perception of the personality that different rewards depend upon different degrees of effort

- a. Effort of employees
- b. Value of reward
- c. Perceived effort
- d. None of the above

Ans - c

.....

..... is an integral part of recruitment

- a. Searching
  - b. screening
  - c. Analysing
  - d. None of the above
- .....

.....  
Ans - b  
.....

..... is essential to reduce the training period

- a. Performance Appraisal
- b. Decision Making
- c. Systematic Training
- d. quality conscious

Ans - c  
.....

The Primary Advantage of Training is .....

- a. Effective Work Flow
- b. Coordination
- c. Order of the work
- d. Technology updat ion

Ans - d  
.....

Ethenocentric means .....

- a. continental based
- b. Home country based
- c. Global based
- d. None of the above

Ans - b  
.....

If mid-point is 20 and current pay of an employee is ₹ 25 then compo ratio is .....

- a. 75
- b. 225
- c. 125
- d. 25

Ans - c  
.....  
.....

Benefits offered in traditional compensation approach are usually .....

- a. fixed and tied to tenure
- b. variable and tied to tenure
- c. benchmarked to other companies
- d. none of above

Ans - a

.....

Graphic rating scale and checklist are classified as method of .....

- a. behavioral methods
- b. category rating methods
- c. comparative methods
- d. narrative methods

Ans - b

.....

Third step in process of management by objectives is to .....

- a. review job and agreement
- b. develop performance standards
- c. guided setting of objective
- d. ongoing performance discussion

Ans - c

.....

Type of central tendency error occur while appraising performance when employee rating falls at lower side of scale is classified as .....

- a. halo effect
- b. contrast error
- c. strictness error
- d. leniency error

Ans - c

.....

Benchmarks of job performances are considered as .....

- a. subjective standards

.....

- .....
- b. criterion standards
  - c. performance standards
  - d. profitability standards

Ans - c

.....

Tool used in performance appraisal which use a list of words or statement that must be checked while rating performance of employees is called .....

- a. forced distribution
- b. checklist scale
- c. graphic rating scale
- d. ranking

Ans - b

.....

Important elements in a job given to employees is classified as .....

- a. job redefinition
- b. job criteria
- c. job cultivation
- d. job initiation

Ans - b

.....

Target coaching, work planning, mutual goal setting and performance objectives are all terms used to specify concept called .....

- a. behavioral rating approach
- b. management by objectives
- c. combination method
- d. critical incident method

Ans - b

.....

Establishing company based career centers is a method, relating to .....

- a. career management
  - b. appraisal management
  - c. performance management
- .....



d. employee development

Ans - a

Counseling with employees before retirement for second careers outside firm is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - b

Technique, involving trainees to act on role of specific person in real situation is .....

- a. behavior modeling
- b. role playing
- c. in-house development center
- d. both A and B

Ans - b

'Integrated strategic management' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - c

'Effective negotiation' is included in .....

- a. personal competencies
- b. interpersonal competencies
- c. business management
- d. Both A and C

Ans - b

Perceived fairness that must be considered in outcomes of performance is classified as .....

- a. procedural justice
- b. distributive justice
- c. primacy justice
- d. recency justice

Ans - b

Payments made to employees without taking hours for which they worked into consideration are called .....

- a. base pay
- b. wages
- c. variable pay
- d. salaries

Ans - d

Period that spans between ages 15 to 24 is classified as .....

- a. exploration stage
- b. trial sub stage
- c. establishment stage
- d. maintenance stage

Ans - a

Understanding career skills and effectively use them for employees is process, known as .....

- a. career
- b. career management
- c. career planning
- d. career development

Ans - b

Diagrams and charts available to guide workers at job site, will be considered as .....

- a. job rotation

- b. job training  
c. job aid  
d. programmed learning

Ans - c

.....

Managing workforce diversity is an example of .....

- a. human process intervention  
b. techno structural interventions  
c. strategic intervention  
d. HRM interventions

Ans - d

.....

Graphic and comparative illustration, whether a change is needed or not is part of .....

- a. action research  
b. survey research  
c. marketing research  
d. human research

Ans - b

.....

Model for organizational is introduced by .....

- a. Maslow Abraham  
b. Sigmund Freud  
c. Kurt Lewin  
d. both A and B

Ans - c

.....

One of organizational development category is .....

- a. techno structural  
b. mobilize commitment  
c. consolidation of gains  
d. monitoring and assessing programs

.....  
Ans - a  
.....

'Third-party intervention' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - a  
.....

A technique, in which trainees are shown films on management techniques, is called .....

- a. behavior modeling
- b. role playing
- c. in-house development center
- d. Both A and B

Ans - a  
.....

'Total quality management' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - b  
.....

A company's HR team is responsible for .....

- a. training of supervisors
- b. monitor appraisal system affectivity
- c. training employees
- d. all of above

Ans - d  
.....  
.....

Reason that involves in employer's movement for performance management is .....

- a. total quality
- b. appraisal issues
- c. strategic planning
- d. all of above

Ans - d

.....

Easiest performance appraisal interview is .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - a

.....

Disadvantage of Management by Objectives (MBO) method is .....

- a. difficult to develop
- b. cause of disagreements
- c. time consuming
- d. difficult to rate

Ans - c

.....

An evaluation process of employee's performance, in comparison to set standards is called .....

- a. performance appraisal
- b. compensation
- c. counseling
- d. design of evaluation

Ans - a

.....

Ensuring implementation of HR policies by line managers is part of .....

- a. Line functions
- b. Coordinative functions

.....

- c. Staff functions  
d. all of above

Ans - b

.....

An assistance needs to manage localized human resources which are provided by

- a. Transactional HR group  
b. Embedded HR group  
c. Corporate HR group  
d. Centers of expertise

Ans - b

.....

Engineers' occupations can be best classified as .....

- a. realistic  
b. investigative  
c. artistic  
d. social

Ans - a

.....

Credit managers tend to be classified as personality oriented of .....

- a. non-conventional  
b. conventional  
c. non artistic  
d. realistic

Ans - b

.....

In talent management end to end process, an e-recruiting leads to .....

- a. succession planning  
b. performance management  
c. compensation management  
d. e-recruiting

Ans - a

.....  
In career development, providing support for growth and self-direction is a futile part of .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - c  
.....

Interviews can be .....

- a. structured only
- b. unstructured only
- c. both structured and unstructured
- d. none of above

Ans - c  
.....

A job analysis consists of .....

- a. job description
- b. job specification
- c. Both A and B
- d. none of above

Ans - c  
.....

HRD dimension which is measured with help of development of questionnaire is named as .....

- a. HRD culture
- b. Business linkage score
- c. HRD competence score
- d. HRD system maturity score

Ans - a  
.....

'Low cost foreign competition' can be best classified as .....

- a. potential opportunities
  - b. potential threats
- .....

- .....
- c. potential strengths
  - d. potential weaknesses

Ans - b

.....

Occupations involving strength and coordination belong to personality orientation of .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. artistic orientation

Ans - a

.....

In career development, assessing your own career interests is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - a

.....

People with realistic personality approach often choose careers as .....

- a. bankers
- b. investment managers
- c. engineers
- d. credit managers

Ans - c

.....

People who have conventional personality often choose career of .....

- a. accountants
- b. bankers
- c. credit managers
- d. all of above

Ans - d

.....



.....

An automated end to end process of managing and compensating employees is called .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....

From employer's point of view, talent management is also known as .....

- a. phased retirement
- b. career management
- c. talent management
- d. modifying selection procedure

Ans - b

.....

Mentoring is very useful when mentors works for .....

- a. same department
- b. different department
- c. informal training
- d. formal training

Ans - a

.....

An equal rating of all employees such as 'good' is called .....

- a. lenient tendency
- b. strict tendency
- c. biasing tendency
- d. central tendency

Ans - d

.....

When person's performance in an interview is neither satisfactory nor correctable, it will be a/an .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview

.....

- .....
- c. unsatisfactory-correctable interview
  - d. unsatisfactory-uncorrectable interview

Ans - d

.....

An aim of performance appraisal is to .....

- a. fire employee
- b. motivate employee
- c. counsel employee
- d. hire employee

Ans - b

.....

Performance management is always .....

- a. goal oriented
- b. performance oriented
- c. sales oriented
- d. none of above

Ans - a

.....

An alternation ranking method is often classified as .....

- a. What you are measuring?
- b. how you are measuring performance
- c. what are set standards
- d. rules of performance appraisals

Ans - b

.....

In career development, providing individual development plans for employees is part of .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - c

.....

.....

Mentoring by employees deals with .....

- a. longer span of time
- b. shorter span of time
- c. resetting salary schedules
- d. self-managing teams

Ans - a

.....

'Employ's wellness responsibility' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - d

.....

Performance appraisal error in which poor performers also gets average rating like well performers is classified as .....

- a. recency effect
- b. primacy effect
- c. central tendency error
- d. rater bias

Ans - c

.....

Performance appraisal methods which consists of management by objectives approach and behavioral rating approach are considered as .....

- a. behavioral methods
- b. objective methods
- c. subjective methods
- d. both a and b

Ans - d

.....

.....  
Type of information which gives us information about character traits of employee such as initiative, creativity and attitude is called .....

- a. trait based information
- b. behavior based information
- c. results based information
- d. coaching based information

Ans - a  
.....

Appraisal methods which consists of approaches such as essay writing, field review method and critical incident are classified as .....

- a. narrative method
- b. informative method
- c. administrative method
- d. impulsive methods

Ans - a  
.....

If relationship between employee and manager during performance appraisal then this type of appraisal is classified as .....

- a. systematic appraisal
- b. administrative appraisal
- c. subjective appraisal
- d. administrative appraisal

Ans - a  
.....

Improving current and future management performance is called .....

- a. job rotation
- b. job training
- c. lifelong learning
- d. management development

Ans - d  
.....

.....  
A process of making workers highly skilled, with help of on job training and formal learning is .....

- a. job rotation
- b. off job training
- c. job instruction training
- d. apprenticeship training

Ans - d

.....

'T-group' suggests that participation should be .....

- a. voluntary
- b. involuntary
- c. in-house development
- d. lifelong learning

Ans - a

.....

Human resource department plays/serves as .....

- a. advisory role
- b. line authority
- c. hiring department only
- d. training department only

Ans - a

.....

An advantage of Management by Objectives (MBO) is .....

- a. avoids central tendency and biases
- b. jointly agreed performance objectives
- c. provides behavioral anchors
- d. ongoing basis evaluation

Ans - b

.....

An advantage of 'BARS' system is that, it .....

- a. is simple to use
- b. avoids central tendency and biases

.....

- .....
- c. ends up with predetermined rating figures
  - d. provides behavioral anchors

Ans - d

.....

Basic approach in employee's performance compares with their current performance to .....

- a. set standards
- b. performance in previous years
- c. performance in last job
- d. none of above

Ans - a

.....

Method in which teams consisting managers compete on solving problems is called .....

- a. management game
- b. action learning
- c. lifelong learning
- d. case study method

Ans - a

.....

Verification of deficiencies, in performance to determine training or job rotation is called .....

- a. need analysis competency model
- b. competency model
- c. task analysis
- d. performance analysis

Ans - d

.....

First step in training process is .....

- a. need analysis
- b. instructional design
- c. implement
- d. evaluate

Ans - a

.....

.....  
Providing new employees with basic information regarding background is .....

- a. employee orientation
- b. employee training
- c. both A and B
- d. none of above

Ans - a

.....

'Team building' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - a

.....

Evaluation of trainee's reactions to a training program is classified as .....

- a. measuring reaction
- b. measuring learning
- c. measuring behavior
- d. measuring results

Ans - a

.....

'Quality circles' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - b

.....

In career development, offering and discussing variety of paths for career development is included in .....

- a. individual role

.....

- .....
- b. manager role
  - c. employer role
  - d. line manager

Ans - c

.....

In talent management end to end process, workforce compensation management leads to .....

- a. succession planning
- b. performance management
- c. learning management systems
- d. e-recruiting

Ans - b

.....

Position such as administrative, professionals and executive are classified as .....

- a. exempt employees
- b. non-exempt employees
- c. salaried exempt employees
- d. salaried nonexempt employees

Ans - a

.....

Group of all jobs which have same worth of job are classified as .....

- a. non-exemption grade
- b. regression grade
- c. exemption grade
- d. pay grade

Ans - d

.....

Giving a chance for an employee's personal growth, will be considered as a .....

- a. promotion
  - b. transfer
  - c. reality shock
  - d. formal training
- .....



.....

Ans - b

.....

Few career programs for women is concluded as .....

- a. bias
- b. reality shock
- c. promotion
- d. transfer

Ans - a

.....

People having career as 'managers' belong to personality type of .....

- a. enterprising orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - a

.....

Score that measures how much business goals are achieved by HRD efforts is .....

- a. HRD culture
- b. Business linkage score
- c. HRD competence score
- d. HRD system maturity score

Ans - b

.....

An employee's aspirations and plans are linked to .....

- a. appraisal feedback
- b. appraisal performance
- c. employee training
- d. employee development

Ans - a

.....

.....

.....  
In formulating of hypothesis, reviewing antecedents means .....

- a. things before employee's job
- b. things after employee's job
- c. things during employee's job
- d. interviewing for appraisals

Ans - a

.....

Stage in which people develop new roles such as confidantes of younger people is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. decline stage

Ans - d

.....

For an occupation of farming, best classified personality orientation can be .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. artistic orientation

Ans - a

.....

Situation, in which subordinates collude to rate high with each other is .....

- a. logrolling
- b. dialog rolling
- c. up rating
- d. lenient/strict tendency

Ans - a

.....

Tangible components of compensation programs usually designed by organization consists of .....

- a. indirect compensation
- b. recency compensation

.....

- .....
- c. direct compensation
  - d. both a and c

Ans - d

.....

Graph which shows relationship between job value which is determined rates of pay survey and job evaluation points is classified as .....

- a. market line
- b. pay line
- c. regression line
- d. pay structure line

Ans - a

.....

Concept in which pay for jobs that require similar skills, abilities and knowledge without taking duties into consideration is called .....

- a. pay equity
- b. pay exemption
- c. pay primacy
- d. distributive pay

Ans - a

.....

Payments made to employees for amount of time in which employee has worked are classified as .....

- a. variable pay
- b. salaries
- c. base pay
- d. wages

Ans - d

.....

People attracted to careers, involving individualistic activities can be classified under personality type of .....

- a. enterprising orientation
  - b. investigative orientation
  - c. social orientation
- .....

d. conventional orientation

Ans - a

In traditional focus, use of statistical data is included in .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resources planning

Ans - d

Stage in which a person develops a self-concept is called .....

- a. exploration stage
- b. growth stage
- c. establishment stage
- d. maintenance stage

Ans - b

Career planning and development is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - d

'Refreezing stage' considers .....

- a. mobilize commitment
- b. consolidation of gains
- c. creating guiding coalition
- d. reinforcement of new programs

Ans - d

Method in which problem to be solved is described for employees is called .....

- a. job rotation
- b. action learning
- c. lifelong learning
- d. case study method

Ans - d

When an employee harms a third party because of inadequate employee training, it is called .....

- a. training
- b. negligent training
- c. both A and B
- d. none of above

Ans - b

'Culture change' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - c

Providing continuous learning, training and help to employees for expansion of horizon is .....

- a. job rotation
- b. job training
- c. lifelong learning
- d. programmed learning

Ans - c

'Strategic change' is an example of .....

- a. human process intervention
- b. techno structural interventions

- c. strategic intervention  
d. HRM interventions

Ans - c

Main disadvantage of critical incident method is .....

- a. difficult to develop  
b. cause of disagreements  
c. time consuming  
d. difficult to rate

Ans - d

An employee, if rated lower in appraisal rating because of 'gender' is an example of .....

- a. lenient/strict tendency  
b. bias  
c. central tendency  
d. different tendencies

Ans - b

Situation in organization in which differences of individual pay with different level of performance becomes small is classified as .....

- a. pay compression  
b. grade compression  
c. equity compression  
d. matrix compression

Ans - a

Factors that are common in group of jobs and are used to identify value of job are called .....

- a. primacy factors  
b. exemption factors  
c. compensable factors  
d. equity factors

.....  
Ans - c  
.....

Compensation given with base pay linked to individual team or organizational performance is classified as .....

- a. variable pay
- b. salaries
- c. base pay
- d. wages

Ans - a  
.....

In an organization, base pay is classified as being part of .....

- a. direct compensation
- b. primacy compensation
- c. indirect compensation
- d. recency compensation

Ans - a  
.....

In Lewin organization change process, introduction of new attitudes and behaviors is included in .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. nonmoving stage

Ans - b  
.....

People who choose medical profession is an example of .....

- a. conventional personality
- b. non-conventional personality
- c. investigative personality
- d. non investigative personality

Ans - c  
.....  
.....

.....  
People who are investment managers in personality orientation are classified as .....

- a. artistic
- b. investigative
- c. realistic
- d. enterprising

Ans - d

.....  
Work streams talent management system includes .....

- a. industry leading compensation
- b. performance applications
- c. knowledge management applications
- d. all of above

Ans - d

.....  
Employees that are to be retired in nearest times are of .....

- a. Generation X
- b. Generation Y
- c. Baby Boomers
- d. none of above

Ans - c

.....  
An availability of information systems to integrate succession planning with recruitment is part of .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....  
Information type whose main focus is on employees specific behaviors leads to success of job is classified as .....

- a. results based information



- .....
- b. coaching based information
  - c. trait based information
  - d. behavior based information

Ans - d

.....

Performance appraisal measurement method by which behavior of employees are assessed instead of all other characteristics is classified as .....

- a. behavioral rating approach
- b. management by objectives
- c. combination method
- d. critical incident method

Ans - a

.....

Actions that employees does not do or must do in a job is classified as .....

- a. profitability
- b. productivity
- c. performance
- d. development

Ans - c

.....

Type of scale which considers rating of performance of employees on continuum basis is classified as .....

- a. forced distribution
- b. checklist scale
- c. graphic rating scale
- d. ranking

Ans - c

.....

Performance appraisal error effect created when information received firstly get more rating by raters than others is classified as .....

- a. central tendency error
  - b. rater bias
- .....

- .....
- c. recency effect
  - d. primacy effect

Ans - d

.....

In career development, employees' assessment for your own values is included in .....

- a. individual role
- b. managerial role
- c. employer role
- d. line manager's role

Ans - a

.....

First step in retirement management is to conduct .....

- a. numerical analysis of retirements
- b. determination of average retirement age
- c. planning pension benefits
- d. determine extent of retirement problem

Ans - a

.....

Job changes in an existing job, in same firm for retirement aged employees is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - a

.....

People that are attracted to occupations involving interpersonal skills more than physical activities are said to be .....

- a. realistic orientation
  - b. investigative orientation
  - c. social orientation
  - d. artistic orientation
- .....

.....  
Ans - c  
.....

Stage, in career management that spans roughly between 24 to 44 and heart of people's career is .....

- a. stabilization sub-stage
- b. trial sub stage
- c. establishment stage
- d. maintenance stage

Ans - c  
.....

Employees who are more committed and loyal to employer more likely to .....

- a. leave before retirement age
- b. stay beyond than retirement age
- c. never leave firm
- d. never encouraged by employers

Ans - b  
.....

In 'ABC' approach, reviewing consequences means .....

- a. reviewing reward system
- b. reviewing performance appraisal
- c. reviewing line of authority
- d. reviewing staff authority

Ans - a  
.....

'Formal structural change' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - b  
.....  
.....

.....

Employee who is paid more than specified range for job is classified as .....

- a. green circled employee
- b. red circled employee
- c. blue circled employee
- d. white circled employee

Ans - b

.....

Outcomes of competency based system such as improved and higher employee satisfaction and commitment are classified as .....

- a. quartile strategy based outcome
- b. organization-related outcomes
- c. employee-related outcomes
- d. percentiles strategy outcomes

Ans - c

.....

According to traditional compensation approach, perks and bonuses are .....

- a. for CEO only
- b. for all employees
- c. for executive only
- d. not for executives

Ans - c

.....

Curve which is used to represent relationship between pay rate and experience is classified as .....

- a. equity curve
- b. maturity curve
- c. experience curve
- d. seniority curve

Ans - b

.....

Providing step by step training and enlisting job's basic tasks is .....

- a. job rotation

.....

- .....
- b. off job training
  - c. job instruction training
  - d. apprenticeship training

Ans - c

.....

Two basic issues to address in training evaluation are .....

- a. design of evaluation
- b. things to measure
- c. in-house development
- d. Both A and B

Ans - d

.....

Formulating SMART performance training objectives is included in .....

- a. need analysis
- b. instructional design
- c. implement
- d. evaluate

Ans - b

.....

Empowering employees to review problems, solving them and implementing solutions can be best classified as .....

- a. action research
- b. customer research
- c. marketing research
- d. human research

Ans - a

.....

Comparison of on-the-job behavior before and after training programs can be classified as .....

- a. measuring reaction
  - b. measuring learning
  - c. measuring behavior
  - d. measuring results
- .....

.....  
Ans - c  
.....

Training technique, which allows trainees to solve problems and work in different departments is called .....

- a. job rotation
- b. action learning
- c. lifelong learning
- d. management development

Ans - b  
.....

Changing process in which change is formulated and implemented by employees is called .....

- a. organizational development
- b. organizational change
- c. Lewin change process
- d. Maslow's change hierarchy

Ans - a  
.....

Professional competence and consistency is exhibited by .....

- a. effective mentors
- b. performance manager
- c. appraisal manager
- d. none of above

Ans - a  
.....

Modifying selection procedures for senior employees is a step towards .....

- a. keeping retirees
- b. keeping employees
- c. retirement benefits
- d. talent management

Ans - a  
.....  
.....

.....  
In traditional focus, managing attitudes related to job are included in .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - a  
.....

Basic compensations given to employees as salaries or wages are called .....

- a. base pay
- b. wages
- c. variable pay
- d. salaries

Ans - a  
.....

According to total rewards approach, variable pay of employee is .....

- a. added into base pay
- b. subtracted from base pay
- c. multiplied to base pay
- d. divided to base pay

Ans - a  
.....

Systematic way of determining worth of all jobs within any organization is called .....

- a. compensable evaluation
- b. job evaluation
- c. benchmark job
- d. job promotion structure

Ans - b  
.....

Procedure of using less and more broad pay grades than traditional system of compensation is classified as .....

- a. salary banding
- .....

- b. structure banding  
c. broad banding  
d. grade banding

Ans - c

.....

Compensation philosophy according to which organization increase salary of employees every year is called .....

- a. primacy orientation philosophy  
b. entitlement orientation philosophy  
c. performance orientation philosophy  
d. recency orientation philosophy

Ans - b

.....

People belongs to profession of chemist is best classified as .....

- a. realistic orientation  
b. investigative orientation  
c. social orientation  
d. artistic orientation

Ans - b

.....

Focus on career development, tuition reimbursement plans are part of .....

- a. training and development  
b. performance appraisal  
c. recruiting and placement  
d. compensation and benefits

Ans - d

.....

In career development, providing training and development workshops is part of .....

- a. individual role  
b. manager role  
c. employer role  
d. line manager



.....  
Ans - c  
.....

An advantage of 'alternation ranking method' is that it .....

- a. is simple to use
- b. avoids central tendency and biases
- c. ends up with predetermined rating figures
- d. provides behavioral anchors

Ans - b  
.....

When rating of employee trait biases its performance on other traits, it is called .....

- a. halo effect
- b. Deja vu effect
- c. narrow effect
- d. none of above

Ans - a  
.....

Performance management includes .....

- a. daily and weekly interactions
- b. meeting semiannually
- c. yearly meetings
- d. never having meeting with subordinates

Ans - a  
.....

Disadvantage of graphic rating scale is .....

- a. halo effect
- b. bias
- c. central tendency
- d. all of above

Ans - d  
.....  
.....

.....

Rates are placed in percentages in performance categories is followed in .....

- a. graphic rating scale method
- b. forced distribution method
- c. alternation ranking method
- d. paired comparison method

Ans - b

.....

A cycle that starts from first job to promotion until retirement is called .....

- a. career management
- b. career management life cycle
- c. on boarding
- d. performance management

Ans - b

.....

Advancements in position with increased responsibility is called .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - a

.....

Advising, counseling and guiding employees and subordinates is called .....

- a. coaching
- b. mentoring
- c. career management
- d. career development

Ans - b

.....

People in profession of carpenters can be best classified as .....

- a. realistic
- b. non social

.....

- c. investigative  
d. non realistic

Ans - a

People belongs to profession of college professors are tend to be .....

- a. realistic oriented  
b. investigative oriented  
c. social oriented  
d. artistic oriented

Ans - b

Navigating office politics needs .....

- a. mentoring  
b. employee's performance  
c. career interests  
d. developmental needs

Ans - a

Procedural method which describes goals to individual employees and manager try to attain goals within specified length of time is classified as .....

- a. combination method  
b. critical incident method  
c. behavioral rating approach  
d. management by objectives

Ans - d

Uses of performance appraisals such as compensation, downsizing, layoffs and promotion are classified as .....

- a. systematic uses  
b. subjective uses  
c. development uses  
d. administrative uses

.....  
Ans - d  
.....

Kind of measure which focuses on judgment of evaluator is classified as .....

- a. capsulated measure
- b. subjective measures
- c. objective measure
- d. encapsulated measure

Ans - b  
.....

Job analysis information can be collected through .....

- a. Interviews
- b. Questionnaires
- c. Both A and B
- d. none of above

Ans - c  
.....

While writing job description, 'job title' is written in section of .....

- a. job summary
- b. responsibilities and duties
- c. job identification
- d. both b and c

Ans - c  
.....

In career stage, when employees does more of an explicit career planning is called .....

- a. stabilization sub stage
- b. trial sub stage
- c. establishment stage
- d. exploration stage

Ans - a  
.....  
.....

Job analysis is .....

- a. Networking
- b. Systematic exploration
- c. Project organization
- d. Staff management

Ans - b

..... is depends on the end use of teh information

- a. Analysis of data
- b. Collection of data
- c. Type of data
- d. None of the a bove

Ans - c

..... separately of in continuation can influence the HRM function of any organization

- a. Personal factors
- b. External factors
- c. Internal factors
- d. None of the above

Ans - b

Changes in the ..... have profound impact on the personnel

- a. external environment
- b. Internal environment
- c. Human factors
- d. None of the above

Ans - a

Organization undergoes changes consequent with .....

- a. Alternation in the organizational management
- b. Changes in demand of employees

- c. Changes in the labour market  
d. Modification in the job

Ans - b

..... will help to cope up with the changes

- a. confidence and motivations  
b. communication styles  
c. Attitude and aptitude  
d. New skill and knowledge

Ans - c

What helps for the exchange of ideas, facts, opinions or emotions between two or more persons?

- a. Communication  
b. Written communication  
c. Upward communication  
d. Downward communication

Ans - a

..... insist the job to be designed to meet the expectations of workers

- a. social and cultural expectations  
b. employee and their abilities  
c. Work practices  
d. Work flow

Ans - a

Techno stress means .....

- a. Stress in task revision  
b. Ergonomic stress  
c. stress in technology and information  
d. Alternative work pattern

Ans - c

.....

Coordination between workforce development and retention is part of .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....

HCM talent management system includes .....

- a. e-commerce integration
- b. online training
- c. monitoring performance metrics
- d. all of above

Ans - d

.....

Stage that ages between 14 years to born is called .....

- a. exploration stage
- b. growth stage
- c. establishment stage
- d. maintenance stage

Ans - b

.....

Coordination of workforce acquisition is futile part of .....

- a. phased retirement
- b. pre-retirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....

In career development focus, matching job and individual competencies is part of .....

- a. training and development
- b. performance appraisal

.....

- .....
- c. recruiting and placement
  - d. compensation and benefits

Ans - c

.....

Offering flexible part-time work, to retirement age senior employees is a technique to .....

- a. keep retirees
- b. keep employees
- c. retirement benefits
- d. talent management

Ans - a

.....

'Cooperative union-management projects' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - b

.....

'Integrated strategic management' is an example of .....

- a. action research
- b. survey research
- c. marketing research
- d. human research

Ans - a

.....

Perceived fairness between what person receives and what person did is classified as .....

- a. procedural justice
- b. distributive justice
- c. recency justice
- d. equity

Ans - d

.....



Key issues related to internal equity are .....

- a. distributive justice
- b. procedural justice
- c. primacy justice
- d. both a and b

Ans - d

Collection of data consisting compensation rates of all workers who performs similar jobs in other organizations classified as .....

- a. KSA survey
- b. pay survey
- c. job survey
- d. skills survey

Ans - b

Employee who is paid less than specified range for job is classified as .....

- a. blue circled employee
- b. white circled employee
- c. green circled employee
- d. red circled employee

Ans - c

Compensation quartile strategy in which employer of organization pays below than market compensations is called .....

- a. forth quartile strategy
- b. third quartile strategy
- c. second quartile strategy
- d. first quartile strategy

Ans - d

Perceived fairness of all procedures and process that are considered to make decisions about employees and their pay is called .....

- a. primacy justice
- b. recency justice
- c. procedural justice
- d. distributive justice

Ans - c

'Unfreezing stage' in Lewin organizational change process considers .....

- a. mobilize commitment
- b. consolidation of gains
- c. monitoring and assessing programs
- d. creating guiding coalition

Ans - a

'Reward systems' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - d

When person's performance is satisfactory but not promotable, such type of an interview is .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - b

An interview, in which supervisor and subordinate review appraisal, is called .....

- a. structured interview

- b. unstructured interview
- c. appraisal interview
- d. hiring interview

Ans - c

Method of keeping and reviewing, record of employees' undesirable behavior at different time intervals is .....

- a. critical incident method
- b. forced distribution method
- c. alternation ranking method
- d. paired comparison method

Ans - a

Building blocks of performance management are .....

- a. 3
- b. 4
- c. 5
- d. 6

Ans - d

A system which measures ongoing performance and e-mails reports is called .....

- a. direction sharing
- b. goal alignment
- c. ongoing performance monitoring
- d. ongoing feedback

Ans - c

Comparison of company's performance, in context of before and after change is .....

- a. mobilize commitment
- b. consolidation of gains
- c. monitoring and assessing programs
- d. creating guiding coalition

.....  
Ans - c  
.....

Appraising performance measurement error which results when whole job is rated on basis of selected job criterion is classified as .....

- a. contrast error
- b. sampling error
- c. rater bias
- d. halo effect

Ans - d  
.....

Second step in process of management by objectives is to .....

- a. guided setting of objective
- b. ongoing performance discussion
- c. review job and agreement
- d. develop performance standards

Ans - d  
.....

In Lewin organizational change process, 'communication of shared vision' is .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. all of above

Ans - c  
.....

Training effects that are to be measured consist of .....

- a. reaction
- b. learning
- c. behavior
- d. all of above

Ans - d  
.....  
.....

.....  
A systematic method to teach skills for job while presenting facts and getting feedback is called .....

- a. job rotation
- b. off job training
- c. job instruction training
- d. programmed learning

Ans - d

.....

Measurement of results after training programs is classified as .....

- a. measuring reaction
- b. measuring learning
- c. measuring behavior
- d. measuring results

Ans - d

.....

Category which is not included in 'organizational development' is .....

- a. techno structural
- b. strategic applications
- c. human process
- d. consolidation of gains

Ans - d

.....

'Process consultation' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - a

.....

People having 'social work' as their careers are classified as .....

- a. realistic orientation
- b. investigative orientation

.....

- .....
- c. social orientation
  - d. artistic orientation

Ans - c

.....

Career stage, in which person age is between 45 and 65 is concluded as .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. maintenance stage

Ans - d

.....

People having careers as school administrator can be classified as .....

- a. social
- b. conventional
- c. career anchors
- d. artistic

Ans - a

.....

Stage, in which an employee decides whether not or to continue specific field is a/an .....

- a. stabilization sub stage
- b. trial sub stage
- c. establishment stage
- d. maintenance stage

Ans - b

.....

Compensation quartile strategy in which 75% of employers pays below than market and remaining 25% pays compensations higher than market is called .....

- a. forth quartile strategy
- b. third quartile strategy
- c. second quartile strategy
- d. first quartile strategy

.....  
Ans - b  
.....

Concept in which whole or part of yearly pay increase is paid as single payment is called .....

- a. consumer price index adjustment
- b. lump sum increase
- c. cost of living adjustment
- d. all of above

Ans - d  
.....

Factors such as earnings level, discretionary authority and percentage of time spent time in manual work are factors that must be held to define .....

- a. overtime pay status
- b. exempt status
- c. non-exempt status
- d. distributive status

Ans - c  
.....

Situation occur when creditor wants employer to pays off debt by deducting portion of amount from wages of employees as ordered by law court is called .....

- a. distributive state laws
- b. procedural state laws
- c. garnishment laws
- d. state laws

Ans - c  
.....

Multiple plans specifying business unit and family while giving compensation are considered in approach called .....

- a. recency compensation approach
- b. traditional compensation approach
- c. total rewards approach
- d. primacy compensation approach

Ans - b  
.....

.....

Compensation quartile strategy in which 50% of employers pays below than market and remaining pays compensations higher than market is called .....

- a. second quartile strategy
- b. first quartile strategy
- c. forth quartile strategy
- d. third quartile strategy

Ans - a

.....

An availability of new IT system to track succession planning is part of .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

.....

Period in which people learn how develop new roles is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. decline stage

Ans - d

.....

Strategy employees use to seek, for personal enrichment and greater convenience is .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - b

.....

In career development focus, employees' career interests and aptitudes is part of .....

- a. training and development
- .....



- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - c

Appraising error which occurs when performance of individuals are rated relative to others rather than set standards is classified as .....

- a. rater bias
- b. halo effect
- c. contrast error
- d. sampling error

Ans - c

Performance appraisal error effect created when rater gives more preferences to recent appraisals while appraising employees' performance is classified as .....

- a. recency effect
- b. primacy effect
- c. central tendency error
- d. rater bias

Ans - a

British bank exchanged psychometric test with role playing exercises, this is an example of .....

- a. phased retirement
- b. flexible work
- c. honoring experience
- d. modifying selection procedure

Ans - d

Reduced responsibilities of senior employees on same job is .....

- a. phased retirement
- b. flexible work
- c. honoring experience

d. modifying selection procedure

Ans - a

People who choose automobile sales dealers, is best classified as personality type of .....

- a. social
- b. non social
- c. non artistic
- d. non realistic

Ans - a

Main key in supervisory skills is .....

- a. coaching
- b. mentoring
- c. appraisal performance
- d. both A and B

Ans - d

Aligning and evaluating employee's performance with company's set goals is called .....

- a. appraisal management
- b. performance management
- c. hierarchy of management
- d. off-the-job training

Ans - b

First step in appraising process is .....

- a. defining job
- b. training session
- c. feedback session
- d. interview sessions

Ans - a

Quality and timeliness of work is classified as .....

- a. what you are measuring
- "b. how you are measuring what are set standards""
- c. rules of performance appraisals
- d. None of the above

Ans - a

.....

Employers generally use feedback for .....

- a. employee development
- b. to avoid central tendency and biases
- c. rank someone
- d. hire employee

Ans - a

.....

Instructing, educating and training employees and subordinates is called .....

- a. coaching
- b. mentoring
- c. career management
- d. career development

Ans - a

.....

In career development, discussing procedures with employees is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - c

.....

Stage when a person seriously explores occupational alternatives is called the .....

- a. exploration stage

.....

- b. trial sub stage  
c. establishment stage  
d. maintenance stage

Ans - a

People who have an artistic personality often chose career of .....

- a. advertising executives  
b. school administrators  
c. investment managers  
d. credit managers

Ans - a

For helping mentors and to make them understand about their respective responsibilities, a manager needs .....

- a. formal mentoring  
b. informal mentoring  
c. career interests  
d. developmental needs

Ans - a

Manipulation of appraisal rating on basis of 'age' is an example of .....

- a. lenient/strict tendency  
b. bias  
c. central tendency  
d. different tendencies

Ans - b

An appraisal interview which results in occasional 'well-done' technique is said to be .....

- a. satisfactory-promotable interview  
b. satisfactory-not promotable interview  
c. unsatisfactory-correctable interview  
d. unsatisfactory-uncorrectable interview

.....  
Ans - b  
.....

Management guru, Edward Deming argues that employee's performance is result of .....

- a. training communication
- b. quality management
- c. own motivation
- d. both A and B

Ans - d  
.....

Position a person has over many years in any occupation is called .....

- a. career
- b. career management
- c. career planning
- d. career development

Ans - a  
.....

In traditional focus, reward is based on .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. compensation and benefits

Ans - d  
.....

'Explanation of Social Security benefits' is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - b  
.....  
.....

.....

In career development, seeking out information for career is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - a

.....

'Organizational confronting meeting' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - a

.....

A technique, which includes formal methods for testing effectiveness of training program is called .....

- a. design of evaluation
- b. controlled experimentation
- c. in-house development
- d. consolidation of gains

Ans - b

.....

Stage, in which leader creates task forces to diagnose problem while carrying shared understanding is .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. nonmoving stage

Ans - a

.....

Category which includes testing learned skills and principles is classified as .....

- a. measuring reaction

.....

- b. measuring learning
- c. measuring behavior
- d. measuring results

Ans - b

Method, in which executive's strengths and weaknesses are questioned by outside consultant is called

- a. behavior modeling
- b. role playing
- c. in-house development center
- d. executive coach

Ans - d

Reinforcement of new culture, by organization's manager can be concluded in .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. nonmoving stage

Ans - c

'Performance appraisal' is an example of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - d

When ratings are collected from supervisors, customers and peers, it is called .....

- a. 350-degree feedback
- b. 320-degree feedback
- c. 360-degree feedback
- d. 380-degree feedback

.....  
Ans - c  
.....

Process that enables manager to make comparison between employee's and his department goals is .....

- a. direction sharing
- b. goal alignment
- c. rewards and recognition
- d. coaching and development support

Ans - b  
.....

An integral part of feedback process is .....

- a. direction sharing
- b. goal alignment
- c. ongoing performance monitoring
- d. coaching and development support

Ans - d  
.....

Advantage of 'graphic rating scale method' is that; it is .....

- a. simple to use
- b. avoids central tendency and biases
- c. ends up with predetermined rating figures
- d. an ongoing basis evaluation

Ans - a  
.....

In performance management, main feature of performance management is to .....

- a. increase salary
- b. planning incentives
- c. comparing performance with goals
- d. comparing sales figures from last year

Ans - c  
.....  
.....



.....

'Supply chain management' is included in .....

- a. personal competencies
- b. interpersonal competencies
- c. business management
- d. Both A and C

Ans - c

.....

Stage in which manager makes sure that past practices are still in continuation or not is .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. nonmoving stage

Ans - c

.....

A manager teaches job-related skills in coaching for .....

- a. longer span of time
- b. shorter span of time
- c. resetting salary schedules
- d. self-managing teams

Ans - b

.....

In traditional focus, an analysis of future and present skills and tasks is part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - d

.....

Coordination of workforce assessment and development is futile part of .....

- a. phased retirement
  - b. preretirement counseling
- .....

- .....
- c. talent management
  - d. modifying selection procedure

Ans - c

.....

Stage in which a person sees progress in comparison of major goals and ambitions is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. maintenance stage

Ans - c

.....

People with career of 'lawyer' can be classified under .....

- a. enterprising orientation
- b. investigative orientation
- c. social orientation
- d. conventional orientation

Ans - a

.....

In 360-degree feedback, ratings are collected from .....

- a. supervisors
- b. subordinates
- c. peers
- d. all of above

Ans - d

.....

When action plan is prepared for correcting performance deficiencies is .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - c

.....

Voluntarily helping less experienced employees is part of .....

- a. formal mentoring
- b. informal mentoring
- c. career interests
- d. developmental needs

Ans - b

.....

In career development focus, an individual development plan is part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - a

.....

'Performance' appraisal feedback always includes .....

- a. assessment of employee performance
- b. setting work standards
- c. providing feedback to employees
- d. all of above

Ans - d

.....

An employee is rated high in performance appraisal because of 'religion', is example of .....

- a. lenient/strict tendency
- b. bias
- c. central tendency
- d. different tendencies

Ans - b

.....

Ranking of all employees, measuring a specific trait such as communicating is measured in .....

- a. graphic rating scale method
- b. management by objectives

.....

- .....
- c. alternation ranking method
  - d. paired comparison method

Ans - c

.....

Enabling employees to link company's and his own departmental goals is .....

- a. direction sharing
- b. goal alignment
- c. ongoing performance monitoring
- d. ongoing feedback

Ans - b

.....

Occupation of forestry and agriculture is an example of .....

- a. realistic orientation
- b. investigative orientation
- c. social orientation
- d. artistic orientation

Ans - a

.....

In career development, providing support in developing career is part of .....

- a. individual role
- b. managerial role
- c. employer role
- d. line manager's role

Ans - b

.....

Training which focuses on person's psychology is included in .....

- a. coaching
- b. mentoring
- c. informal training
- d. formal training

Ans - b

.....

.....  
In career development, discussing career development with subordinates is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - b

.....

A stage which concludes major career reassessments is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. maintenance stage

Ans - c

.....

In which personality type we can include accountants? .....

- a. realistic
- b. investigative
- c. social
- d. conventional

Ans - d

.....

System which is usually based on information technology is .....

- a. phased retirement
- b. career management
- c. talent management
- d. modifying selection procedure

Ans - c

.....

Level of trust reflects mentor's .....

- a. professional competence
- b. consistency

.....

- .....
- c. ability to communicate
  - d. all of above

Ans - d

.....

Promotion decision addresses questions like .....

- a. seniority or competency rule
- b. promote vertically
- c. promote horizontally
- d. all of above

Ans - d

.....

'Psychological counseling' is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - b

.....

Formulating SMART performance training objectives are a part of .....

- a. human process intervention
- b. techno structural interventions
- c. strategic intervention
- d. HRM interventions

Ans - a

.....

Analyzing and identifying specific skills, needed for specific job is called .....

- a. need analysis competency model
- b. competency model
- c. task analysis
- d. Both A and C

Ans - c

.....

.....

In Lewin organizational change process, 'creation of sense of urgency' is called .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. all of above

Ans - a

.....

Organizational development consists of .....

- a. action search
- b. applying behavioral knowledge
- c. change toward empowerment
- d. all of above

Ans - d

.....

An interview, in which you discuss person's career plans and plan professional development, it is said to be a/an .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - a

.....

Disadvantage of alternation ranking method is .....

- a. difficult to develop
- b. cause disagreements
- c. time consuming
- d. difficult to rate

Ans - b

.....

Step in which employer and employee discuss performance and plans for future is .....

- a. defining job

.....

- b. training session  
c. feedback session  
d. interview sessions

Ans - c

Ranking of all employees measuring a specific trait by making pairs of employees is called .....

- a. graphic rating scale method  
b. management by objectives  
c. alternation ranking method  
d. paired comparison method

Ans - d

Meaning of 'direction sharing' is .....

- a. communicating line authority  
b. staff authority  
c. communicating company's higher-level goals  
d. communicating future HR policies

Ans - c

Training of employees during a job is called .....

- a. on job training  
b. off job training  
c. job instruction training  
d. none of above

Ans - a

'Behaving ethically' is included in .....

- a. personal competencies  
b. interpersonal competencies  
c. business management  
d. Both A and C



.....  
Ans - a  
.....

'controlled experimentation' is a technique, use for .....

- a. designing of evaluation
- b. things to measure
- c. in-house development
- d. consolidation of gains

Ans - a  
.....

Less career plans and benefits for people of color are concluded in .....

- a. bias
- b. reality shock
- c. promotion
- d. transfer

Ans - a  
.....

In career development focus, compensations planned for non-job related activities is part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. compensation and benefits

Ans - d  
.....

In career development, communicating company mission and vision is included in .....

- a. individual role
- b. managerial role
- c. employer role
- d. line manager's role

Ans - c  
.....  
.....

Time period, in which many people have lesser responsibility and power is called .....

- a. exploration stage
- b. growth stage
- c. midcareer crisis sub stage
- d. decline stage

Ans - d

Coordination of several human resource activities is required in .....

- a. phased retirement
- b. preretirement counseling
- c. talent management
- d. modifying selection procedure

Ans - c

Public relations executives, tend to be one of personality orientation types, are called .....

- a. non artistic
- b. artistic
- c. non enterprising
- d. non-conventional

Ans - b

In career development focus, individual goal setting is part of .....

- a. training and development
- b. performance appraisal
- c. recruitment and placement
- d. human resource planning

Ans - b

People, who are more attracted towards career, involving organizing and understanding are said to be .....

- a. realistic oriented

- b. investigative oriented  
c. social oriented  
d. artistic oriented

Ans - b

Understanding problem and formulating hypothesis is called .....

- a. planning  
b. preparation  
c. follow-up  
d. compensating employees

Ans - a

Financial and investment counseling is an example of .....

- a. phased retirement  
b. preretirement counseling  
c. honoring experience  
d. modifying selection procedure

Ans - b

People who are attracted to career, involving expression of emotions belongs to personality type of .....

- a. enterprising orientation  
b. investigative orientation  
c. social orientation  
d. conventional orientation

Ans - a

A manager reviewing 'Does employee's training is adequate' is part of .....

- a. antecedents  
b. behavior  
c. consequences  
d. counseling

.....  
Ans - b  
.....

People who are often executives of chamber of commerce, are classified in personality type of .....

- a. non enterprising
- b. enterprising
- c. social
- d. investigative

Ans - b  
.....

In career development, providing assignments that develop careers is part of .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - b  
.....

Focusing on daily tasks that can be easily relearn is part of .....

- a. coaching
- b. mentoring
- c. informal training
- d. formal training

Ans - a  
.....

Manager reviewing and evaluating reward system is part of .....

- a. antecedents
- b. behavior
- c. consequences
- d. counseling

Ans - c  
.....  
.....

.....

New performance appraisal systems and incentives usage is part of .....

- a. mobilize commitment
- b. consolidation of gains
- c. creating guiding coalition
- d. reinforcement of new programs

Ans - d

.....

Communicating leadership involves .....

- a. personal competencies
- b. interpersonal competencies
- c. business management
- d. both A and C

Ans - b

.....

Teaching of current or employees with skills needed to perform effectively on job is .....

- a. training
- b. negligent training
- c. both A and B
- d. none of above

Ans - a

.....

'survey research' is an example is .....

- a. human process intervention
- b. techno structural interventions
- c. strategic interventions
- d. HRM interventions

Ans - a

.....

Basis of 'organizational development' is .....

- a. action research
- b. customer research

.....

- c. marketing research  
d. human research

Ans - a

People who are attracted to career, involving verbal activities rather than physical activities are classified as .....

- a. enterprising oriented  
b. investigation oriented  
c. social orientation  
d. conventional orientation

Ans - a

In career development, assessing your own skills is included in .....

- a. individual role  
b. manager role  
c. employer role  
d. line manager

Ans - a

Seeking guidance from experienced people for advising and counseling is called .....

- a. mentoring  
b. employee's performance  
c. career interests  
d. developmental needs

Ans - a

Reviewing of data like productivity, absenteeism, down time and product quality is futile part of .....

- a. planning  
b. preparation  
c. follow-up  
d. active coaching

.....  
Ans - a  
.....

Mostly employees' promotion decision is based on .....

- a. performance appraisal
- b. training results
- c. hiring tests
- d. in-house development

Ans - a  
.....

Online and face to face feedback about goal's progress is .....

- a. direction sharing
- b. goal alignment
- c. ongoing performance monitoring
- d. ongoing feedback

Ans - d  
.....

To keep on track employees' performance, building block to be used is .....

- a. direction sharing
- b. goal alignment
- c. rewards and recognition
- d. coaching and development support

Ans - c  
.....

In career development focus, providing information about career path is futile part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. compensation and benefits

Ans - a  
.....  
.....

Accessing employees' telephones and computers for monitoring employees' rate and accuracy is .....

- a. critical incident method
- b. forced distribution method
- c. behaviorally anchored rating scale
- d. electronic performance monitoring

Ans - d

Performance management distinct feature is .....

- a. continuous evaluating
- b. continuous re-evaluating
- c. never evaluating performances
- d. evaluating for salary purposes

Ans - b

An advantage of 'critical incident method' is .....

- a. avoids central tendency and biases
- b. avoids central tendency and biases
- c. provides behavioral anchors
- d. ongoing basis evaluation

Ans - d

When person's performance is not satisfactory but can be improved is .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - c

Disadvantage of 'forced distribution method' is .....

- a. difficult to develop
- b. cause of disagreements



- .....
- c. time consuming
  - d. ranking is based on employer's cutoff points

Ans - d

.....

In career development, seeking out career resources is included in .....

- a. individual role
- b. manager role
- c. employer role
- d. line manager

Ans - a

.....

Lewin's process consists of .....

- a. unfreezing stage
- b. moving stage
- c. refreezing stage
- d. all of above

Ans - d

.....

'Managing tasks effectively' comes under .....

- a. personal competencies
- b. interpersonal competencies
- c. business management
- d. Both A and C

Ans - a

.....

Management of performance ensures .....

- a. continuous improvement
- b. discontinue improvement
- c. performance reviews
- d. both A and C

Ans - d

.....

When person's performance is satisfactory and ranked for promotion, this interview will be .....

- a. satisfactory-promotable interview
- b. satisfactory-not promotable interview
- c. unsatisfactory-correctable interview
- d. unsatisfactory-uncorrectable interview

Ans - a

.....

A rating scale which enlists traits and performance values is called .....

- a. graphic rating scale method
- b. management by objectives
- c. alternation ranking method
- d. in-house development

Ans - a

.....

Performance rating as good or bad on numerical rating scale is called .....

- a. critical incident method
- b. forced distribution method
- c. behaviorally anchored rating scale
- d. paired comparison method

Ans - c

.....

Disadvantage of 'BARS' appraisal system is .....

- a. halo effect
- b. bias
- c. central tendency
- d. difficult to develop

Ans - d

.....

'Unclear standards' usually results in .....

- a. unfair appraisals
- b. fake appraisals

.....

- c. true appraisals  
d. Both A and B

Ans - d

'Moving stage' in Lewin's organizational change process considers .....

- a. mobilize commitment  
b. consolidation of gains  
c. monitoring and assessing programs  
d. reinforcement of new programs

Ans - b

'Self-designing organizations' is an example of .....

- a. human process intervention  
b. techno structural interventions  
c. strategic intervention  
d. HRM interventions

Ans - c

An overview of knowledge, skills and behaviors in a single diagram is called .....

- a. need analysis competency model  
b. competency model  
c. task analysis  
d. Both A and C

Ans - b

Work design is an example of .....

- a. human process intervention  
b. techno structural interventions  
c. strategic intervention  
d. HRM interventions

Ans - b

.....

Counseling employees for second careers, inside firm is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - b

.....

In career development, establishing self-career goals is included in a/an .....

- a. individual role
- b. managerial role
- c. employer role
- d. line manager's role

Ans - a

.....

Strategy employers follow to vacate a position where employee is no longer needed is included in .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - b

.....

A problem occurs when supervisor might rate all employees 'high' or 'low' is called .....

- a. lenient/strict tendency
- b. biasing tendency
- c. central tendency
- d. different tendencies

Ans - a

.....

An advantage of 'forced distribution method' is .....

- a. avoids central tendency and biases
- b. avoids central tendency and biases

.....

- .....
- c. provides behavioral anchors
  - d. end up with predetermined rating figures

Ans - d

.....

A company's HR department can create an advisory relationship through .....

- a. line authority
- b. staff authority
- c. hiring authority
- d. all of above

Ans - b

.....

Assistance to top level management for strategic plans is provided by .....

- a. transactional HR group
- b. corporate HR group
- c. embedded HR group
- d. center of expertise

Ans - b

.....

Centers of expertise provide special assistance in .....

- a. updates regarding appraisal
- b. production department
- c. organizational change
- d. long term strategic plan

Ans - c

.....

One who assists other managers in HR functions of management process is .....

- a. line manager
- b. First line supervisor
- c. staff manager
- d. all of above

Ans - c

.....

.....

Most of time manager of Human Resource department is .....

- a. line manager
- b. staff manager
- c. none of above
- d. both A and B

Ans - b

.....

One who issues orders in chain of command outside their department is .....

- a. staff managers
- b. line managers
- c. finance manager
- d. both A and B

Ans - b

.....

Human capital refers to .....

- a. education of firm's workers
- b. training of firm's workers
- c. skills and expertise of firm's workers
- d. all of above

Ans - d

.....

Crucial functions for company's survival is managed by .....

- a. financial manager
- b. staff manager
- c. line manager
- d. both A and B

Ans - c

.....

Distinct task of staff manager is to .....

- a. Advise other employees
- b. Evaluating performance

.....

- c. Issuing orders to others  
d. Appraising performance

Ans - a

Coordination of personnel activities is a crucial part of .....

- a. Functional authority  
b. Line function  
c. Staff functions  
d. all of above

Ans - a

Generally in chain of command, no one can issue orders outside their own department is .....

- a. staff managers  
b. line managers  
c. CEO  
d. none of above

Ans - a

A manager have line or staff authority is determined by .....

- a. person in charge  
b. Name of person in charge  
c. type of department  
d. nature of relationship

Ans - d

Duties of HR manager and staff functions consist of .....

- a. Assisting line manager  
b. Implementing policies  
c. Directing tasks of people  
d. all of above

Ans - a

Use of data, facts, analytics and evaluated research for making decision is .....

- a. Evidence based HRM
- b. High performance work system
- c. Both A and B
- d. none of above

Ans - a

Planning function of management process involves .....

- a. Developing employees
- b. Evaluating performance
- c. Establishing departments
- d. Establishing goals

Ans - d

Directing staff activities in related areas is part of .....

- a. Staff function
- b. Coordinative functions
- c. Line function
- d. Both A and B

Ans - c

Changing and updating benefit plans is performed by .....

- a. Corporate HR group
- b. Center of expertise
- c. Transactional HR group
- d. Embedded HR unit

Ans - c

Large inventories can be best classified as .....

- a. potential opportunities
- b. potential Threats



- c. potential Strengths  
d. potential Weaknesses

Ans - d

Addition of new product lines in a company is .....

- a. diversification  
b. vertical integration  
c. horizontal integration  
d. geographic expansion

Ans - a

Types of 'diversification' are .....

- a. 2  
b. 3  
c. 4  
d. 5

Ans - a

In how many dimensions HRD maturity level in an organization is measured? .....

- a. 3  
b. 4  
c. 5  
d. 6

Ans - b

Bottom line of any business plan is .....

- a. marketing plan  
b. financial plan  
c. personnel plan  
d. production plan

Ans - b

.....

'Apple' has opened its own retail stores is a classic example of .....

- a. vertical integration
- b. horizontal integration
- c. consolidation
- d. geographic expansion

Ans - a

.....

After translating company mission into strategic goals, next step is to .....

- a. formulate strategies
- b. implement strategies
- c. evaluate performance
- d. none of above

Ans - a

.....

In HRD scorecard scales, scale 1 represents .....

- a. moderate maturity level
- b. least maturity level
- c. highest maturity level
- d. all of above

Ans - b

.....

Defining your business means stating .....

- a. detail of your market offering
- b. profit figures
- c. personnel plan
- d. all of above

Ans - a

.....

Competitive strategy is for .....

- a. departmental strategy
- b. business unit

.....

- .....
- c. none of above
  - d. all of above

Ans - b

.....

In management by objectives, goals are set by .....

- a. supervisor and subordinates
- b. top management
- c. departmental managers
- d. all of above

Ans - a

.....

A graphical tool, used to summarize chain of activities to get "big picture" of performance is .....

- a. HR scorecard
- b. HR digital dashboard
- c. strategy map
- d. all of above

Ans - c

.....

When company offers specific marketing, which is not available by others is strategy of .....

- a. focusers
- b. corporate strategy
- c. vertical integration
- d. all of above

Ans - a

.....

Portfolio of business that comprises business is identified in .....

- a. competitive strategy
- b. corporate level strategy
- c. functional strategy
- d. all of above

Ans - b

.....

Intended directions and actions are stated in .....

- a. mission statement
- b. strategic goals
- c. vision statement
- d. none of above

Ans - c

Gaining market share by offering same products as of competitors, in same market is .....

- a. competitive strategy
- b. corporate level strategy
- c. functional strategy
- d. none of above

Ans - b

'functional strategy' can also be considered as .....

- a. departmental strategy
- b. business unit
- c. companywide strategy
- d. none of above

Ans - a

Adding new product lines, which are not related to firm's existing business .....

- a. related diversification
- b. conglomerate diversification
- c. diversification
- d. all of above

Ans - b

In setting SMART goals, 'T' stands for .....

- a. timely
- b. tricky

- c. transparent policies  
d. none of above

Ans - a

How many types of strategies are there in strategic planning? .....

- a. 3  
b. 4  
c. 5  
d. 6

Ans - a

Downside of management by objectives is .....

- a. time consuming  
b. large capital is needed  
c. large pool of human capital is required  
d. both A and B

Ans - a

'cost advantages' can be best classified as .....

- a. potential opportunities  
b. potential Threats  
c. potential Strengths  
d. potential Weaknesses

Ans - c

'market saturation' can be best classified as .....

- a. potential opportunities  
b. potential Threats  
c. potential Strengths  
d. potential Weaknesses

Ans - b

.....

'Volvo' stresses more safe cars as compared to others in market, this can be an example of .....

- a. diversification
- b. cost leadership
- c. consolidation
- d. competitive advantage

Ans - d

.....

When company has a single product line, it is said to be a part of .....

- a. concentration strategy
- b. market penetration
- c. product development
- d. both a & b

Ans - a

.....

A "Strategic plan" is also called .....

- a. long term plan
- b. short term plan
- c. Both A and B
- d. none of above

Ans - a

.....

In HRD scorecard scales; scale '10' represents .....

- a. moderate maturity level
- b. least maturity level
- c. highest maturity level
- d. all of above

Ans - c

.....

Plan which is firstly discussed in business plan is mostly .....

- a. marketing plan
- b. financial plan

.....

- c. personnel plan  
d. production plan

Ans - a

Tool used to present manager with performance graphs and charts is .....

- a. HR scorecard  
b. digital dashboard  
c. strategy map  
d. all of above

Ans - b

A company which produces raw materials is an example of .....

- a. cost leadership  
b. vertical integration  
c. horizontal integration  
d. Geographic expansion

Ans - b

A company that controls market by offering same products as of competitors will be considered as .....

- a. diversification  
b. vertical integration  
c. horizontal integration  
d. geographic expansion

Ans - c

Patents can be best classified as .....

- a. potential opportunities  
b. potential threats  
c. potential strengths  
d. potential Weaknesses

Ans - c

.....  
Factors contribute to differentiate its market offering from other products is called .....

- a. Positioning
- b. Competitive advantage
- c. Consolidation
- d. Both a and b

Ans - b  
.....

'management turnover' can be best classified as .....

- a. Potential opportunities
- b. Potential Threats
- c. Potential Strengths
- d. Potential Weaknesses

Ans - d  
.....

Company matches its capabilities with environmental demands is .....

- a. Strategic planning
- b. Corporate plan
- c. Strategy
- d. all of above

Ans - a  
.....

Making a fit between company's competitive aims and each department's plan is .....

- a. Strategic planning
- b. Strategic fit
- c. Corporate strategy
- d. Competitive strategy

Ans - b  
.....

For current markets, development of improved products is part of .....

- a. Market penetration
  - b. Market development
- .....



- c. Product development  
d. none of above

Ans - c

'corporate strategy' includes .....

- a. Consolidation  
b. Geographic expansion  
c. Differentiation  
d. Both a and b

Ans - d

Statement by Wal-Mart "Save money, Live better" is pointing its business strategy as .....

- a. Consolidation  
b. Horizontal integration  
c. Cost leadership  
d. all of above

Ans - c

'new overseas markets' can be best classified as .....

- a. Potential opportunities  
b. Potential Threats  
c. Potential Strengths  
d. Potential Weaknesses

Ans - a

Next step after 'defining current business' is to .....

- a. external and internal audit  
b. Formulating a new direction  
c. Formulating strategies  
d. Implement strategies

Ans - a

Scale is used in HRD scorecard consists of .....

- a. 5-point scale
- b. 10-point scale
- c. 4-point scale
- d. none of above

Ans - b

.....

In setting SMART goals, 'M' stands for .....

- a. Measureable
- b. Managed personnel
- c. More than expected
- d. none of above

Ans - a

.....

measure of 'cost effectiveness' among employees is part of .....

- a. HRD culture
- b. Business linkage score
- c. HRD competence score
- d. HRD system maturity score

Ans - b

.....

Each department of company helps in achieving company goals is referred as .....

- a. Corporate strategy
- b. Competitive strategy
- c. Functional strategy
- d. Both a and b

Ans - c

.....

first step in planning process is to .....

- a. Set an objective
- b. Evaluate alternatives

.....

- .....
- c. Determine strength and weaknesses
  - d. none of above

Ans - a

.....

A company 'Apollo' tyres diversifying in entertainment business can be a classic example of .....

- a. Conglomerate diversification
- b. Related diversification
- c. Both A and B
- d. none of above

Ans - a

.....

Dimension which measures competency of company's top management to lower level employees is .....

- a. HRD systems maturity score
- b. HRD competence score
- c. HRD culture
- d. Employee linkage score

Ans - b

.....

Reduction in size of company size .....

- a. Geographic expansion
- b. Consolidation
- c. Diversification
- d. Horizontal integration

Ans - b

.....

Promoting organizational effectiveness through HR policies and practices is known as .....

- a. human resource metrics
- b. evidence based management
- c. high performance work system
- d. none of above

Ans - c

.....

.....

'market leadership' can be best classified as .....

- a. Potential opportunities
- b. Potential Threats
- c. Potential Strengths
- d. Potential Weaknesses

Ans - c

.....

Company 'Asian paints' operates in 18 countries is an example of .....

- a. Horizontal integration
- b. Vertical integration
- c. Geographic expansion
- d. none of above

Ans - c

.....

second step in planning process is to .....

- a. Set an objective
- b. Evaluate alternatives
- c. Determine strength and weaknesses
- d. none of above

Ans - c

.....

Converting of strategies into actions is meant by .....

- a. Formulate strategies
- b. Implement strategies
- c. Evaluate performance
- d. all of above

Ans - b

.....

Types of appraisal interviews are .....

- a. 3
- b. 4

.....

- c. 5
- d. 6

Ans - b

The basic managerial skill(s) is(are) ..... (i) To supervise, (ii) To stimulate, (iii) To motivate

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The three performance counseling phases are .....

- a. Rapport building, Exploration, Action planning
- b. Support building, Exploration, Action planning
- c. Rapport building, Explanation, Action planning
- d. Rapport building, Exploration, Accurate planning

Ans - a

What is that describes the duties of the job, authority relationship, skills requirement, conditions of work etc?

- a. Job analysis
- b. Job enlargement
- c. Job enrichment
- d. Job evaluation

Ans - a

Crucial functions for company's survival is managed by .....

- a. financial manager
- b. staff manager
- c. line manager

d. both A and B

Ans - c

A manager have line or staff authority is determined by .....

- a. person in charge
- b. Name of person in charge
- c. type of department
- d. nature of relationship

Ans - d

Manager who can only issue orders in his own department .....

- a. Line managers
- b. Staff managers
- c. HR managers
- d. all of above

Ans - b

If company defines authority and communication channels for employees, it is performing .....

- a. staffing function
- b. organizing function
- c. leading function
- d. controlling function

Ans - b

Duties of HR manager and staff functions consist of .....

- a. Assisting line manager
- b. Implementing policies
- c. Directing tasks of people
- d. all of above

Ans - a

.....

A company's HR department can create an advisory relationship through .....

- a. line authority
- b. staff authority
- c. hiring authority
- d. all of above

Ans - b

.....

Directing staff activities in related areas is part of .....

- a. Staff function
- b. Coordinative functions
- c. Line function
- d. Both A and B

Ans - c

.....

A company can create 'superior-subordinate' relationship through .....

- a. line authority
- b. hiring authority
- c. staff authority
- d. all of above

Ans - a

.....

During the lay off period, the employer has to pay ..... of the basic wages.

- a. One fourth
- b. Half
- c. Three fourth
- d. One third

Ans - b

.....

The actual achievements compared with the objectives of the job is .....

- a. Job performance
- b. Job evaluation

.....

- c. Job description  
d. None of the above

Ans - a

The following is (are) not concerned with developing a pool of candidates in line with the human resources plan ..... (i) Recruitment, (ii) Development, (iii) Training

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - c

The whole process of conducting a 360 – Degree Feedback process in any Organisation could last about .....

- a. 1.5 to 3 months  
b. 3 to 6 months  
c. 6 to 9 months  
d. 9 to 12 months

Ans - a

Generally in chain of command, no one can issue orders outside their own department is .....

- a. staff managers  
b. line managers  
c. CEO  
d. none of above

Ans - a

Handling labor relations and safety laws for company's labor is part of .....

- a. Line functions  
b. Staff functions  
c. Coordinative functions  
d. Both (a) and (c)



Ans - b

Human Resource Management is process of .....

- a. Acquiring Employees
- b. Training Employees
- c. Appraising and Compensating Employees
- d. all of above

Ans - d

In a re-engineering programme, when a process changes so does the ..... of the concerned employee.

- a. Designation
- b. Job profile
- c. Qualification
- d. Job experience

Ans - b

The following is (are) included in salary survey ..... (i) Average salary, (ii) Inflation indicators, (iii) Salary budget averages

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Majority of the disputes in industries is (are) related to the problem of ..... (i) Wages, (ii) Salaries, (iii) Benefits

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

..... appraisal done separately will provide feedback on the potential of these managers.

- a. Potential
- b. Managerial
- c. General
- d. Administrative

Ans - a

Point system and factor comparison methods are placed under such category.

- a. Non-quantitative job evaluation
- b. Quantitative job evaluation
- c. Any of the above
- d. None of the above

Ans - b

Ensuring implementation of HR policies by line managers is part of .....

- a. Line functions
- b. Coordinative functions
- c. Staff functions
- d. all of above

Ans - b

..... system stresses on discipline and there is simplicity in the form.

- a. Merit rating
- b. Point rating
- c. Both 'a' and 'b'
- d. None of the above

Ans - a

Match the following

Question      Correct option

A. The monitoring stage 1. The firm identifies and confirms the overall business direction.

- .....
- B. The clarification stage                      2. Investment on the human capital and the value placed by employees on this investment.  
C. The assessment stage                      3. The firm checks the new system against strategy.  
D. The design stage                      4. The firm plans the proposed changes into practice.

The correct order is

- a. A-3, B-1, C-2, D-4  
b. A-3, B-1, C-4, D-2  
c. A-1, B-3, C-2, D-4  
d. A-3, B-2, C-1, D-4

Ans - a

.....

Stephen Knauf defined HRA as “the measurement & ..... of Human organisational inputs such as recruitment, training experience & commitment

- a. Qualification  
b. Accounting  
c. Development  
d. None of the above

Ans - a

.....

The three types of forecasts are .....

- a. Economic, employee market, company’s sales expansion  
b. Long, Short, Medium  
c. Production, economic, company’s sales expansion  
d. Production, labor, economic

Ans - a

.....

During which of the following stage, the firm identifies and confirms the overall business direction?

- a. Clarification  
b. Monitoring  
c. Assessment  
d. Design

Ans - a

.....  
Distinct task of staff manager is to .....

- a. Advise other employees
- b. Evaluating performance
- c. Issuing orders to others
- d. Appraising performance

Ans - a  
.....

Under ..... method, common factors to all the jobs are identified.

- a. Point
- b. Merit
- c. Factor comparison
- d. Ranking

Ans - a  
.....

Comparison of employees' actual performance with set standards is involved in .....

- a. leading
- b. organizing
- c. controlling
- d. staffing

Ans - c  
.....

Planning function of management process involves .....

- a. Developing employees
- b. Evaluating performance
- c. Establishing departments
- d. Establishing goals

Ans - d  
.....

The process which is continuous and stops only when the organisation ceases to exist .....

- a. Training
  - b. Job evaluation
- .....

- c. Hiring  
d. All of the above

Ans - c

Under point method, factor(s) generally considered are .....

- a. Skill, effort, Accountability  
b. Skill, job enrichment, accountability  
c. Wage, job enrichment, accountability  
d. Wage effort, accountability

Ans - a

The following are the key factors of the new economic policy. (i) Privatization, (ii) Market friendly state, (iii) Liberalisation

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

Human capital refers to .....

- a. education of firm's workers  
b. training of firm's workers  
c. skills and expertise of firm's workers  
d. all of above

Ans - d

An assistance needs to manage localized human resources which are provided by .....

- a. Transactional HR group  
b. Embedded HR group  
c. Corporate HR group  
d. Centers of expertise

.....  
Ans - b  
.....

Changing and updating benefit plans is performed by .....

- a. Corporate HR group
- b. Center of expertise
- c. Transactional HR group
- d. Embedded HR unit

Ans - c  
.....

The process of the feedback is made up of ..... phases.

- a. 4
- b. 5
- c. 6
- d. 7

Ans - b  
.....

Recruiting employees, selecting right one for job and giving them training leads to .....

- a. organizing
- b. controlling
- c. Staffing
- d. Leading

Ans - c  
.....

In an organisation initiating career planning, the career path model would essentially form the basis for ..... (i) Placement, (ii) Transfer, (iii) Rotation

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....  
.....

.....

Introduction of new or current trends for optimal HR utilization is part of .....

- a. Coordinative function
- b. Staff function
- c. Line function
- d. all of above

Ans - b

.....

Union leaders at different levels & at federations are elected on .....

- a. democratic principle
- b. political considerations
- c. employer's recommendation
- d. seniority basis

Ans - a

.....

The following factor would be relatively low if supply of labour is higher than demand.

- a. production
- b. labour cost
- c. wage
- d. All of the above

Ans - c

.....

The nation wide consumer councils formed by the Government comprise of representatives of ..... (i) Cost account and consumer, (ii) Various ministries, (iii) Manufactures of commerce

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....

A job analyst's task is to .....

- a. prepare job description

.....

- b. integrate development activities
- c. develop compensation plans
- d. advise management

Ans - a

.....

..... can be defined as a written record of the duties, responsibilities and conditions of job.

- a. Job description
- b. Job specification
- c. Job profile
- d. None of the above

Ans - a

.....

Section ..... of the Industrial Disputes Act 1947, states that an employer should only retrench employees who have been most recently hired

- a. 24-F
- b. 24-G
- c. 25-F
- d. 25-G

Ans - d

.....

Following factor is not involved in communication to employees .....

- a. interviewing
- b. disciplining
- c. counseling
- d. compensating

Ans - d

.....



During which of the following stage, the firm plans the proposed changes into practice?

- a. Clarification
- b. Monitoring
- c. Assessment
- d. Design

Ans - d

HR manager must be familiar with .....

- a. Strategic planning
- b. Production department
- c. Marketing and finance
- d. all of above

Ans - d

The ..... role is to ensure the deserving managers should get appropriate opportunities for job Rotation.

- a. Reviewer
- b. Assessor
- c. Administrator
- d. Employer

Ans - a

One who issues orders in chain of command outside their department is .....

- a. staff managers
- b. line managers
- c. finance manager
- d. both A and B

Ans - b

The three important components in aligning business strategy with HR practice .....

- a. Business Strategy, Human Resource Practices, Organisational Capabilities
- b. Marketing Strategy, Human Resource Practices, Organisational Capabilities

- .....
- c. Business Strategy, Human Resource Practices, Organisational structure
  - d. Marketing Strategy, Human Resource Practices, Organisational structure

Ans - a

.....

High performance work system leads to .....

- a. superior employee performance
- b. low labor costs
- c. safer workplaces
- d. less employee turnover rate

Ans - a

.....

The following type of recruitment process is said to be a costly affair.

- a. Internal recruitment
- b. External recruitment
- c. Cost remains same for both types
- d. None of the above

Ans - b

.....

Most of time manager of Human Resource department is .....

- a. line manager
- b. staff manager
- c. none of above
- d. both A and B

Ans - b

.....

Performance development plan is set for the employee by his immediate boss.

- a. Employer
- b. Department Head
- c. Immediate boss
- d. Any of the above

Ans - c

.....

The following is (are) the key components of a business process Re-engineering programme? (i) Product development, (ii) Service delivery, (iii) Customer satisfaction

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The following person has suggested the new concept which takes into account various key factors that will tell the overall performance of a job.

- a. Elliot Jecques
- b. Fred Luthas
- c. Juran
- d. None of the above

Ans - a

A key HR role in the firm will be multidisciplinary consulting around ..... (i) Individual, (ii) Team, (iii) Business unit

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

In the Grid Seminars, stress is laid on .....

- a. Teaching
- b. Professionalism
- c. Training & Development
- d. All of the above

Ans - a

HRD process variable include ..... (i) Role clarity, (ii) Work planning, (iii) Better communication

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Use of data, facts, analytics and evaluated research for making decision is .....

- a. Evidence based HRM
- b. High performance work system
- c. Both A and B
- d. none of above

Ans - a

Coordination of personnel activities is a crucial part of .....

- a. Functional authority
- b. Line function
- c. Staff functions
- d. all of above

Ans - a

For closure, every worker is to be compensated with ..... average pay for every year of service completed

- a. 15 days
- b. 20 days
- c. 25 days
- d. 30 days

Ans - a

The three phases of recruitment process are .....

- a. Planning, Implementing, Evaluating

- b. Planning, Implementing, Screening
- c. Planning, Implementing, Enrichment
- d. Planning, Screening, Evaluating

Ans - a

The following is (are) the objective(s) of inspection. (i) Quality product, (ii) Defect free products, (iii) Customer satisfaction

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The role of the organisation in career planning is to introduce & strengthen systems to ensure ..... of employees

- a. Career progression
- b. Self development
- c. Economical Development
- d. Skill enhancement

Ans - a

One who assists other managers in HR functions of management process is .....

- a. line manager
- b. First line supervisor
- c. staff manager
- d. all of above

Ans - c

The following are the factors which come under ' Work planning' that is component systems of HRD. (i) Contextual analysis, (ii) Role analysis, (iii) Performance appraisal

- a. Only (i) and (ii)
- b. Only (i) and (iii)

- .....
- c. Only (ii) and (iii)
  - d. (i), (ii) and (iii)

Ans - d

.....

..... involves a one to one discussion between the participant and administrator.

- a. Counselling
- b. Training
- c. Motivation
- d. All of the above

Ans - a

.....

Counseling and compensation of employees is part of .....

- a. Staffing
- b. Controlling
- c. Leading
- d. Organizing

Ans - a

.....

..... is the simple act of comparison & learning for organisational improvement

- a. Benchmarking
- b. Feedback
- c. Ranking
- d. Job evaluation

Ans - a

.....

Under training and development plan, the form is to be prepared in ..... form.

- a. Duplicate
- b. Structured
- c. Detailed
- d. None of the above

Ans - a

.....

360-Degree Feedback enhances the quality of ..... decisions. (i) HR, (ii) Management, (iii) HRD

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Large recruitment ..... problematic and vice-versa

- a. Less
- b. More
- c. Any of the above
- d. None of the above

Ans - a

The ..... programme once installed must be continued on a permanent basis.

- a. Job evaluation
- b. Training & Development
- c. Recruitment
- d. All of the above

Ans - a

In growing organization, specialized staff is needed by .....

- a. Line manager
- b. HR manager
- c. Staff manager
- d. all of above

Ans - a

The process of analyzing jobs from which job descriptions are developed are called .....

- a. Job analysis
- b. Job evaluation

- c. Job enrichment  
d. Job enlargement

Ans - a

The following is (are) the option(s) while planning for surplus. (i) Reassign the jobs, (ii) Redesign the jobs, (iii) Reduce work hours

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

The following system is simple, less expensive and less time consuming.

- a. Paired comparison  
b. Confidential report system  
c. Ranking  
d. Checklist method

Ans - c

Which of the following is (are) the HRD score card? (i) HRD systems maturity score, (ii) Competency score, (iii) HRD competencies systems maturity score

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

When effort to earn additional income through a second job does not bear fruit, such type of efforts & the consequent results may be called as .....

- a. Red moon lighting  
b. Blue moon lighting  
c. Yellow moon lighting



d. Silver moon lighting

Ans - b

Assistance to top level management for strategic plans is provided by .....

- a. transactional HR group
- b. corporate HR group
- c. embedded HR group
- d. center of expertise

Ans - b

Centers of expertise provide special assistance in .....

- a. updates regarding appraisal
- b. production department
- c. organizational change
- d. long term strategic plan

Ans - c

Which pay is one of the most crucial pay given to the employee & also shown in the pay structure?

- a. Performance
- b. Strategic
- c. Bonus
- d. Commission

Ans - a

Which of the following punishments in disciplinary actions fall under minor punishment? (i) Warning, (ii) Demotion, (iii) Censure, (iv) Dismissal.

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

Ans – c

What are the alternate names used for the expectancy model? (i) Instrumentality theory, (ii) Path-goal theory, (iii) Valence-instrumentality-expectancy theory

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

What does "E", "R" and "G" stand for in the ERG theory?

- a. Export, Risk and Guarantee
- b. Exponential, Reliability and Growth
- c. Existence, Relatedness and Growth
- d. None of the above

Ans - c

Which of the following is not a type of performance appraisal?

- a. Team Based Appraisal
- b. Appraisal of Managers
- c. Customer Appraisals
- d. 45 Degree Appraisal

Ans - d

..... is the process of managing people in organizations in a structured and thorough manner. Choose the wrong one. (i) Human Resource Planning, (ii) Human Resource Management, (iii) Human Resource Development

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

Assertion (A): Performance Appraisal cannot be error free and unbiased.

Reason (R): The Appraisal Methods are covertly influenced by human judgement which may be vitiated by inter-personal discriminatory impulses.

- a. Assertion (A) is right, Reason (R) is wrong
- b. Assertion (A) is wrong, Reason (R) is right
- c. Reason (R) does not subscribe to the Assertion (A)
- d. Both Assertion (A) and Reason (R) are right, and Reason (R) validate Assertion (A)

Ans - d

Which of the following is a force that acts as stimulant for organizational change? (i) Nature of the workforce, (ii) Technology, (iii) Economic Shock

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The essential characteristics of Total Quality Management (TQM) comprises of ..... (i) Creation of common company theme, (ii) Creation of a customer centric mentality, (iii) Improvement becoming part of the job

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Human Resource Planning include ..... (i) Scenario planning, (ii) Action planning, (iii) Demand and Supply forecasts

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....  
In career development, providing performance feedback which is career oriented is part of .....

- a. individual's role
- b. manager's role
- c. employer's role
- d. line manager

Ans - c  
.....

Coaching of employees includes ..... (i) planning, (ii) preparation, (iii) follow-up

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....

Strategy employees seek for better hours and location of work while staying in same company is included in .....

- a. promotions
- b. transfers
- c. reality shock
- d. formal training

Ans - b  
.....

In traditional focus, rewards for employees which are based on talent is a part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. compensation and benefits

Ans - d  
.....

Job analysis includes ..... (i) Job description, (ii) Job enlargement, (iii) Job specification

- a. Only (i) and (ii)
- .....

b. Only (i) and (iii)

c. Only (ii) and (iii)

d. (i), (ii) and (iii)

Ans - b

In traditional focus, providing opportunities for learning is part of .....

a. training and development

b. performance appraisal

c. recruiting and placement

d. human resource planning

Ans - a

In 'ABC' approach, analyzing behaviors means ..... (i) measuring aptitudes, (ii) measuring adequacy of tools, (iii) measuring adequacy of training

a. Only (i) and (ii)

b. Only (i) and (iii)

c. Only (ii) and (iii)

d. (i), (ii) and (iii)

Ans - d

A company can translate mission into strategic objectives by doing ..... (i) Vertical integration, (ii) Diversity, (iii) Geographic coverage

a. Only (i) and (ii)

b. Only (i) and (iii)

c. Only (ii) and (iii)

d. (i), (ii) and (iii)

Ans - d

Re-assignment of work, related to job in another part of organization, at similar position is called .....

a. promotions

b. transfers

c. reality shock

d. formal training

Ans - b

Which are the factors by which the process of job design can be affected? (i) Organisational, (ii) Environmental, (iii) Behavioural

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

HR activities lead to ..... (i) Achievement of strategic goals, (ii) Organizational performance, (iii) Emergent employee behaviors

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

External and internal audit of a company includes ..... (i) economic trends, (ii) political trends, (iii) competitive trends

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

..... is a list of job's duties, responsibilities, reporting relationships, working environment and supervisory responsibility. Choose the wrong one. (i) Job Specification, (ii) Job Analysis, (iii) Job Description

- a. Only (i) and (ii)
- b. Only (i) and (iii)

- c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - a

People who choose clinical psychology as careers are classified as .....

- a. realistic oriented  
b. investigation oriented  
c. social oriented  
d. art oriented

Ans - c

Which of the following is a need that motivates human behaviour as per the achievement motivation theory? (i) Power, (ii) Affiliation, (iii) Achievement

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

Rearrange the six steps of motivation logically.

- A. Engages in goal-directed behaviour  
B. Reassess needs deficiencies  
C. Performs  
D. Identifies needs  
E. Searches for ways to satisfy the needs  
F. Receives either rewards or punishment

- a. DFCAEB  
b. BCDEAF  
c. DEACFB  
d. ABCDEF

Ans - c

HRD process variable include ..... (i) Role clarity, (ii) Work planning, (iii) Better communication

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

A key HR role in the firm will be multidisciplinary consulting around ..... (i) Individual, (ii) Team, (iii) Business unit

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The following are the key factors of the new economic policy. (i) Privatization, (ii) Market friendly state, (iii) Liberalisation

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

An analysis of pending retirements should include ..... (i) determination of average retirement age, (ii) planning pension benefits, (iii) determine extent of retirement problem

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d



.....  
The following is (are) included in salary survey. (i) Average salary, (ii) Inflation indicators, (iii) Salary budget averages

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....

The following factor would be relatively low if supply of labour is higher than demand. Choose the wrong one. (i) production, (ii) labour cost, (iii) wage

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - a  
.....

The nation wide consumer councils formed by the Government comprise of representatives of ..... (i) Cost account and consumer, (ii) Various ministries, (iii) Manufactures of commerce

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....

In career development focus, information about individual interests and preferences is a part of .....

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. human resource planning

Ans - d  
.....

360-Degree Feedback enhances the quality of ..... decisions. (i) HR, (ii) Management, (iii) HRD

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

What is meant by RPO?

- a. Recruitment Process Outsourcing
- b. Retirement Process Outsourcing
- c. Recruitment Process Output
- d. Recruitment Procedure Outsourcing

Ans - a

Rearrange the steps of Maslow's Need Hierarchy Theory.

- A. Self - Actualisation Needs
- B. Physiological needs
- C. Belongingness and love needs
- D. Self - esteem needs
- E. Safety needs

- a. ABCDE
- b. ADCBE
- c. DCBEA
- d. ADCEB

Ans - d

..... seeks to examine the goals of the organisation and the trends that are likely to affect these goals.

- a. Organisational Support
- b. Organisational analysis
- c. Person analysis
- d. Key skill abilities analysis

Ans - b

Coherent career plan links ..... (i) employee's performance, (ii) career interests, (iii) developmental needs

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the following is (are) the HRD score card? (i) HRD systems maturity score, (ii) Competency score, (iii) HRD competencies systems maturity score

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

People having investigative personality often choose profession as ..... (i) physicians, (ii) psychologists, (iii) R&D managers

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of these is one of the seven criteria for assessing performance? (i) Community service, (ii) Interpersonal contact, (iii) Need for supervision

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

..... is the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements. Choose the wrong one. (i) Job Analysis, (ii) Job Design, (iii) Job Specification

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - c

Which of these is not the main purpose of employee assessment? (i) Making correct decisions, (ii) To effect promotions based on competence and performance, (iii) Establish job expectations

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

..... is the name given to a philosophy and set of methods and techniques that stressed the scientific study and organisation of work at the operational level.

- a. Scientific Management
- b. Human Relations Model
- c. Two factor theory
- d. Achievement motivation theory

Ans - a

How performance appraisal can contribute to a firm's competitive advantage? (i) Ensures legal compliances, (ii) Minimising job dissatisfaction and turnover, (iii) Improves performance

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Human Resource Management is process of ..... (i) Acquiring Employees, (ii) Training Employees, (iii) Appraising and Compensating Employees

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

'Competitive strategy' includes ..... (i) horizontal integration, (ii) cost leadership, (iii) differentiation

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - c

HR maturity of company with respect to its strategic goals is measured by .....

- a. Human Resource Development (HRD) scorecard
- b. HR scorecard
- c. Both A and B
- d. None of above

Ans - a

'coaching' and 'mentoring' require ..... (i) analytical skills, (ii) logical skills, (iii) interpersonal skills

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

In career development, accepting responsibility for your own career is included in a/an .....

- a. individual role

- b. manager role  
c. employer role  
d. line manager's role

Ans - a

Quantitative measure, of employee's turnover and hours of training per employee is called (choose the wrong one) ..... (i) human resource metrics, (ii) evidence based management, (iii) high performance work system

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - c

'Silk Road Technologies' talent management system includes ..... (i) applicant tracking, (ii) on boarding, (iii) performance management

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

From the strategic point of view, in which three categories can an organisation be grouped? (i) Defenders, (ii) Prospectors, (iii) Analysers

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

Match the following general applications of performance assessment with their specific purposes

I. Administrative Uses/ Decisions ----- A. Performance Feedback

- II. Documentation ----- B. Lay - offs  
III. Organisational Maintenance/ Objectives ---- C. Helping to meet legal requirements  
IV. Developmental Uses ----- D. Evaluation of HR systems

- a. I-C, II-D, III-B, IV-A  
b. I-B, II-C, III-D, IV-A  
c. I-B, II-C, III-D, IV-D  
d. I-A, II-B, III-D, IV-C

Ans - b

..... is viewed as process by which an organization should move from its current manpower position to its desired manpower position.....

- a. Human Resource Planning  
b. Human Resource Management  
c. Human Resource Development  
d. All of the above

Ans - a

Which of these is the benefit of needs assessment?

- a. Assessment makes training department more accountable  
b. Higher training costs  
c. Loss of business  
d. Increased overtime working

Ans - a

Rearrange the steps in training programme.

- A. What should be the level of training  
B. What principles of learning  
C. Who are the trainees?  
D. What methods and techniques?  
E. Where to conduct the programme?  
F. Who are the trainers?

- a. ABCDEF  
b. DECAFB

- c. CADFBE  
d. CFDABE

Ans - d

HR manager must be familiar with ..... (i) Strategic planning, (ii) Production department, (iii) Marketing and finance

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

Company marketing and selling current product aggressively is called (choose the wrong one) ..... (i) market penetration, (ii) market development, (iii) product development

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - c

Match the following techniques of training with their correct description.

1. Tag Teams ----- A. Games to get team members know each other  
2. Outward - bound training ----- B. Games to test ability to plan ahead  
3. Mirroring ----- C. Training with an external perspective  
4. Strategic planners ----- D. Adventure sports for teams  
5. Ice breakers ----- E. one role played alternately by two participants

- a. 1-E,2-D,3-C,4-B,5-A  
b. 1-A,2-D,3-E,4-C,5-B  
c. 1-D,2-A,3-C,4-E,5-B  
d. 1-C,2-D,3-B,4-A,5-E

Ans - a



Talent Management automated end to end process involves ..... (i) recruiting and hiring, (ii) managing employees, (iii) compensating employees

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the following is a learning principle? (i) Recognition of individual differences, (ii) Schedules of learning, (iii) Transfer of learning

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Aligning of skills, training and performance to have a successful career is also known as .....

- a. phased retirement
- b. career management
- c. talent management
- d. modifying selection procedure

Ans - c

Which of the following options is an important issue in the definition of communication? (i) Transmission and reception of messages, (ii) Involvement of people, (iii) Process of communication

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of these is an electronic mode of communication?

- a. Letter
- b. Manuals
- c. Fax
- d. Circulars

Ans - c

Effective communication helps the managers in carrying out which of the basic function? (i) Leading, (ii) Controlling, (iii) Power

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - a

'What our business is' is stated in .....

- a. mission statement
- b. strategic goals
- c. vision statement
- d. all of above

Ans - a

The following is (are) the option(s) while planning for surplus ..... (i) Reassign the jobs, (ii) Redesign the jobs, (iii) Reduce work hours

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....  
The basic managerial skill(s) is(are) ..... (i) To supervise, (ii) To stimulate, (iii) To motivate

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....

..... is attributing our own thoughts and feeling to others.

- a. Stereotyping
- b. Halo effect
- c. Projection
- d. All of the above

Ans - c  
.....

The following is (are) the objective(s) of inspection. (i) Quality product, (ii) Defect free products, (iii) Customer satisfaction

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....

Majority of the disputes in industries is (are) related to the problem of ..... (i) Wages, (ii) Salaries, (iii) Benefits

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d  
.....  
.....

..... system stresses on discipline and there is simplicity in the form.

- a. Merit rating
- b. Point rating
- c. Both 'a' and 'b'
- d. None of the above

Ans - a

Rearrange the steps in the process of interpersonal communication.

- A. Decoding
- B. Message
- C. Receiver
- D. Sender
- E. Encoding
- F. Feedback
- G. Channel

- a. ABCDEFG
- b. GFEDCBA
- c. DCBAEFG
- d. DEBGACF

Ans - d

Match the following categories of barriers with their classification

- I. Sender-related barrier ---- A. Non-verbal signals
- II. Situation-related barriers ---- B. Noise
- III. Receiver-related barriers ---- C. Perceptions

- a. 1-A,2-B,3-C
- b. 1-B,2-A,3-C
- c. 1-A,2-C,3-B

Ans - a

Recruiting employees, selecting right one for job and giving them training leads to .....

- a. organizing

- b. controlling
- c. Staffing
- d. Leading

Ans - c

Handling labor relations and safety laws for company's labor is part of (choose the wrong one) ..... (i) Line functions, (ii) Staff functions, (iii) Coordinative functions

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

College Professors are generally evaluated on the following Work function(s)..... (i) Teaching, (ii) Service, (iii) Research

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the factors influence organisational communication? (i) Information Ownership, (ii) Avoid evaluative judgement, (iii) Job specialisation

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

Match the following

- A. The monitoring stage - 1. The firm identifies and confirms the overall business direction.
- B. The clarification stage - 2. Investment on the human capital and the value placed by employees on this investment.

C. The assessment stage - 3. The firm checks the new system against strategy.

D. The design stage - 4. The firm plans the proposed changes into practice.

The correct order is

- a. A-3, B-1, C-2, D-4
- b. A-3, B-1, C-4, D-2
- c. A-1, B-3, C-2, D-4
- d. A-3, B-2, C-1, D-4

Ans - a

Point system and factor comparison methods are placed under such category ..... (i) Non-quantitative job evaluation, (ii) Quantitative job evaluation

- a. Only (i)
- b. Only (ii)
- c. Either (i) or (ii)
- d. Both (i) and (ii)

Ans - b

The Recognition may be shown in the form of ..... (i) A pat on the back of employee, (ii) Promotion, (iii) Assignment of more interesting tasks

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The following technique(s) is based on the critical incident approach. (i) Behaviorally anchored rating scales (BARS), (ii) Critical incident technique

- a. Only (i)
- b. Only (ii)
- c. Either (i) or (ii)
- d. Both (i) and (ii)

Ans - d

.....

Introduction of new or current trends for optimal HR utilization is part of .....

- a. Coordinative function
- b. Staff function
- c. Line function
- d. all of above

Ans - b

.....

Paired comparison method can be used by ....., (i) Superiors, (ii) Peers, (iii) Subordinates

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....

An underlying talent management components in software suites are ..... (i) e-recruiting, (ii) e-training, (iii) performance reviews and rewards

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....

In ABC approach which is used in formulating hypothesis, "C" stands for

- a. compensating
- b. communication
- c. counseling
- d. consequences

Ans - d

.....

..... is a list of job"s "human requirements," that is requisite education, skills, personality and so on.

- a. Job Specification
- .....

- b. Job Analysis  
c. Job Description  
d. All of the above

Ans - a

Creating culture of honoring experience is a tool of ..... (i) keeping retirees, (ii) keeping employees, (iii) attracting retirees

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - b

In an organisation initiating career planning, the career path model would essentially form the basis for ..... (i) Placement, (ii) Transfer, (iii) Rotation

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - d

Research and development managers are classified as .....

- a. conventional personality  
b. non-conventional personality  
c. investigative personality  
d. non investigative personality

Ans - c

If company defines authority and communication channels for employees, it is performing .....

- a. staffing function  
b. organizing function  
c. leading function



d. controlling function

Ans - b

Comparison of employees' actual performance with set standards is involved in .....

- a. leading
- b. organizing
- c. controlling
- d. staffing

Ans - c

Counseling with employees for benefits advice and second careers is an example of .....

- a. phased retirement
- b. preretirement counseling
- c. honoring experience
- d. modifying selection procedure

Ans - b

A learning event, in which employees actively participate in skills practice sessions is called

- a. training and development
- b. performance appraisal
- c. recruiting and placement
- d. career planning workshops

Ans - d

Appraisals of employees' must be discussed in context of .....

- a. employees' career aspirations
- b. performance applications
- c. industry leading compensation
- d. employee training

Ans - a

.....  
Following factor is not involved in communication to employees .....

- a. interviewing
- b. disciplining
- c. counseling
- d. compensating

Ans - d

.....

..... is an objective assessment of an individual's performance against well-defined benchmarks.

- a. Performance Appraisal
- b. HR Planning
- c. Information for goal identification
- d. None of the above

Ans - a

.....

What is linked with performance appraisal?

- a. Job Design
- b. Development
- c. Job analysis
- d. None of the above

Ans - c

.....

Which of the following is an alternate term used for performance appraisal?

- a. Quality and quantity of output
- b. Job knowledge
- c. Employee assessment
- d. None of the above

Ans - c

.....

Successful defenders use performance appraisal for identifying \_\_\_\_\_.

- a. Staffing needs
- b. Job behaviour

.....

- c. Training needs  
d. None of the above

Ans - c

Analysers tend to emphasise both \_\_\_\_\_ and \_\_\_\_\_ and employee extensive training programmes.

- a. Skill building and skill acquisition  
b. Current performance and past performance  
c. Strategy and behaviour  
d. None of the above

Ans - a

What do successful analysers tend to examine?

- a. Division and corporate performance evaluation  
b. Current performance with past performance  
c. Ideal appraisal process  
d. None of the above

Ans - b

Rearrange the steps in appraisal process.

- A. Objectives of performance appraisal  
B. Establish job expectations  
C. Design in appraisal programme  
D. Performance Management  
E. Appraise performance  
F. Performance interview  
G. Archive appraisal data  
H. Use appraisal data for appropriate purposes

- a. DCHGFABE  
b. HGFEDBCA  
c. ABCFGHDE  
d. ABCDEFGH

Ans - d

When appraisals are made by superiors, peers, subordinates and clients then it is called \_\_\_\_.

- a. 360 degree feedback
- b. 180 degree feedback
- c. Self - appraisal
- d. None of the above

Ans - a

Which company first developed the 360 degree system of appraisal?

- a. Wipro in 1990
- b. Godrej Soaps in 1991
- c. General Electric, US in 1992
- d. None of the above

Ans - c

Which factors lower the accuracy rate of the rater?

- a. The rater is aware of personal biases and is willing to take action to minimise their effect
- b. Performance factors are properly defined
- c. The rater has documented behaviours to improve the recall
- d. The rater is unable to express himself or herself honestly and unambiguously

Ans - d

Which of these is a major weakness of the forced distribution method?

- a. Assumes that employee performance levels always conform to a normal distribution
- b. Work is reliable
- c. The error of central tendency
- d. None of the above

Ans - a

..... refers to the learning opportunities designed to help employees grow.

- a. Training
- b. Development
- c. Education
- d. All of the above

Ans - b

How does training and development offer competitive advantage to an organisation?

- a. Removing performance deficiencies
- b. Deficiency is caused by a lack of ability
- c. Individuals have the aptitude and motivation to learn
- d. None of the above

Ans - a

Which of the following is a benefit of employee training?

- a. Improves morale
- b. Helps people identify with organisational goals
- c. Provides a good climate for learning, growth and co-ordination
- d. None of the above

Ans - b

Choose which of the following is a benefit to the individual while receiving training?

- a. Creates an appropriate climate for growth, communication
- b. Aids in increasing productivity and/ or quality of work
- c. Satisfies a personal needs of the trainer
- d. None of the above

Ans - c

Which of this is a step in training process?

- a. KSA deficiency
- b. Provide proper feedback

- c. Obstacles in the system  
d. Use of evaluation models

Ans - d

Which of the following is a method used in group or organisational training needs assessment?

- a. Consideration of current and projected changes  
b. Rating scales  
c. Interviews  
d. Questionnaires

Ans - a

Which of the following is a technique of evaluation?

- a. Longitudinal or time - series analysis  
b. Transfer validity  
c. Inter - organisational validity  
d. None of the above

Ans - a

Which of these is a hindrance to effective training?

- a. Career planning workshop  
b. Aggregate spending on training is inadequate  
c. Mentoring  
d. Career counselling

Ans - b

Which of the following is a content theory?

- a. Expectancy theory  
b. ERG Theory  
c. Equity theory  
d. None of the above

Ans - b

Who propounded the Need's Theory?

- a. Frederick Herzberg
- b. Alderfer
- c. Abraham Harold Maslow
- d. None of the above

Ans - c

The two factor theory is based on which factors?

- a. Hygiene and behavioural
- b. Safety and self - esteem
- c. Self - actualisation and status quotient
- d. None of the above

Ans - a

Which of the following is a process theory?

- a. Achievement Motivation theory
- b. Performance - satisfaction model
- c. ERG theory
- d. Two factor theory

Ans - b

Which of the following option, is an important term used in the theory?

- a. Inputs
- b. Promotion
- c. Working condition
- d. Responsibility

Ans - a

..... and ..... came out with a comprehensive theory of motivation called the performance - satisfaction model.

- a. Festinger and Heider

- b. Jacques and Patchen  
c. Porter and Lawler  
d. Weick and Adams

Ans - c

Which of the following options is a factor which the equity theory is not clear about?

- a. How does a person choose the comparison other?  
b. Carefully explaining to the employees what their roles are  
c. Making sure the rewards dispersed are valued by the employees  
d. None of the above

Ans - a

Which of these is one of the six habits that distorts the communication process?

- a. Dismissing a subject prematurely as uninteresting  
b. Message can be understood in different ways  
c. Failure of mechanical equipment  
d. None of the above

Ans - a

..... makes us form opinion on an individual based on one element.

- a. Noise  
b. Halo effect  
c. Distance  
d. Time pressure

Ans - b

..... means an additional idea accompanying every idea that is expressed.

- a. Mechanical Failure  
b. Information Overload  
c. Perceptions  
d. Metacommunication



.....  
Ans - d  
.....

Which of the following is a barrier to effective listening?

- a. Setting communication goals
- b. Using correct amount of redundancy
- c. Partial listening and distractions
- d. Improving communicator's credibility

Ans - c  
.....

Which of these is an example of formal channel of communication?

- a. Reports
- b. Text messaging
- c. Indirect communication
- d. None of the above

Ans - a  
.....

In how many directions does a communication flow in an organisational setup?

- a. 1
- b. 3
- c. 7
- d. 5

Ans - d  
.....

What is the reason for downward communication to be ineffective?

- a. Distortions
- b. Procedures
- c. Filtering
- d. None of the above

Ans - a  
.....  
.....

..... is defined as the record of outcomes produced on a specific job function or activity during a specific time period.

- a. Performance
- b. Work function
- c. Evaluation
- d. None of the above

Ans - a

..... is the personnel activity by means of which the enterprise determines the extent to which the employee is performing the job effectively.

- a. Job evaluation
- b. Work evaluation
- c. Performance evaluation
- d. None of the above

Ans - c

In which evaluation method, the evaluator is asked to describe the strong and weak aspects of the employee's behaviour.

- a. Graphic rating scale
- b. Forced choice
- c. Essay evaluation
- d. Management by Objective

Ans - c

In this technique, personnel specialists and operating managers prepare lists of statements of very effective and very ineffective behavior for an employee.

- a. Critical incident technique
- b. Forced choice
- c. Essay evaluation
- d. Management by Objective

Ans - a

.....

The following system combines the superior and self evaluation systems?

- a. Graphic rating scale
- b. Forced choice
- c. Essay evaluation
- d. Management by Objective

Ans - d

.....

The multiple-input approach to performance feedback is sometimes called ..... degree assessment.

- a. 90
- b. 180
- c. 270
- d. 360

Ans - d

.....

A/an ..... is a plan or programmes to motivate individual or group performance.

- a. Incentive scheme
- b. Promotion scheme
- c. Reward
- d. None of the above

Ans - a

.....

An incentive plan may consist of .....

- a. Monetary
- b. Nonmonetary
- c. Both 'monetary' and 'nonmonetary'
- d. None of the above

Ans - c

.....

A/An ..... is a vertical move in rank and responsibility.

- a. Increment
- b. Appraisal

.....

- .....
- c. Promotion
  - d. None of the above

Ans - c  
.....

The following technique is used to evaluate an employee individually.

- a. Graphic scale rating
- b. Ranking
- c. Paired comparison
- d. Forced distribution

Ans - a  
.....

The technique that have been used to evaluate an employee in comparison with other employees

- a. Ranking
- b. Forced choice
- c. Essay evaluation
- d. Critical incident technique

Ans - a  
.....

The purpose of Job Evaluation is to determine .....

- a. Worth of a job in relation to other jobs
- b. Time duration of a job
- c. Expenses incurred to make a job
- d. None of the above

Ans - a  
.....

Job Evaluation tries to make a systematic comparison between .....

- a. Workers
- b. Jobs
- c. Machines
- d. Departments

Ans - b  
.....

.....

Basis of Job Evaluation is .....

- a. Job design
- b. Job ranking
- c. Job analysis
- d. Any of the above

Ans - c

.....

The ..... provides the essential information on which each job is evaluated.

- a. Job ranking
- b. Job enrichment
- c. Job description
- d. Job enlargement

Ans - c

.....

A ..... is a written record of the duties, responsibilities and conditions of the job.

- a. Job ranking
- b. Job enrichment
- c. Job description
- d. Job enlargement

Ans - c

.....

The important objectives of a job evaluation programme

- a. Establishment of sound wage differentials between jobs.
- b. Maintenance of a consistent wage policy.
- c. Installation of an effective means of wage control.
- d. All of the above

Ans - d

.....

The following is not a job evaluation method.

- a. Factor comparison method
- b. Point Method

.....

- c. Ranking method  
d. Assessment method

Ans - d

In which of the following methods Jobs can be arranged according to the relative difficulty in performing them.

- a. Ranking method  
b. Point method  
c. Factor comparison method  
d. Classification method

Ans - a

Job Evaluation is carried on by .....

- a. Groups  
b. Individuals  
c. Both a and b  
d. None of the above

Ans - a

The Ranking method is best suited for .....

- a. Complex organizations  
b. Large organizations  
c. Small organizations  
d. Any of the above

Ans - c

Point method is suitable for .....

- a. Small size organization  
b. Mid size organization  
c. Large organization  
d. Both b and c

.....  
Ans - d  
.....

In Factor-Comparison method, each factor is ascribed a .....

- a. Money value
- b. Ranking
- c. Scale
- d. None of the above

Ans - a  
.....

The following is (are) the key components of a business process Re-engineering programme?

- a. Product development
- b. Service delivery
- c. Customer satisfaction
- d. All of the above

Ans - d  
.....

The actual achievements compared with the objectives of the job is .....

- a. Job performance
- b. Job evaluation
- c. Job description
- d. None of the above

Ans - a  
.....

The following is (are) concerned with developing a pool of candidates in line with the human resources plan

- a. Development
- b. Training
- c. Recruitment
- d. All of the above

Ans - c  
.....  
.....

Section ..... of the Industrial Disputes Act 1947, states that an employer should only retrench employees who have been most recently hired

- a. 24-F
- b. 24-G
- c. 25-F
- d. 25-G

Ans - d

Performance development plan is set for the employee by his immediate boss.

- a. Employer
- b. Department Head
- c. Immediate boss
- d. Any of the above

Ans - c

The following type of recruitment process is said to be a costly affair.

- a. Internal recruitment
- b. External recruitment
- c. Cost remains same for both types
- d. None of the above

Ans - b

Large recruitment ..... problematic and vice-versa

- a. Less
- b. More
- c. Any of the above
- d. None of the above

Ans - a

The ..... programme once installed must be continued on a permanent basis.

- a. Job evaluation



- b. Training & Development  
c. Recruitment  
d. All of the above

Ans - a

The following person has suggested the new concept which takes into account various key factors that will tell the overall performance of a job.

- a. Elliot Jecques  
b. Fred Luthas  
c. Juran  
d. None of the above

Ans - a

For closure, every worker is to be compensated with ..... average pay for every year of service completed

- a. 15 days  
b. 20 days  
c. 25 days  
d. 30 days

Ans - a

The three important components in aligning business strategy with HR practice .....

- a. Business Strategy, Human Resource Practices, Organisational Capabilities  
b. Marketing Strategy, Human Resource Practices, Organisational Capabilities  
c. Business Strategy, Human Resource Practices, Organisational structure  
d. Marketing Strategy, Human Resource Practices, Organisational structure

Ans - a

The whole process of conducting a 360 – Degree Feedback process in any Organisation could last about .....

- a. 1.5 to 3 months  
b. 3 to 6 months

- c. 6 to 9 months  
d. 9 to 12 months

Ans - a

In a re-engineering programme, when a process changes so does the ..... of the concerned employee.

- a. Designation  
b. Job profile  
c. Qualification  
d. Job experience

Ans - b

The process which is continuous and stops only when the organisation ceases to exist .....

- a. Training  
b. Job evaluation  
c. Hiring  
d. All of the above

Ans - c

Union leaders at different levels & at federations are elected on .....

- a. democratic principle  
b. political considerations  
c. employer's recommendation  
d. seniority basis

Ans - a

The following system is simple, less expensive and less time consuming.

- a. Paired comparison  
b. Confidential report system  
c. Ranking  
d. Checklist method

Ans - c

.....

The following are the factors which come under 'Work planning' that is component systems of HRD .....

- a. Contextual analysis
- b. Role analysis
- c. Performance appraisal
- d. All of the above

Ans - d

.....

..... is the simple act of comparison & learning for organisational improvement

- a. Benchmarking
- b. Feedback
- c. Ranking
- d. Job evaluation

Ans - a

.....

..... can be defined as a written record of the duties, responsibilities and conditions of job.

- a. Job description
- b. Job specification
- c. Job profile
- d. None of the above

Ans - a

.....

The three types of forecasts are .....

- a. Economic, employee market, company's sales expansion
- b. Long, Short, Medium
- c. Production, economic, company's sales expansion
- d. Production, labor, economic

Ans - a

.....

Under point method, factor(s) generally considered are .....

- a. Skill, effort, Accountability
- b. Skill, job enrichment, accountability

.....

- .....
- c. Wage, job enrichment, accountability
  - d. Wage effort, accountability

Ans - a

.....

Under training and development plan, the form is to be prepared in ..... form.

- a. Duplicate
- b. Structured
- c. Detailed
- d. None of the above

Ans - a

.....

The process of analyzing jobs from which job descriptions are developed are called .....

- a. Job analysis
- b. Job evaluation
- c. Job enrichment
- d. Job enlargement

Ans - a

.....

When effort to earn additional income through a second job does not bear fruit, such type of efforts & the consequent results may be called as

- a. Red moon lighting
- b. Blue moon lighting
- c. Yellow moon lighting
- d. Silver moon lighting

Ans - b

.....

Which pay is one of the most crucial pay given to the employee & also shown in the pay structure?

- a. Performance
- b. Strategic
- c. Bonus
- d. Commission

.....  
Ans - a  
.....

In the Grid Seminars, stress is laid on .....

- a. Teaching
- b. Professionalism
- c. Training & Development
- d. All of the above

Ans - a  
.....

The three performance counseling phases are .....

- a. Rapport building, Exploration, Action planning
- b. Support building, Exploration, Action planning
- c. Rapport building, Explanation, Action planning
- d. Rapport building, Exploration, Accurate planning

Ans - a  
.....

What is that describes the duties of the job, authority relationship, skills requirement, conditions of work etc?

- a. Job analysis
- b. Job enlargement
- c. Job enrichment
- d. Job evaluation

Ans - a  
.....

During the lay off period, the employer has to pay \_\_\_\_ of the basic wages.

- a. One fourth
- b. Half
- c. Three fourth
- d. One third

Ans - b  
.....  
.....

..... involves a one to one discussion between the participant and administrator.

- a. Counselling
- b. Training
- c. Motivation
- d. All of the above

Ans - a

..... appraisal done separately will provide feedback on the potential of these managers.

- a. Potential
- b. Managerial
- c. General
- d. Administrative

Ans - a

Stephen Knauf defined HRA as “the measurement & ..... of Human organisational inputs such as recruitment, training experience & commitment

- a. Qualification
- b. Accounting
- c. Development
- d. None of the above

Ans - a

Under ..... method, common factors to all the jobs are identified.

- a. Point
- b. Merit
- c. Factor comparison
- d. Ranking

Ans - a

During which of the following stage, the firm plans the proposed changes into practice.

- a. Clarification

- b. Monitoring  
c. Assessment  
d. Design

Ans - d

During which of the following stage, the firm identifies and confirms the overall business direction .....

- a. Clarification  
b. Monitoring  
c. Assessment  
d. Design

Ans - a

The ..... role is to ensure the deserving managers should get appropriate opportunities for job Rotation.

- a. Reviewer  
b. Assessor  
c. Administrator  
d. Employer

Ans - a

The process of the feedback is made up of ..... phases.

- a. 4  
b. 5  
c. 6  
d. 7

Ans - b

The three phases of recruitment process are .....

- a. Planning, Implementing, Evaluating  
b. Planning, Implementing, Screening  
c. Planning, Implementing, Enrichment  
d. Planning, Screening, Evaluating

.....  
Ans - a  
.....

The role of the organisation in career planning is to introduce & strengthen systems to ensure ..... of employees

- a. Career progression
- b. Self development
- c. Economical Development
- d. Skill enhancement

Ans - a  
.....

..... involves conscious efforts to organise tasks, duties and responsibilities into a unit of work to achieve certain objectives.

- a. Training needs analysis
- b. Job design
- c. Job analysis
- d. None of the above

Ans - c  
.....

Which of the following option is a component of remuneration?

- a. Fringe Benefits
- b. Commitment
- c. External equity
- d. Motivation

Ans - a  
.....

Which of these is a consequence of pay dissatisfaction?

- a. Strikes
- b. Grievances
- c. Turnover
- d. Job dissatisfaction

Ans - d  
.....  
.....



Which of the following theories of wages was propounded by Karl Marx?

- a. Subsistence Theory
- b. Surplus Value Theory
- c. Wage Fund Theory
- d. Residual Claimant Theory

Ans - b

Which of the following is not a semantic barrier of communication?

- a. Faulty translation
- b. Ambiguous words
- c. Specialist's language
- d. Inattention

Ans - d

People should be regarded as assets rather than variable costs was emphasised in .....

- a. Personnel Management
- b. Human Resource Management
- c. Personnel Administration
- d. Public Administration

Ans - b

The classical theorists favoured organisation based on .....

- a. Civilian model
- b. Strategic model
- c. Military model
- d. None of the above

Ans - c

Which method is used for evaluating the performance of executives or supervisory positions?

- a. Psychological Appraisals
- b. Assessment Centres

- .....
- c. Behaviourally Anchored Rating Scales
  - d. 360 degree feedback

Ans - b

.....

Which is not a centralized communication network system?

- a. Wheel Network
- b. Y-shaped Network
- c. Circle Network
- d. Chain Network

Ans - c

.....

Why is 'procedural justice' important in the context of the management of misconduct?

- a. It reflects on the integrity of HR professionals.
- b. It ensures that individuals have a sense that they have been treated fairly.
- c. It reflects on the values and attitudes of top management.
- d. It protects the interest of daily wage earners.

Ans - b

.....

Which of the following is the outcome of job satisfaction?

- a. High employee turnover
- b. High productivity
- c. Absenteeism
- d. All the above

Ans - b

.....

Under Alderfer's ERG theory, the three core needs are .....

- a. Emotional, Relational, and Growth
- b. Emotional, Rational and Growth
- c. Existence, Reliability and Gain
- d. Existence, Relatedness and Growth

Ans - d

.....  
The group to which a person would like to belong is known as .....

- a. Primary Group
- b. Membership Group
- c. Reference Group
- d. None of the above

Ans - c  
.....

The following concept is developed on unitarism, individualism, high commitment and strategic alignment.

- a. Personnel Management
- b. Human Resource Management
- c. Industrial Relations
- d. Personnel Administration

Ans - b  
.....

Which one is not a part of recruitment process?

- a. Determining requirements
- b. Planning recruitment campaign
- c. Attracting candidates
- d. Selecting candidates

Ans - d  
.....

Which one is not a non-quantitative job evaluation method?

- a. Ranking method
- b. Grading method
- c. Point rating method
- d. Job-classification method

Ans - c  
.....

Who is the profounder of the socio-psychological approach to Human Resource Development?

- a. T.W. Schultz

- .....
- b. Lorraine Corner
  - c. Lim Teck Ghee
  - d. David McClelland

Ans - d

.....

Read the following statements on HRD need analysis. Identify the one which is not true:

- a. HRD needs can be identified at strategic, organisational, operational, task and person levels
- b. HRD needs can be diagnostic, analytic, compliance oriented and proactive
- c. Competency mapping, performance appraisal and clarity of career paths identify HRD needs at task level only
- d. Task related KSA analysis and training need analysis are integral part of HRD need analysis

Ans - c

.....

The Japanese 5 'S' model deals with .....

- a. Housekeeping
- b. Assembly line production
- c. Quality assurance
- d. Cost effective measures

Ans - a

.....

Which of the following is not a contributory factor for HR outsourcing?

- a. Strategic Reasons
- b. Financial Reasons
- c. Trade Union Hassels
- d. Competitive Factor

Ans - c

.....

When team-building can be attempted by creating artificial teams in which people get opportunity to experiment and learn from their behaviour in a less threatening context, it is based on:

- a. Behaviour Modification Approach
  - b. Action Research Approach
  - c. Simulation Approach
- .....

d. Team Role Approach

Ans - c

Which of the following statements about downsizing is not correct?

- a. Mergers and Acquisitions are responsible for downsizing
- b. Technical up gradation cannot be attributed as a reason for downsizing
- c. Downsizing helps in getting rid of deadwood
- d. Cost-cutting measure is a reason for downsizing

Ans - b

Under this method of demand forecasting, the supervisors and the management sit together and projections are made after joint consultations. This method is known as.....

- a. Top Down Approach
- b. Bottom Up Approach
- c. Managerial Judgment
- d. Participative Approach

Ans - d

Under this method of performance appraisal a senior member of the HR department or a training officer discusses and interviews the supervisors to evaluate and rate their respective subordinates. This method is called .....

- a. Paired Comparison
- b. Field Review
- c. Critical Incident
- d. None of the above

Ans - b

In this method, the details of job are obtained by the supervisors who possess extensive knowledge about a job.

- a. Diary Method
- b. Technical Conference Method
- c. Observation Method

d. None of the above

Ans - b

Which of the following is an outcome of collective bargaining?

- a. Award of Labour Court
- b. Award of Tribunal
- c. Arbitration Award
- d. Consent Award

Ans - d

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

- a. Development
- b. Coaching
- c. Training
- d. None of the above

Ans - c

When appraisals are made by superiors, peers, subordinates and clients then it is called .....

- a. 360 degree feedback
- b. 180 degree feedback
- c. Self - appraisal
- d. None of the above

Ans - a

Which method is used for evaluating the performance of executives or supervisory positions?

- a. Psychological Appraisals
- b. Assessment Centres
- c. Behaviourally Anchored Rating Scales
- d. 360 degree feedback

.....

Ans - b

.....

What does the 360 degree feedback assess?

- a. Communication Skills
- b. Behavioural Aspect
- c. Team - building skills
- d. Soft skills

Ans - d

.....

Which of these options are the activities that constitute the core of performance management?

- a. Performance interview
- b. Archiving performance data
- c. Use of appraisal data
- d. All of the above

Ans - d

.....

Which is the biggest challenge faced while conducting performance appraisal?

- a. Evaluating performance of self - managed teams
- b. Presence of a formal appeal process
- c. Appraisals based on traits are to be avoided
- d. None of the above

Ans - a

.....

Who was the first person to give the concept of Management by Objectives?

- a. Edwards Deming
- b. D.W. Cheetham
- c. Peter F. Drucker
- d. None of the above

Ans - c

.....

.....

.....

The focuses of psychological appraisals are on .....

- a. Future potential
- b. Actual performance
- c. Past performance
- d. None of the above

Ans - a

.....

..... is an objective assessment of an individual's performance against well-defined benchmarks.

- a. Performance Appraisal
- b. HR Planning
- c. Information for goal identification
- d. None of the above

Ans - a

.....

When an employee has a need for ....., achieving one's potential in his or her career meets that need.

- a. physiological needs
- b. safety needs
- c. social needs
- d. self-actualization needs

Ans - d

.....

All of the following are dimensions of Emotional Intelligence except .....

- a. Self awareness
- b. Self management
- c. External motivation
- d. Empathy

Ans - c

.....

The people who believe to have control of their own fate have ..... locus of control.

- a. Internal
- b. External

.....



- .....
- c. Ulterior
  - d. Closed

Ans - a

.....

Which of the followings is the emotional or feeling part of an attitude?

- a. Affective component
- b. Behavioral component
- c. Environmental component
- d. Cognitive component

Ans - a

.....

When you behave and respond with probing responses that shows curiosity, intimacy, fun, joyfulness and fantasy, you are in which ego state?

- a. Critical Parent
- b. Natural Child
- c. Sympathetic Parent
- d. Adult Ego

Ans - b

.....

If you don't study for an exam because you don't think it will help your exam grade, this refers to which component of Expectancy theory?

- a. Valence
- b. Instrumentality
- c. Expectancy
- d. Effort

Ans - c

.....

The ability to put yourself in others shoes and to sense how others are feeling is called .....

- a. Empathy
  - b. Self awareness
  - c. Self monitoring
  - d. Consciousness
- .....

Ans - a

.....

Degree to which people like or dislike themselves is .....

- a. Self-esteem
- b. Self-monitoring
- c. Locus of control
- d. Stereotyping

Ans - a

.....

Most effective behavior, human relations and performance comes from .....

- a. Parent ego state
- b. Child ego state
- c. Adult ego state
- d. Either parent ego state or adult ego state

Ans - c

.....

When the ..... is in control, people behave in a thinking, rational, calculating, factual, unemotional manner.

- a. Parent ego state
- b. Child ego state
- c. Adult Ego State
- d. None of the Above

Ans - c

.....

In Johari Window transactional analysis "I am OK. You are not OK" stands for .....

- a. both have value
- b. I have value and you do not have value
- c. you have value but I do not have value
- d. neither person has value

Ans - b

.....

---

.....  
In Johari Window transactional analysis 'I am not OK. You are not OK' stands for .....

- a. both have value
- b. I have value and you do not have value
- c. you have value but I do not have value
- d. neither person has value

Ans - d  
.....

In Johari Window transactional analysis 'I am not OK. You are not OK' stands for .....

- a. both have value
- b. I have value and you do not have value
- c. you have value but I do not have value
- d. neither person has value

Ans - d  
.....

360° performance appraisal in banks, has more relevance and significance for .....

- a. Identification/recognition and development of talents
- b. enhancing measures like training/special assignments
- c. self appraisal
- d. Both (b) and (c)

Ans - a  
.....

Certain traits are essential for .....

- a. Effective leadership
- b. Help in effective leadership
- c. Goal clarity
- d. Help produce result

Ans - b  
.....

What is 360° performance appraisal?

- a. Feedback about workplace performance
  - b. Upward feedback subordinates evaluating superior
- .....

- .....
- c. Feedback from customers and external clients
  - d. All the above

Ans - d

.....

Impact of Training in an organisation may be categorised as .....

- a. Updating knowledge/Avoiding obsolescence /improving performance/imparting trade specific skills
- b. To help to match individual needs, goals and abilities
- c. To assist individuals acquire experience in organisational activities
- d. Stablishing workforce to withstand the technological change

Ans - a

.....

Training serves important purposes of .....

- a. To increase the performance level of an employee
- b. Constantly develop manpower to meet the current and future needs + (a)
- c. Ensure effective utilisation of human resources + (b)
- d. To integrate individual goals with organisation + (c)

Ans - d

.....

Training is defined the systematized tailor-made pro gramme to suit the needs of a particular organization for developing .....

- a. Attitudes/actions/skills and abilities in employee
- b. Actions/skills and abilities
- c. Skills and abilities
- d. Skills only

Ans - a

.....

Key Performance Areas means .....

- a. Areas which are within the responsibility of the role
- b. Areas which the management has demarcated to be performed by employee
- c. Areas for strengthening of skills and attitudes
- d. All above

.....  
Ans - a  
.....

which is not relate Emotional Intelligence, Pick odd one

- a. Self motivation
- b. Self regulation
- c. Emotion
- d. Empathy

Ans - c  
.....

A study is done to see if there is a linear relationship between the life expectancy of an individual and the year of birth. The year of birth is the .....

- a. Unable to determine
- b. dependent variable
- c. independent variable
- d. None of the above

Ans - c  
.....

As per Abraham Maslow's motivation theory, the people have needs:

- a. 2
- b. 3
- c. 4
- d. 5

Ans - d  
.....

Transaction analysis refers to

- a. understanding financial transactions
- b. understanding interpersonal relationship and interaction
- c. understanding transactions relating to business
- d. understanding transactions relating to business and ethic

Ans - b  
.....  
.....

The top management of ABC. Bank was in a triumphant mood after engaging XYZ Ltd, one of the top IT Companies as a consultant for a massive technology upgradation in the Bank. Their enthusiasm was short lived, as the project did not progress well and the consultants were not able to deliver the desired results even after several months. In fact the Consultants were of the view that it may never be possible to implement the project with 100% success as they seemed to be facing resistance from the employees at multi-levels. The employees at all levels seemed reluctant to cooperate. Their fear of Role erosion seemed palpable.

What does "Role erosion" mean in this context?

- a. The fear of the employee that he will be sent out
- b. Fear that the responsibility and the power will reduce
- c. Fear that he will no more be an indispensable
- d. a & b

Ans - d

.....

The critical issue in this case is:

- a. Attitudes of individuals
- b. Training of people
- c. Group behavior due to a sense of the unknown
- d. All the above

Ans - c

.....

How could this situation have been managed better?

- a. By issuing project details and time frame mentioning punishments in case of delay
- b. By roping in the HR professionals to act as coordinator
- c. By recognizing that any change brings its own reactions and co-opting the managers even before Consultants moved in
- d. b & c

Ans - d

.....

The Bank should deal with the employee resistance by:

- a. Co-opting the employees
- b. Communicating strategically about the potential benefits
- c. Conducting simultaneous training to familiarize the staff with the new software

.....

d. All of the above

Ans - d

What is the feature of a adult ego state, out of the following

- a. more of ethical, conscientious behavior and influenced by preaching from parents and elders
- b. more of analytical, rational and practical orientation
- c. more of instinctive behavior with motive of enjoyment
- d. more of every thing

Ans - b

In his behavior, a person is displaying more of emotions than the facts. It can be classified as ego state:

- a. parents
- b. elders
- c. adult
- d. child

Ans - d

Which of the following is a feature of a crossed transaction?

- a. from parents to child and again from parents to child
- b. it is undesirable
- c. the transaction is blocked
- d. all the above

Ans - d

According to Harris, what is the meaning of the life position, I am OK, you are not OK?

- a. Both have value
- b. I have value but you do not have value
- c. I do not have value but you have value
- d. neither person has value

Ans - b

.....

The objective of understanding the ego states profile of a person is:

- a. to counsel him
- b. to make necessary modification in one's behavior
- c. to bring desired change
- d. all the above

Ans - b

.....

In Johari Window, the window ARENA represents which of the following?

- a. known to self and others
- b. closed to self and others
- c. known to others and not known to self
- d. known to self and not to others

Ans - a

.....

For improving effectiveness in interpersonal relations, which of the following area is most critical?

- a. dark
- b. arena
- c. blind
- d. closed

Ans - b

.....

Which of the following is part of human resources management (HRM)?

- a. routine functions
- b. organizational development
- c. employee development
- d. all the above

Ans - a

.....

The HR professional's role includes creating necessary culture and values in the organization, diagnosing the problem at organization level and taking corrective steps. These fall, in which of the following category?

.....



- a. role of developing competence
- b. process role
- c. supportive role
- d. supportive role

Ans - b

Which of the following statement is correct?

- a. HR functions in banks are generally performed professionally like other corporates
- b. HR functions in banks are generally performed professionally like other corporates
- c. HR functions in banks are generally not performed professionally like other corporates
- d. HR functions in banks are professionally performed unlike other corporates

Ans - c

Which of the following enhanced the role of HR professional ? (i) growth of unionism, (ii) state interventions through a no. of legislations, (iii) stress on statutory welfare

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the following aims at safeguarding interest and controlling exploitation of specific groups (i) Child Labour Act 1986, (ii) Bonded Labour System Act 1976, (iii) Interstate Migrant Workmen Act 1979.

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

In the present context, the objective of HRd. (which one is correct)

- a. to develop capabilities of each employee as an individual
- b. to develop team spirit and functioning in every organizational unit

- .....
- c. collaboration amongst different groups in the organization
  - d. all the above

Ans - a

.....

The first decade of 21st century saw extensive competition in the banking activity due to ..... (i) globalization, (ii) deregulation, (iii) privatization

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - c

.....

Job role or job analysis comprises ..... (i) job description, (ii) job evaluation, (iii) job specification

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

.....

..... is primarily used to compare similarity between jobs within an organization or between organisations or even in an industry:

- a. job description
- b. job role or job analysis
- c. job specification
- d. job evaluation

Ans - d

.....

As per explanation of the need hierarchy, need for an individual to realize his potential and self-actualization is as strong as satisfying physical needs.

- a. Robert Owen
- b. Charles Babbage
- c. Abraham Maslow

d. Douglas McGregor

Ans - c

According to Nadler, the learning for growth of the individual not related to a specific present or future job is known as:

- a. training
- b. education
- c. development
- d. seminar

Ans - c

Whose work can be cited as the first instance of defining the perspective of adult learning in the 20th century?

- a. Socrates
- b. Confucius
- c. Lindeman
- d. Aristotle

Ans - c

The training needs can be identified by an organization on the basis of ..... (i) performance appraisal (ii) productivity norms fixed by the organization (iii) larger rejects for the job done by the employee

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

While conducting the training programs, which of the following methodology is used? (i) lectures and experimental lectures, (ii) reading and discussions, (iii) case studies and role plays

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)

d. (i), (ii) and (iii)

Ans - d

The evaluation of training is done at 4 levels. At one of these levels, the participants learn knowledge, skills and attitudes about the subject matter, which is evaluated through some test conducted before and after the training. This level is called:

- a. reaction level
- b. learning level
- c. behavior level
- d. functioning level

Ans - b

The trainer in a bank should be .....

- a. practicing managers only
- b. operational people only
- c. specialists recruited as core faculty only
- d. a mix of practicing managers, operational people and specialist recruited as core faculty.

Ans - d

Which of the following components of attitude, involve the feeling of an employee or their affect-positive, neutral or negative-about an object?

- a. emotional
- b. informational
- c. behavioral
- d. all the above

Ans - a

Which of the following function is served by the attitudes? (i) the adjustment function, (ii) the ego-defensive function, (iii) the value-expression function

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)

d. (i), (ii) and (iii)

Ans - d

The persistent tendency to feel and behave in a particular way, towards some object, is called .....

- a. behavior
- b. attitude
- c. habit
- d. any of the above

Ans - b

A stage when a person attempts to achieve ego integrity by examining whether life has been meaningful or satisfying, in the context of career planning, is called .....

- a. adolescence
- b. young adulthood
- c. adulthood
- d. maturity

Ans - d

According to Dalton, Thompson and Price, in the career path, which of the following is required to define the direction in which the entire organization or at least a major segment of the organization would develop?

- a. apprentice
- b. colleague
- c. mentors
- d. sponsors

Ans - d

According to Driver, in the ..... an individual takes a new job, works hard, performs well, moves up in status and rank and then moves on to another type of work and follows the same pattern of development and performance.

- a. steady state careers
- b. transitory pattern

- c. spiral career  
d. plateau career

Ans - c

Which of the following can play a great role in attitude change? (i) friends, (ii) peers, (iii) opinion leaders

- a. Only (i) and (ii)  
b. Only (i) and (iii)  
c. Only (ii) and (iii)  
d. (i), (ii) and (iii)

Ans - a

Under career pattern, Schein has given comprehensive framework of 3 dimensional movements. The movement is along the ..... hierarchy of the organization

- a. vertical  
b. circumferential  
c. radial  
d. cervical

Ans - a

Which of the following career anchor category, as per Schein concept, does not match?

- a. some individuals want to create something new – autonomy  
b. some individuals are not comfortable with organization life They like to start something and want to make it a success - autonomy  
c. some individuals want to create something new – creativity  
d. none of the above

Ans - a

The chapter argues that one of the following attributes of potential employees is of heightened interest to employers when recruiting. Which one is it?

- a. The candidate's physical health  
b. The candidate's ability to deal with customers  
c. The candidate's ability to prepare for and cope with an uncertain future

d. The candidate's organizational abilities

Ans - c

According to Schein, there are ..... type of career anchors

- a. two
- b. three
- c. four
- d. five

Ans - d

What is a major problem with outplacement services?

- a. The lack of organizational understanding of the consultants.
- b. The tendency for employees to ignore such services.
- c. The costs involved.
- d. Their tendency to be targeted mainly at managerial staff.

Ans - d

KPA stands for...

- a. Key Performance Areas
- b. Knowledge, Performance and Attitude
- c. Knowledge, potential and Achievement
- d. None of the above

Ans - a

The education model available for education of children is called .....

- a. Andragogy
- b. Cognitive
- c. Pedagogy
- d. Minorology

Ans - c

.....

The approach which was instilled in the principles of mass production, organization of work, simple work skills and supervisory managerial skills is termed as.

- a. The scientific management approach
- b. Craft system
- c. Human relations
- d. organisational behaviour

Ans - a

.....

Mechanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

.....

The most pertinent criticism of the empowerment concept concerns:

- a. the balance between customers' wishes and efficiency.
- b. the limited evidence for any shift towards a substantially more empowered workforce.
- c. the over-empowerment of employees.
- d. the limited theorising of the concept.

Ans - b

.....

What is the most effective and insidious use of power, according to Lukes (1974)?

- a. To forcefully prevent union action.
- b. To dictate a method of work process.
- c. To prevent any form of conflict arising in the first place.
- d. To prevent workers from progressing to managerial levels.

Ans - c

.....

It is a method of reducing stress and tension and stimulate creative thinking.....

- a. Stress reducing exercise
- .....



- .....
- b. split brain psychology
  - c. ESB
  - d. Physical exercise and yoga

Ans - c

.....

Left hemisphere controls right side of body and controls all except one. Pick up the odd one.

- a. Sequential ordering
- b. Complex motor sequences pattern
- c. Simultaneous
- d. Dominant

Ans - c

.....

Which of the following statements regarding incentive pay plans is most accurate?

- a. Unlike merit pay plans, base pay is set at the market rate for incentive plans.
- b. Maximum earning potential is usually greater with an incentive plan than a traditional merit plan.
- c. Once earned, the incentive pay becomes part of the employee's base pay.
- d. Caps are used to keep incentive pay levels even with the industry pay level.

Ans - b

.....

Current distribution plans

- a. place earnings in an escrow account for distribution upon termination, disability or death
- b. create retirement funds
- c. are the fastest growing type of profit sharing plan
- d. provide a percentage of profits to be distributed quarterly or annually to employees

Ans - d

.....

In a defined benefit plan, the

- a. employee can receive a lump sum amount on retirement
  - b. survivors will receive the benefits if the employee dies before the retirement funds are paid out
  - c. employee can move to another job and carry their retirement account along
  - d. benefits received upon retirement vary by the employee's age and length of service
- .....

.....  
Ans - d  
.....

Inability of HR to think strategically becomes a barrier for

- a. HRP
- b. SHRM
- C. Strategic Objectives
- d. HCM

Ans - b  
.....

Fast decisions can be taken when the organization Practices

- a. SHRM
- b. HRD
- c. HRM
- d. all of the above

Ans - c  
.....

The HR planning at the National Level is generally done by .....

- a. Consultants
- b. Managers
- c. Council
- d. Government

Ans - d  
.....

Donald Kirkpatrick was known for creating the training .....

- a. Calendar
- b. module
- c. evaluation model
- d. None of the above

Ans - c  
.....  
.....

Which one of the following is not a part of Process of Human resource planning

- a. Analyzing existing HR
- b. Implementation of HR plan
- c. Recruitment
- d. None of the above

Ans - c

Which of the following industries in India first used the term "Personnel Officer"?

- a. Insurance
- b. Banks
- c. Chemical and pharmaceutical
- d. Iron and steel

Ans - c

It is the highest activity of life, it creates new untapped alternatives, it values and exploits the mental emotional and psychological differences between people...

- a. Stress free work
- b. Personality development
- c. Autonomy
- d. Synergy

Ans - d

Ram is working in xyz co. Initially he was working very hard and completing all the task or target on time and so that he can go up in the organization but due to some reason he was unable achieve his goal and developed feelings of low self-concept and low self-esteem. It is called.....

- a. Guilt
- b. Isolation
- c. Stagnation
- d. Inferiority

Ans - d

..... is learning for growth of the individual not related to a specific present or future job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - c

Information age refers to:

- a. The era of development of computer systems
- b. The era of automated business operations
- c. The era of development of software systems
- d. The era of use of information for decision making

Ans - d

The person with external locus of control:

- a. Believes that the individuals can determine the events
- b. Believes that the events are determined by forces like luck, destiny, etc
- c. Anticipate the events and does not wait for things to happen
- d. Looks for resources around him

Ans - c

Achievement Motivation Theory does not cover:

- a. Need for Achievement
- b. Need for Power
- c. Need for Security
- d. Need for Affiliation

Ans - c

In Defence under some department – after 15 yrs of service, person has to retire from his post.

- a. Forced Retirement
- b. Premature Retirement

- c. Compulsory Retirement  
d. Voluntary Retirement

Ans - c

To Avail Voluntary retirement Scheme the employees has to complete minimum ..... years service

- a. 15 years  
b. 20 years  
c. 10 years  
d. 5 years

Ans - c

A derived demand is one whereby?

- a. The nature of demand changes depending on the demand for the organization's output and the method used to produce the output.  
b. The calculation is solely dependent on computer technology.  
c. The price of labour exceeds the demand for labour.  
d. The employment relationship is too complex.

Ans - a

The basis of liberal democracy is?

- a. The right to a job  
b. Rights and responsibilities  
c. Right to welfare  
d. Public housing

Ans - b

A representative democracy is characterized by?

- a. Control by the representatives in the higher classes.  
b. Adults electing representatives to act on their behalf at the different levels of the legislature.  
c. A two party system.  
d. A large assembly where democratic decision are made.

.....  
Ans - b  
.....

Gross National Product is:

- a. GDP less the amount extracted for unemployment and welfare.
- b. GDP plus net property income earned abroad.
- c. The output of all goods and services.
- d. The output of all goods but excluding services.

Ans - b  
.....

Are Gilmore and Williams arguing that the role of technology in industrial development is:

- a. the driving factor.
- b. one amongst many other factors.
- c. is synonymous with globalization.
- d. is detrimental to society as it leads to the depletion of rare resources.

Ans - b  
.....

..... contains data about each employees skills abilities work preferences etc.

- a. CV
- b. Records
- c. Skills inventory
- d. Appraisal Form

Ans - c  
.....

Minimum Wages Act was passed in which year

- a. 1910
- b. 1948
- c. 1950
- d. 1947

Ans - b  
.....

To maintain performance of a newly-learned skill after training is completed, the trainer should

- a. provide clear instructions
- b. match training techniques to trainees' self-efficacy
- c. teach the trainees self-management skills
- d. provide opportunities for enactive mastery

Ans - c

In preparing performance appraisals, the sales manager ranked Deb as the overall best salesperson because she had the highest level of sales, and Dave as the overall worst salesperson because he had the lowest level of sales. The other salespeople were placed between Deb and Dave in order of their sales. What performance appraisal format was used?

- a. Forced distribution
- b. Graphics rating scale
- c. Absolute standard
- d. Straight ranking

Ans - d

Which of the following is Not an external source of Recruitment?

- a. Advertisement
- b. Promotion
- c. Employment Agencies
- d. Employee Referrals

Ans - b

Employee violate rules of organisation as mentioned in the standing orders. Because of which he has to leave the job is an example of .....

- a. Forced Retirement
- b. Premature Retirement
- c. Compulsory Retirement
- d. Voluntary Retirement

Ans - a

Employee become disable due to disease, illness, accident in such case Management may give him the option of retirement. This is an example of .....

- a. Forced Retirement
- b. Premature Retirement
- c. Compulsory Retirement
- d. Voluntary Retirement

Ans - b

..... examination may protect the company against unwarranted claims under workers compensation laws.

- a. Written
- b. Physical
- c. Mental
- d. Reference

Ans - b

The term "Training" indicated any process by which the aptitudes skills and abilities of employees to perform specific jobs are .....

- a. Evaluated
- b. Rated
- c. Decreased
- d. Increased

Ans - d

Which country is associated with the universal best practice approach?

- a. UK
- b. US
- c. Germany
- d. Norway

Ans - b



Which approach towards HRM strategy does the Saatchi and Saatchi example illustrate?

- a. Universal approach
- b. Bundles of integrated HRM practices
- c. Life-cycle models
- d. Resource based approach

Ans - d

Focusing on core competencies means companies have the possibility of generating?

- a. Human capital advantage
- b. Larger profit margins
- c. Better output
- d. New staff

Ans - a

What is the primary limitation of the resource-based view?

- a. It overlooks the significance of the wider environment.
- b. It overlooks the importance of the organizations culture.
- c. It does not consider the importance of employees.
- d. It underestimates the role of line managers.

Ans - a

When employing immigrants, managers must be aware of?

- a. Country of origin
- b. Culture
- c. Relevant legislation
- d. Religion

Ans - c

The STEEPLE framework is flawed because:

- a. it can result in managers concentrating on the detail and missing the overview.
- b. it fails to include all categories of external factors.

- .....
- c. it needs too many analysts.
  - d. it has too much overlap between categories.

Ans - a

.....

Organizational growth needs to be meshed with the ..... growth.

- a. Managerial
- b. Profit
- c. Individuals
- d. Team's

Ans - c

.....

The human relations' is an outcome of the famous study. The study is known as:

- a. Organizational study
- b. The management study
- c. Scientific study
- d. The Hawthorne study

Ans - d

.....

Human resource planning is essential because of frequent .....

- a. Complaints
- b. Labour turnover
- c. Employee training
- d. Com petition

Ans - b

.....

The best medium to reach a 'large audience' for the process of recruitment is :

- a. Casual applicants
- b. Advertising
- c. Employee referrals
- d. Employment agencies

Ans - b

.....

.....  
'The process by which a management determines how an organization should move from its current manpower position to its desired manpower position' is:

- a. Human resource management
- b. Human resource planning
- c. Performance appraisal
- d. Selection

Ans - b  
.....

..... is becoming the key factor to success for survival, growth or achieving excellence.

- a. Availability of credit
- b. Human resource
- c. Technology used
- d. All the above

Ans - b  
.....

To retain employee in the organization companies are forced to do some strategic changes which does not include...

- a. Diversification
- b. Expansion
- c. Responsiveness
- d. Structural changes

Ans - c  
.....

Adjusting one with the team expectations and norms comes under which stage of group formation and group behaviour.

- a. Forming (Awareness)
- b. Storming (Conflict)
- c. Norming (Cooperation)
- d. Conforming (Adjustment)

Ans : d  
.....

.....

The definition 'An organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labour and function and through a hierarchy of authority and responsibility' of an organisation is given by .....

- a. AK Rice
- b. Abraham Maslow
- c. Edgar Schein
- d. Peter F Drucker

Ans - c

.....

Personnel management is

- a. Pro-active
- b. on-going
- c. Routine
- d. None of the above

Ans - c

.....

An employee is separated from the organization by way of Lay off when

- a. When he lacks skills
- b. Employer could not employ the employee
- c. When he commits a mistake
- d. none of the above.

Ans - b

.....

Which one in johari window concept of Luft and Ingham of self-awareness is also known as private?

- a. Arena
- b. Blind
- c. Closed
- d. Dark

Ans - C

.....

..... was an early advocate of "Division of Labour".

- a. Abraham Maslow
- b. Peter F Drucker
- c. Charles Babbage
- d. Eric Berne

Ans - c

Problem solving skills are more related to ..... activities

- a. Training
- b. Networking
- c. Decision making
- d. Appraisal

Ans - c

In this category the emphasis is on achieving through group processes and dynamics.

- a. Vestibule
- b. Case study
- c. Experiential
- d. Lecture Method

Ans - c

..... is one of the acceptable method for obtaining feedback in training.

- a. Structured Interview
- b. Performance after Training
- c. Improvement after Training
- d. Employee Turnover Rate

Ans - a

What type of rationality is evident in the processual approach?

- a. Instrumental
- b. Unbounded

- c. Bounded  
d. Traditional

Ans - c

Which of the following is a 'best fit' approach?

- a. Resource-based view  
b. The universal approach  
c. Competitive-advantage models  
d. Bundles and high-performance working practices

Ans - c

Which approach that seeks to link strategy, business performance and HRM policies and practices, assumes that there are a number of HRM practices that are suitable for all organizations?

- a. Best practice  
b. Best fit  
c. Resource-based view  
d. Life-cycle models

Ans - a

Which personnel association uses the idea of bundles of integrated HRM practices?

- a. European Association for Personnel Management  
b. U.S. Office of Personnel Management  
c. Chartered Institute of Personnel and Development  
d. Association of Personnel Service Organisations

Ans - c

Who is associated with the Factor Comparison Method?

- a. E.J. Benge  
b. R. Hoppock  
c. E.N. Hay  
d. Meyers

.....  
Ans - a  
.....

This method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

- a. Interview Method
- b. The Questionnaire Method
- c. Brainstorming
- d. Focus Group

Ans - b  
.....

In which career patterns or concept a individual take a new job and reaches higher position than go to some another type of job.

- a. Linear career
- b. Steady state career
- c. Transitory patterns
- d. Spiral career

Ans - d  
.....

The famous book "The Landmarks of Tomorrow" is written by .....

- a. AK Rice
- b. Peter F Drucker
- c. Shiv Khera
- d. Abraham Maslow

Ans - b  
.....

Inner self of self development concept signifies. Pick up the odd one.

- a. Behaviour pattern
- b. Values and other psychological factor
- c. Strenght and weakness
- d. Individual identity and physical features

Ans - d  
.....  
.....

Which method is best suited to adjust short term fluctuations?

- a. Contractual staffing
- b. Voluntary Organisation
- c. Casual applications
- d. Employment agencies

Ans - a

The process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased is termed as:

- a. Training
- b. induction
- c. Orientation
- d. Performance

Ans - a

These theories often portray great leaders as heroic, mythical, and destined to rise to leadership when needed.

- a. Relationship Theories
- b. Management Theories
- c. Great Man Theories.
- d. Participative Theories

Ans - c

Companies are designing ..... programs to increase employee productivity, control attrition, prevent job burnout and obsolescence, and improve the quality of employees' work lives.

- a. Employee growth
- b. Recruitment
- c. Selection
- d. Appraisal

Ans - a



.....

The word 'dynamics', is derived from a Greek word which means:

- a. Power
- b. Unique
- c. Strength
- d. Force

Ans - d

.....

In order to prepare a comprehensive job analysis, an organization needs to survey or interview job incumbents as well as

- a. supervisors, job analysts and customers
- b. supervisors and job applicants
- c. supervisors and job analysts
- d. job applicants, human resource personnel, and managers

Ans - a

.....

In designing recruitment activities, what two central issues are addressed?

- a. Cost and applicant fit within organizational culture
- b. Cost and places to look for applicants
- c. Cost and methods to use to find applicants
- d. Methods to use to find applicants and sources to target

Ans - d

.....

A multinational company that manufactures leather products employs third-country nationals (TCNs) as managers. How is the employment of TCNs advantageous to the company?

- a. Hiring TCNs expands the opportunities for parent-company nationals (PCNs) to gain overseas experience.
- b. The salary and benefit requirements for TCNs are typically lower than for PCNs.
- c. The host countries welcome the hiring of TCNs and are more cooperative with the company.
- d. TCNs are happy to return to their own country when they finish their assignment for the parent company.

Ans - b

.....

.....

.....

The evaluation of training consists of the following: Pick the odd one.

- a. Reaction level
- b. Learning level
- c. The behavior level
- d. Operation level

Ans - d

.....

Knowles explained the following three theories: Pick the odd one.

- a. Mechanistic theory
- b. Cognitive theory
- c. Reconciliation Theory
- d. Organismic theory

Ans - c

.....

To achieve goals organizations require employees

- a. Control
- b. Cooperation
- c. Commitment
- d. Both b and c

Ans - d

.....

What measures are typically involved in the rationalizing of businesses?

- a. Downsizing and Layering
- b. Expanding and Layering
- c. Downsizing and Delaying
- d. Expanding and Delaying

Ans - c

.....

What kinds of practices outlined below are typically associated with non-standard working and flexibility?

- a. 9-5 working hours

.....

- b. The reduction in distinctions between standard and unsocial hours or standard and extra hours  
c. Premium rates for unsocial hours  
d. The voluntary agreement of unsocial hours working  
In which decade did HRM originate?

Ans - b

.....

What is the main purpose of a business strategy?

- a. To focus attention on failing areas of business practice.  
b. To decide hiring approaches.  
c. To create a consistent corporate image.  
d. To secure and sustain competitive advantage within a given market for goods and services.

Ans - d

.....

Which of these models is not a rational planning approach?

- a. Corporate-level strategic planning  
b. Strategic business unit level strategic planning  
c. Processual approach  
d. Operational level strategic planning

Ans - c

.....

What term refers to the usefulness of a predictor for correctly inferring the future job behavior of applicants?

- a. Validity  
b. Congruency  
c. Reliability  
d. Effectiveness

Ans - a

.....

.....is an outside third party who is brought in to settle a dispute, and he or she has the authority to make a decision.

- a. Government  
b. An arbitrator

.....

- c. Union  
d. Legal Expert

Ans - b

Human resource management helps improve

- a. Production  
b. Productivity  
c. Profits  
d. Power

Ans - b

The behavior of an individual is influenced by four factors namely: Pick up the odd one

- a. Environmental factor  
b. Personal factor  
c. Physical factor  
d. Organizational factor

Ans - c

In the life stages of adulthood guiding of next generation start up...

- a. Adolescence  
b. Young Adulthood  
c. Adulthood  
d. Maturity

Ans - c

Which is not a sub sytem of HRM?

- a. Administration  
b. Credit  
c. Maintenance  
d. Development

Ans - c

.....

Theory X and Theory Y is proposed by:

- a. Maslow
- b. McGregor
- c. Vroom
- d. Jucius

Ans - b

.....

Identify true statement from the following:

- a. Confidentiality cannot be maintained in computerized data as it can be accessed by any one from any location
- b. Computerised database can allow only one person to access it at a time
- c. Decisions based on computerized data can improve the objectivity, fairness and perceived as unbiased in decision making
- d. HRIS is useful only for taking decisions regarding training and placement

Ans - c

.....

Identify true statement from the following:

- a. Wage, salary and remuneration all mean the same
- b. The reward linked to the performance generally improves the motivation level of employees
- c. It is not necessary to give market-linked wages to employees. They may otherwise continue because of lack of alternate jobs
- d. Uniform wage structure helps in improving the performance

Ans - b

.....

The main issue to be dealt first in such situations relates to .....

- a. Attitudes of people
- b. Training of people
- c. Group behavior
- d. All the above

Ans - c

.....

.....

.....  
In such a situation what is the role that HR professionals can play?

- a. To be a part of implementation team
- b. To act as coordinator/ facilitator in the entire change management process
- c. Since it is a technical issue, HR professional has no role to play
- d. Issue guidelines for time bound implementation of project

Ans - b

.....

Human Resource Management function does not involve

- a. Recruitment
- b. Selection
- c. Cost control
- d. Training

Ans - c

.....

To deal with possible staff resistance the bank should .....

- a. Educate people about the benefits of the initiative to all concerned through effective communication
- b. Provide thorough training to the staff through conducting workshops
- c. Review the role of branch managers, and replace wherever necessary with the officers having positive outlook
- d. All the above

Ans - d

.....

For a time bound implementation of the project, which of the personality characteristics of the branch manager will be most suitable?

- a. Type B personality
- b. Type A personality
- c. Depends upon the situation
- d. None of the above

Ans - a

.....

Which one is not the specific goal of human resource management?

- a. Attracting applicants
- b. Separating employees
- c. Retaining employees
- d. None of the above

Ans - b

Which of the following is a key HR role as defined by Ulrich et al (2009)?

- a. Personnel administrator
- b. Business ally
- c. Payroll adviser
- d. Organizational geographer

Ans - b

The term 'emotional labour' is associated with which author?

- a. Arlie Hochschild
- b. Stephen Fineman
- c. David Sims
- d. Yiannis Gabriel

Ans - a

What does the term 'financialization' refer to?

- a. A process whereby financial markets and institutions gain greater influence over economic policy, economic outcomes and the elevation of the financial sector over others.
- b. Bankers' bonuses
- c. The economic downturn
- d. Labour market insecurity

Ans - a

Identify true statement from the following:

- a. The Child ego state mainly collects information and processes it

- .....
- b. The Adult ego state is mainly responsible for creativity, curiosity and reactions to others
  - c. The Parent ego state mainly regulates behaviour and nurtures it
  - d. None of the above

Ans - c

.....

Why do some commentators claim that it is unlikely that the UK economy will become a knowledge economy?

- a. The lack of IT education in schools.
- b. Culturally low in intelligence.
- c. Historically low levels of company investment into research and development.
- d. Unions try to prevent knowledge transfer from management level to the broader workforce.

Ans - c

.....

Identify false (not true) statements from the following:

- a. The role of the HR functionaries has undergone qualitative change
- b. HR functionaries have total responsibilities about the management of Human Resource in the organisation
- c. HR functionaries are responsible for development of HR related systems
- d. HR professionals should have qualifications in HRM

Ans - b

.....

.....is for learning to prepare the individual for a different but identified job.

- a. Training
- b. On job training
- c. Education
- d. Development

Ans - d

.....

Which factor is related to job specification?

- a. Machines tools and equipments
- b. Relation to other jobs
- c. Working conditions



d. Mental characteristics

Ans - d

.....

The purpose of this technique is to decrease the boredom of the employees by permitting them to take different tasks.

- a. Job simplification
- b. Job specification
- c. Job rotation
- d. Job description

Ans - c

.....

Which of the following is not a traditional method of performance appraisal?

- a. Management by objectives
- b. Checklist
- c. Graphic Rating Scale
- d. Essay Evaluation

Ans - a

.....

Halsey plan is based on which system of wage payment?

- a. Time
- b. Piece
- c. Incentive
- d. All of these

Ans - a

.....

Scanlon plan is based on which system of wage payment?

- a. Time
- b. Piece
- c. Incentive
- d. All of these

Ans - c

Which approach of industrial relations is focus on non-possession and Satyagrah etc

- a. Psychological approach
- b. Sociological approach
- c. Human Relations approach
- d. Gandhian approach

Ans - d

.....

Preistman's Bonus is not a part of which wage payment system?

- a. Time
- b. Piece
- c. Incentive
- d. Both a and b

Ans - d

.....

The payment of Gratuity act was passed on .....

- a. 1970
- b. 1972
- c. 1974
- d. 1976

Ans - b

.....

In which decade did HRM originate?

- a. 1950s
- b. 1970s
- c. 1980s
- d. 1990s

Ans - c

.....

What are the ideas underpinning 'soft', 'commitment', or 'high-road' HRM practices?

- a. Labour needs to be treated as an asset to be invested in
- b. Employees are a cost which should be minimised

.....

- .....
- c. A lack of mutuality existing between employer and employee
  - d. A disregard for unlocking discretionary effort

Ans - a

.....

Which consulting company is associated with the concept of talent management?

- a. PriceWaterhouseCoopers
- b. Boston Consulting Group
- c. Deloitte
- d. McKinsey

Ans - d

.....

Need Hierarchy Theory is propounded by:

- a. Herzberg
- b. Alderfer
- c. Lewin
- d. Maslow

Ans - d

.....

Knowles(Nadler) categorized adult learning process in different theories..match the followings-

- a. Mechanistic/behaviourist Theories- i) Equate man with his brain.
- b. Organicismic/humanistic - ii) Learner is passive in the process of learning.
- c. Cognitive theories - iii) freedom to learn

- a. a-i b-ii c-iii
- b. a-ii b-iii c-i
- c. a-iii b-ii c-i
- d. a-ii b-i c-iii

Ans - B

.....

The training and development involves the following : Pick up odd one

- a. Identification of training needs
- b. Conducting the training

.....

- c. Duration of training  
d. Selection and development of trainers

Ans - c

The people component is becoming the key factor to success of strategy .....

- a. For survival  
b. For growth  
c. For achieving excellence.  
d. For social status

Ans - d

The theories associated with the actual teaching are:

- a. Learning in employees is enhanced when the learner is motivated  
b. Learning requires feedback  
c. Reinforcement increases the likelihood that a learned behavior will be repeated  
d. Learning must be non transferable to the job

Ans - d

Identify false (not true) statements from the following:

- a. Role ambiguity is caused due to personal inadequacy  
b. Role integrates an individual with an organisation  
c. Each individual occupies and plays several roles  
d. Intra-role conflict leads to role isolation

Ans - a

Identify false (not true) statements from the following:

- a. Human Resource System (HRS) is an independent function  
b. The main task of HRS is to develop enabling capabilities (proactive role)  
c. The main emphasis of HRS is on developing people and their competencies  
d. All managers share the responsibility of human resource management

Ans - a

Identify false (not true) statements from the following:

- a. Personality is the sum total of all that a person has learnt
- b. People have the image of their own and their actions are consistent with their image
- c. Id is the foundation of unconscious
- d. People behaving in a forceful manner in most of the situations can be described as sentimental

Ans - d

Identify false (not true) statements from the following:

- a. Psychoanalytical theory is primarily based on the Freudian concept
- b. Self concept theory believes that personality and behaviour are to a great extent determined by the individual himself
- c. Trait theory explains that most of the traits are common in people
- d. Social learning theory believes that personality development is more a result of social variables than biological factors

Ans - c

This method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

- a. Interview Method
- b. The Questionnaire Method
- c. Brainstorming
- d. Focus Group

Ans - b

This method depends upon recognition that there are differences in the levels of duties, responsibilities and skills required for the performance of different jobs. What method is being talked about here?

- a. Point Method
- b. Grade Description Method
- c. Time Span Method
- d. Ranking Method

Ans - b

Why are employers interested in employee engagement?

- a. To encourage employees to trust their managers
- b. To make a quick profit
- c. Because engaged employees are more motivated and prepared to give of their best to make the firm succeed
- d. To make employees work harder for less

Ans - c

Morale " The overall tone, climate or atmosphere of work perhaps regularly sensed by the members." is given by .....

- a. W. Edwards Deming
- b. Joseph Juran
- c. Yoder Dale
- d. Karu Ishikawa

Ans - c

Which of the following is the technique of work measurement?

- a. Time study
- b. Analytic estimating
- c. Statistical Samplin Technique
- d. All of these

Ans - d

Which of the following Government Social sector scheme are in operation for strengthing social security?

- a. NRY
- b. EAs
- c. JGSY
- d. All of these

Ans - d

Which greek words are used to derive ergonomics?

- a. Ergon and Enomos
- b. Ergo and Nomos
- c. Ergon and Nomos
- d. Ergo and Enomos

Ans - a

IAMR stands for .....

- a. Indian Applied Management Research
- b. Indian Applied Manpower Research
- c. Institute of Applied Manpower Research
- d. Institute of Applied Management Research

Ans - c

Cost-Benefit Analysis of Human Capital is also named as .....

- a. MRA
- b. CRA
- c. RRA
- d. MACBETH

Ans - c

Which of the following is not a method of recruitment?

- a. Deputation
- b. Employment exchange
- c. Management Institutes
- d. None of these

Ans - d

Which of the following is not a performance appraisal method?

- a. MBO
- b. Field Review

- c. BARS  
d. None of these

Ans - d

ESOP stands for .....

- a. Employee stock option Plans  
b. Employee stake option programme  
c. Employee stake option Plans  
d. None of these

Ans - a

According to Maslow Affection and belonging are related to .....

- a. Safety need  
b. Social need  
c. Self-actualisation  
d. Basic need

Ans - b

According to Herzberg status is.....

- a. Maintenance factor  
b. Motivator  
c. Hygiene factor  
d. Both a and c

Ans - d

Integration, Maintenance are which functions of HRM ?

- a. Managerial  
b. Operative  
c. Both a and b  
d. None of these

Ans - b



Who has coined this definition " Job analysis is a detailed and systematic study of jobs to know the nature and characteristics of the people to be employed on various jobs."

- a. Edwin Flippo
- b. Stephen P.Robbins
- c. Michael Armstrong
- d. S.S. Khanka

Ans - a

The term ..... is commonly used for those employees whose pay is calculated according to the number of hours worked.

- a. Pay
- b. Reward
- c. Wage
- d. Salary

Ans - c

Troubled students at Central High School are randomly assigned to the five school counselors. The director of counseling has asked for volunteers among the counselors in order to evaluate this assignment policy and to develop a new policy if warranted. The director is implementing

- a. individual stress management
- b. a support group
- c. participation in decision-making
- d. psychological ergonomics

Ans - c

According to Eric Berne, there are typically ... types of ego states in transactional analysis.

- a. 3
- b. 4
- c. 5
- d. 6

Ans - a

.....

Human Resource Management is primarily concerned with

- a. Sales
- b. Dimensions of people
- c. External environment
- d. None of the above

Ans - b

.....

HRM aims to maximize employees as well as organizational

- a. Effectiveness
- b. Economy
- c. Efficiency
- d. None of the above

Ans - a

.....

One's belief about who is responsible for the event in one's life refers to...

- a. Adult ego state
- b. change catalyst
- c. personal efficacy
- d. Locus of Control

Ans - d

.....

Mr. XYZ is working as GM of ABC co. He is trustworthy, open to other's ideas, accept suggestions, have better self awareness, received feedback from others and make more and more disclosures. He will come in which stage of self awareness?

- a. ARENA
- b. BLIND
- c. CLOSED
- d. BLIND

Ans - a

.....

Which stage of career roles signifies the beginning of complex functions ?

- a. Apprentic
- b. colleague
- c. Mentors
- d. Sponsors

Ans - c

The concept of howthorne studies was given by...

- a. Fredrick tylor
- b. Charles Bbbage
- c. Elton Mayo
- d. Peter Duker

Ans - c

Who had not contributed much towards the dimensions of Motivation ?

- a. Chiris Argyris
- b. Hanery Foyal
- c. Elton Mayo
- d. Abraham Maslow

Ans - b

Which is not true?

- a. Personnel department is final authority in policy related decisions
- b. Line management is the final authority in performance related decisions concerning promotions.
- c. HR professionals must have qualifications in HRM.
- d. Managing people is a Operational Function

Ans - d

Pick up the wrong one

- a. Job description is about the job that an employee has to perform
- b. Job specification relates to the requirements in terms of educational qualification, age, experience etc

- .....
- c. Job evaluation relates to the comparison between similar jobs within the organization or between organizations or within the industry  
d. All the above

Ans - c  
.....

What is the major problem with the theorizing of strategic IHRM?

- a. It becomes obsolete very quickly as change occurs so fast.  
b. It is biased towards western ideas.  
c. It tends to offer a highly idealized perspective on strategy formulation.  
d. It fails to incorporate conflict.

Ans - c  
.....

How can HRM help to build successful cross-border alliances?

- a. By ensuring that organizations spend 25% of their budgets on cross-border alliances.  
b. By ensuring that a strategy is in place before embarking on a cross-border alliance.  
c. By ensuring that organizations export their ideas to other societies and cultures.  
d. By ensuring that international joint ventures are staffed by high-quality managers.

Ans - d  
.....

According to ....., Morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate.

- a. Edwin Flippo  
b. Yoder Dale  
c. Elton Mayo  
d. Narain

Ans - a  
.....

An Italian firm that sells its products around the world, is organized into these divisions: finance, human resources, R & D, marketing, sales, and manufacturing. It is using a ..... strategy.

- a. functional  
b. multinational  
c. hierarchical
- .....

d. global

Ans - a

T-Group Training is a .....

- a. On the job training method
- b. Off-the job training method
- c. Both
- d. None of these

Ans - b

Which of the following is off the job training method?

- a. Job Rotation
- b. Job-Instruction Training
- c. Apprenticeship
- d. Role Playing

Ans - d

Which one of the following is on the job training method?

- a. Conferences
- b. Job-Instruction training
- c. Group Instruction
- d. Programme Instruction

Ans - b

According to Two-Factor theory which of the following is hygiene factor?

- a. Possibility of growth
- b. Job content
- c. Salary
- d. Responsibility

Ans - c

.....

According to Herzberg's motivation hygiene theory which of the following is motivation factor?

- a. Advancement
- b. Working conditions
- c. Status
- d. Interpersonal relations with supervisors

Ans - a

.....

According to Hygiene theory of motivation maintenance which factor is maintenance factor .....

- a. Technical supervision
- b. Interpersonal relations with peers
- c. Interpersonal relations with supervisors
- d. All of these

Ans - d

.....

Who has propounded ERG theory?

- a. Maslow
- b. Adam
- c. Clayton Alderfer
- d. Porter and lawler

Ans - c

.....

Three needs theory is associated with .....

- a. Mc Gregor
- b. McClelland
- c. James
- d. H.A. Murray

Ans - b

.....

To involve employees in a planned organizational change and to gain their support of the change process, an organization can use

- a. statistical forecasting

.....

- .....
- b. focus groups and hot lines
  - c. observation research
  - d. replacement planning and social audits

Ans - b

.....

A company should begin to implement an organizational change

- a. after the strategic plans have been developed
- b. once resistance to change has been dealt with
- c. as it develops its strategic plan
- d. once the change strategy has been evaluated

Ans - c

.....

In India, wages are classified as 3 types, identify the non-applicable one from the list given below.

- a. Minimum wage
- b. Collective Wage
- c. Fair wage; and
- d. Living wage

Ans - b

.....

.....indicates the specific duties to be performed by the worker and the circumstances under which these duties are to be performed.

- a. Job Descriptions
- b. Job Specifications
- c. Role
- d. Job analysis

Ans - d

.....

The practice in which 'senior executives periodically review their top executives and those in the next-lower level to determine several backups for each senior or key position in the firm' is termed as:

- a. Performance appraisal
- b. Succession planning
- c. Management development

.....

d. Training

Ans - b

Which of the needs (under McClelland theory of motivation) is most satisfied while successfully implementing the project?

- a. Need for affiliation
- b. Need for Power
- c. Need for Achievement
- d. None of the above as it is a mechanical and routine job

Ans - a

The most important quality needed for success as per the current thinking is .....

- a. Intelligence Quotient
- b. Emotional Quotient
- c. good looks
- d. good manners

Ans - b

Transfer of learning to workplace take place at which level of evaluation of training ?

- a. Reaction Level
- b. Learning Level
- c. The behavior level
- d. Function level

Ans - c

Who was an early advocate of "Division of labour"?

- a. Fredrick taylor
- b. Charles Babbage
- c. Elton Mayo
- d. Robert Owen

Ans - b



Which label can be applied for the purpose of facilitating communication, in learning for growth of the individual not related to a specific present or future job ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans - c

Which is not a sub-system of HRM?

- a. Administration
- b. Maintenance
- c. Credit
- d. Development

Ans - c

Which of the following industries in India was the first to use the term "Personnel Officer"?

- a. Insurance
- b. Banks
- c. Chemical and Pharmaceutical
- d. Steel

Ans - c

The focus of Human Resource Management revolves around

- a. Machine
- b. Money
- c. Men
- d. None of the above

Ans - c

Demand for human resources and management is created by

- a. Expansion of industry

- b. Shortage of labor  
c. Abundance of capital  
d. None of the above

Ans - a

Which is said to be the beginning stage of career?

- a. Mentor  
b. Apprentice  
c. Colleague  
d. Sponsor

Ans - b

According to Dalton, Thomson and Price, career roles are divided into ... categories.

- a. 2  
b. 3  
c. 4  
d. 5

Ans - c

According to Gilmore and Williams the employment-related legislation that has been enacted over the last two centuries has followed what trend?

- a. To carry out directives that improves the wider community and society.  
b. To improve working conditions for workers.  
c. To balance the unequal power relationship between employers and workers.  
d. To increase training and development of workers.

Ans - c

Why does the shareholder value perspective argue that it makes good sense from a business point of view not to discriminate between individuals?

- a. Because of the potential costs of anti-discriminatory tribunals.  
b. Because it will create a negative corporate image.  
c. Because it will affect international links and relations.

d. Because an organization will be outperformed without diverse talent.

Ans - d

The above case displays that staff is facing .....

- a. Role ambiguity
- b. Role erosion
- c. Role overload
- d. Personal inadequacy

Ans - d

According to Gilmore and Williams, what type of organization does much of the literature focus on?

- a. Unions
- b. Businesses
- c. Service providers
- d. Governments

Ans - b

A common way of determining a fair reward might be one based on..?

- a. Friendship
- b. Contribution
- c. Merit
- d. Heritage

Ans - c

What is the device that John Rawls proposed in his book 'A Theory of Justice' (1973)?

- a. Veil of compassion
- b. Veil of ignorance
- c. Veil of disseat
- d. Veil of deception

Ans - b

.....  
Positive discrimination is unlawful in which country?

- a. UK
- b. France
- c. US
- d. Republic of Macedonia

Ans - a

.....

Why might equal opportunity be hard to export to some countries?

- a. Language barriers
- b. Cultural differences
- c. Lack of formal education system
- d. The barriers to equal opportunity are just too great

Ans - b

.....

The Cadburys case found in the text, illustrates the increasing influence of what trend?

- a. Environmental policies
- b. Developmental economic policies
- c. Changes in food policy
- d. Internationally mobile firms

Ans - c

.....

The institutional approach is not rooted in which academic discipline?

- a. Psychology
- b. Politics
- c. Sociology
- d. International Relations

Ans - a

.....

What is the main problem with the life-cycle approach to strategic IHRM?

- a. The assumption that firms progress through a defined stages in a specific order.
- b. It does not explain what happens when the organization comes to the end of its life.

.....

- .....
- c. The assumption that firms will grow.
  - d. It focuses too little on the international context.

Ans - a

.....

Which of the following statements about arbitration is true?

- a. Binding arbitration can lead to a trial if both parties are not satisfied with the decision.
- b. The neutrality of the arbiter is guaranteed by the selection process.
- c. The process of arbitration follows the same rules as used in a court case.
- d. Disputes are open to public view as soon as the involved parties agree to the arbitration.

Ans - d

.....

Incentive systems proposed by Kautilya are:

- a. Saama, daana, danda, maya
- b. Sarasa- saama- daana- bheda- danda- catura
- c. Shreni- Saama- Bheda-danda- catura
- d. Saama-daana-danda-catura

Ans - b

.....

The two sources of recruitment are:

- a. Newspaper and Consultants
- b. Campus and Employment Exchange
- c. Transfer and References
- d. Internal and External

Ans - d

.....

To carry on its work each organization needs personnel with the ....., .....

- a. Age, Experience
- b. Knowledge, Skill
- c. Age, Recommendation
- d. Reference, Experience

Ans - b

State True or False: 1. 'Human Resource Management' focus is proactive in nature and pays attention to employee satisfaction. 2. The 'Personnel Management' philosophy is relied on the Theory X approach.

- a. Statement 1 is false and statement 2 is false
- b. Statement 1 is true and statement 2 is false
- c. Statement 1 is false and statement 2 is true
- d. Statement 1 is True and statement 2 is True

Ans - d

The following four steps for HR planning are being given by Wickstrom.

- a. 1. Job Analysis 2. Recruitment 3. Selection 4. Induction.
- b. 1. Forecasting 2. Making an inventory of present manpower resources 3. Anticipating manpower problems 4. Planning.
- c. 1. Analysis 2. Projecting 3. Hiring 4. Retaining.
- d. 1. Planning 2. Directing 3. Controlling 4. Implementing

Ans - b

competitive advantage that is derived from human resources is sustainable for a company when it(s)

- a. uses a centralized program of close supervision
- b. employees have some rare or specialized skill not easily copied
- c. has a newly-created organizational culture
- d. product is intangible

Ans - b

Which label can be applied for the purpose of facilitating communication, in an individual's preparation for an identified job in a not-too-distant future ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans - b

Objectives of HRM is mainly related to understand ...

- a. the fundamentals of HRM.
- b. Customer and Staff behaviour.
- c. The comprehensive perspective of HRM & relationship with HRD.
- d. The role of HR professionals & development of HR functions.

Ans - b

.....

Which is true regarding functions & structure of HRM & HRD ?

- a. There is no conflict between the two.
- b. There is difference only in the approach and emphasis.
- c. HRM is the sub-system of HRD
- d. HRM deals routine functions & HRD functions emphasize on change management process.

Ans - c

.....

Which theories hold that learning occurs only when learners have the 'freedom to learn' ?

- a. Organismic Theories
- b. Mechanistic Theories
- c. Cognitive Theories:
- d. Behaviourist Theories

Ans - a

.....

Which one of the following becomes a creative factor in production?

- a. Land
- b. Capital
- c. Consumers
- d. Human Resources

Ans - d

.....

Attitude can be classified into three basic components. Which is not one among them ?

- a. Emotional
- b. Formal

.....

- c. Informational  
d. Behavioural

Ans - B

When the adult education is organized with the model (for children), it is known as.....

- a. Child modeling  
b. Andragogy  
c. Pedagogy  
d. paragogy

Ans - c

In today's rapidly changing and highly competitive business environment, HR professionals need to understand that the trend is towards

- a. delegation of fewer responsibilities to subordinates  
b. more formalization of policy  
c. less flexibility and autonomy  
d. greater decentralization

Ans - d

Which of the following statements regarding managing in the global arena is most accurate?

- a. Managers must realize that culture shapes the preferences and behaviors of their stakeholders.  
b. A successfully-managed company can export its management method to another culture and expect to be successful there.  
c. A good manager will make a good decision, even if he or she is working in an unfamiliar culture.  
d. Managers who work in individualistic cultures must provide indirect feedback for it to be accepted.

Ans - a

State True or False: 1.The Organizational Sciences approach to human resources management has brought the focus to the scientific process within organizations that can impact employee experience, and less on just the individual. 2. The Scientific Management approach was a key part of the industrial revolution typical of the nineteenth and early twentieth century Select the correct option:

- a. 1 is True and 2 is True



- b. 1 is False and 2 is False  
c. 1 is True and 2 is False  
d. 1 is False and 2 is False

Ans - a

..... and ..... are associated with the Hawthorne studies.

- a. Dale Yoder and Henemen  
b. Elton Mayo and F.J. Roethlis Berger  
c. Maslow and Herzberg  
d. Taylor and Smith

Ans - b

A Human Relations program represents an attempt at improving employee ..... and ..... through an improved three way communication.

- a. Pay and Bonus  
b. Working hour and Attendance  
c. Morale and Motivation  
d. Commitment and Tenure

Ans - c

The industrial relations activity of a personnel officer includes .....

- a. Recruiting , interviewing  
b. Grievance handling , contract Negotiations  
c. Transfer, Termination  
d. Leadership, motivation

Ans - d

What is the main reason why managers have become so interested in the absence rates of their employees?

- a. Duty of care  
b. Reducing labour costs  
c. Ethical concerns

d. Avoidance of legal action

Ans - b

Which is a basic element of a job ?

- a. Job
- b. Task
- c. Role
- d. Work

Ans - b

Who is called as the founder of scientific management approach ?

- a. Charles Babbage
- b. Elton Mayo
- c. Fredrick taylor
- d. Peter Duker

Ans - c

Negotiations are an important aspect of the collective-bargaining process, what do they ensure?

- a. That conflict is contained within manageable boundaries.
- b. Agreement between all parties involved.
- c. That conflict is always resolved.
- d. It achieves a set of lasting agreements.

Ans - a

Grievance procedures are designed to resolve the grievances of whom?

- a. Employee
- b. Employer
- c. Customer
- d. Manager

Ans - a

According to Edwards (2005) prior to which decade did few organizations have written procedures for dealing with grievances and disciplinary issues?

- a. 1950s
- b. 1960s
- c. 1970s
- d. 1980s

Ans - b

Who has encouraged managers to use their own internal formal grievance and disciplinary procedures?

- a. Academics
- b. Policy-makers
- c. Unions
- d. Employees

Ans - b

What are generally the most common reasons for employee grievances?

- a. A breakdown of relationships
- b. Poor catering facilities
- c. Inadequate IT systems
- d. Allegations of bullying and harassment

Ans - d

What are 'compromise agreements'?

- a. An agreement between an employee's line manager and their human resources manager over how to approach a disciplinary hearing.
- b. Agreements between an employee, generally upon leaving their job, and their employer where they agree not to pursue a claim for legal redress in return for financial compensation.
- c. An agreement whereby a trade union promises not to take industrial action over an employee's grievance.
- d. A agreement reached between the senior management team of an organization concerning the details of its disciplinary policy.

Ans - b

Which German philosopher was a great proponent of deontological ethics?

- a. Nietzsche
- b. Marx
- c. Kant
- d. Hegel

Ans - c

The goal of producing 'the greatest good for the greatest number' is an idea from what school of ethics?

- a. Utilitarianism
- b. Deontology
- c. Libertarianism
- d. Marxism

Ans - a

What is a significant problem with both 'act' and 'rule' utilitarianism?

- a. Ethnocentricity
- b. Complexity
- c. Intolerance
- d. Injustice

Ans - d

Which label can be applied for the purpose of facilitating communication, to improve the performance of individual on his present job ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans - a

Which theories state that the learner is passive in the process of learning ?

- a. Organismic Theories

- b. Mechanistic or Behaviourist Theories  
c. Cognitive Theories:  
d. Humanistic Theories

Ans - b

The concept of howthorne studies was given by...

- a. Fredrick tylor  
b. Charles Bbbage  
c. Elton Mayo  
d. Peter Duker

Ans - c

Which encompasses socio-psychological relationship ?

- a. Job  
b. Task  
c. Role  
d. Work

Ans - d

Which theories equate man with his brain ?

- a. Organismic Theories  
b. Mechanistic or Behaviourist Theories  
c. Cognitive Theories  
d. Humanistic Theories

Ans - c

Inequality is good; everyone has a place; some are high, some are low • Most people should be dependent on a leader, • The powerful are entitled to privileges, and • The powerful should yield their power According to Dutch scientist, Geert Hofstede model these are the characteristics of which dimension? Select the correct option

- a. Uncertainty Avoidance  
b. Individualism

- .....
- c. Power distance
  - d. Masculinity

Ans - c

.....

A Job Analysis record includes the preparation of ..... and .....

- a. Role and Task
- b. KRA and Appraisal
- c. Job Description , Job specification
- d. Training Needs and Application Blank

Ans - c

.....

State true or false 1. Each organization needs competent staff with the necessary qualifications, skills, knowledge, work experience and aptitude to perform work. 2. Manpower planning is also needed in order to identify an organizations need to reduce its workforce. Select the correct option

- a. 1 is True,2 is False
- b. 1 is False, 2 is True
- c. 1 is True. 2 is True
- d. 1 is False, 2 is False

Ans - c

.....

A person with ..... locus of control is geared to look for resources around him, anticipate events and doesn't wait for things to happen.

- a. External
- b. Internal
- c. Patent
- d. Providential

Ans - b

.....

John Holland present 06 theories of personality job fit or matching job with their personalities. Which is not one among them?

- a. Realistic
  - b. Specialist
- .....

- c. Social
- d. Conventional

Ans - b

What is positive action?

- a. Arrangements which enable those who come from disadvantaged or excluded groups to compete on more equal grounds in employment.
- b. Sanctions for those who discriminate against others.
- c. Unlawful.
- d. A government scheme helping people suffering from labour market disadvantage.

Ans - a

What proportion of countries around the world have no comprehensive equality laws in place?

- a. 20 per cent
- b. 40 per cent
- c. 60 per cent
- d. 80 per cent

Ans - d

The early models of HRM acknowledged that increasing demands on organizations and organizational managers meant a greater focus on tackling what effectively?

- a. Employee performance
- b. Strategy
- c. Appraisals
- d. Life-time learning

Ans - a

Boxall and Purcell's People and Performance model uses the formula performance = f(A, M, O). What do the A, M, O stand for?

- a. Acumen, method and orientation
- b. Aptitude, operations and mental agility
- c. Ability, motivation and opportunity

d. Accuracy, moral and outlook

Ans - c

The glass ceiling is a term referring to?

- a. Poor health and safety
- b. Advancement of women
- c. Advancement of an employee is limited due to discrimination
- d. Good promotion prospects

Ans - c

Difficulties in defining bullying, have led to the development of what types of initiatives?

- a. Dignity-at-work
- b. Anti-bullying at work
- c. Decency and cooperation
- d. Decency-at-work

Ans - a

The term Performance management was first used in which decade by Beer and Ruh?

- a. 1960s
- b. 1970s
- c. 1980s
- d. 1990s

Ans - b

Which theory concerns the use of objectives to manage performance?

- a. Probability theory
- b. Goal theory
- c. Results theory
- d. Outcomes theory

Ans - b



HPWP stands for?

- a. High Performance work Places
- b. Heightened Performance working Practices
- c. High Performance Work Practices
- d. Higher Performing working People

Ans - c

.....

The concept of Management by Objectives (MBO) was first introduced by?

- a. Ulrich in 1997
- b. Mohrman and Mohrman in 1995
- c. Purcell in 2001
- d. Drucker in 1955

Ans - d

.....

Performance appraisals are designed to motivate workers by providing them with feedback, recognition, and what?

- a. Better work facilities
- b. Equal opportunities
- c. Greater work autonomy
- d. Praise

Ans - d

.....

What lies behind the growing popularity of the VAB approach?

- a. The focus on reward outcomes
- b. The focus on how performance is achieved
- c. The focus on training and development
- d. The focus on individual assessment

Ans - b

.....

There are typically ..... types of ego states in transactional analysis according to Eric Berne.

- a. 2

.....

- b. 3  
c. 4  
d. 5

Ans - b

Mr. Raj is self-confident in his work ambitious towards his goal and energetic domineering, his personality show which type of personality?

- a. Social  
b. Realistic  
c. Artistic  
d. Enterprising

Ans - d

..... theories hold that learning occurs only when learners have the 'freedom to learn' what is particularly relevant to their personal life situation.

- a. Cognitive Theories  
b. Behaviourist Theories  
c. Organismic Theories  
d. Mechanistic Theories

Ans - c

The child ego state can be further classified into ..... categories.

- a. 2  
b. 3  
c. 4  
d. 5

Ans - b

The system's costs are projected at which stage of the SDLC?

- a. Planning and Analysis  
b. Design  
c. Implementation

.....  
d. Operation and Maintenance

Ans - b  
.....

Which of the following is not the essential characteristic of the strategic types of information?

- a. Simulated "what if" information of a short-term nature
- b. Competitive actions
- c. Demographic studies
- d. Customer actions

Ans - a  
.....

Which of the following is not the essential characteristic of Decision Support System?

- a. Output directed to organization personnel at all levels
- b. Comprehensive database
- c. Adaptive system over time
- d. None of these

Ans - d  
.....

Who called workers as Vital machines ?

- a. Hanery Foyal
- b. Peter Duker
- c. Elton Mayo
- d. Charles Babbage

Ans : b  
.....

What disorder/problem do office workers commonly suffer from?

- a. Musculoskeletal disorders
- b. Arthritis
- c. Short sightedness
- d. Scurvy

Ans - a  
.....  
.....

What are the main aims of Employee Assistance Programmes?

- a. To alter the organizational culture.
- b. To address team and individual performance and well-being in the workplace.
- c. To focus the attention of employees to the power structures of an organization.
- d. To establish effective methods of care and support for everyone in an organization.

Ans - b

Organizational-wide restructuring processes frequently cause redundancies via offshoring. This refers to:-

- a. Reduction of number of hierarchical levels.
- b. Transfer of organizational functions to other locations.
- c. Broad banding of employees.
- d. An organizational closure.

Ans - b

What does attrition in the context of redundancy mean?

- a. Transferring unnecessary staff to other departments
- b. Compulsory reductions
- c. Reduction in staff numbers without making job cuts
- d. Measured job cuts

Ans - c

The main problem with using early retirement and natural wastage as alternatives to redundancy is?

- a. It can lead to losing older, more experienced staff.
- b. Results in the loss of the most effective staff.
- c. It costs an organization a lot financially.
- d. It can be a very slow means of downsizing an organization.

Ans - d

Factors which are important when encouraging people to choose voluntary redundancy include:-

- a. A recognition that redevelopment is unlikely.

- b. The alternative being fired.
- c. Intensification of work.
- d. Declining conditions of service.

Ans - a

The traditional approach favoured by trade unions for selecting employees for redundancy was...?

- a. Age of employee
- b. Those working part-time
- c. Last in first out (LIFO)
- d. Number of days absence over a twelve month period

Ans - c

The social justice argument is based upon the belief that?

- a. Older people are less likely to take time off work.
- b. The best will be promoted in line with 'survival of the fittest'.
- c. Legal sanctions are the best way to promote fairness.
- d. Everyone should have the right to equal access to employment.

Ans - d

Establishing Training and Development system as part of the HRD efforts doesn't involve...

- a. identification of training needs
- b. conducting the training
- c. evaluation of training
- d. None of these

Ans - d

State True or False: 1. According to the Factory Act of 1881 Workers employed in the factories were allowed a week off-day and provisions were made for supervision, quality and hours of work. 2. The Factory Act of 1881 established the minimum age of children for employment to be 15 years and the maximum working hours for them to not exceed 9 hours a day and only in the day-shift. Select the correct option

- a. Statement 1 is true and statement 2 is True

- .....
- b. Statement 1 is False and statement 2 is False
  - c. Statement 1 is true and statement 2 is false
  - d. Statement 1 is False and statement 2 is True

Ans - c

.....

Mr. Peter prefers activities that involve thinking, organising and understanding others. His personality type is .....

- a. Realistic
- b. Social
- c. Enterprising
- d. Investigative

Ans - d

.....

The direct methods to analysis organization climate include ....., .....

- a. Turnover, Absenteeism, Low morale data
- b. Observation, Use of questionnaires interviews
- c. Appraisal, Evaluation, Performance
- d. Feedback, Training, SWOT analysis

Ans - b

.....

i. .... this process focuses on the planning part for the manpower requirements. ii. .... in this process, the implementation of the manpower plans and execution takes place. Select the correct option:

- a. 1. Recruitment and Selection, 2. Human resource planning
- b. 1. Human resource planning, 2. Recruitment and Selection
- c. 1. Human resource planning, 2. Orientation
- d. 1. Orientation, 2. Recruitment

Ans - b

.....

A sales man in a shop showed a suit piece and told the customer that the cloth is very good, but costly. He was using the following transaction .....

- a. Duplex
- b. Angular

- c. Complementary  
d. None of the above

Ans - b

The Thayer and McGhee model has following three factors.

- a. Financial, Political, Social analysis  
b. Organization, Task, Man analysis  
c. Quality, Production, operation analysis  
d. Markovian, Ratio, Trend analysis

Ans - b

Wage Boards: The boards are appointed by the Government and usually consist of seven members —

- a. three representatives of management, two of labour, one independent member and a chairman  
b. two representatives of management, two of labour, two independent members and a chairman.  
c. Three representatives of management, Three of labour, and a chairman  
d. Four representatives of management, two of labour and a chairman

Ans - b

It is a process by which the management finds how effective it has been in hiring and placing the employees...

- a. Interview  
b. Reference check  
c. Performance appraisal  
d. 360 degree appraisal

Ans - c

The National Commission of Labour states that complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, ....., ..... seniority, work assignment, and discharges would constitute grievances.

- a. Appointment, Dismissal  
b. transfer, promotion  
c. Pay, Promotion

d. Incentive, Punishment

Ans - b

.....  
which step comes after when the performance standards are communicated to the employees and the performance appraisal methods.

- a. Performance level are compared with benchmark
- b. Out comes are than communicated to employees.
- c. Measure the performance of employee
- d. Initiate corrective action

Ans - c

.....  
The oldest and simple method of performance appraisal where Relative position of each employee is assessed, is called as?

- a. Comparison method
- b. Straight ranking method
- c. Graphic or linear rating method
- d. Grading method

Ans - b

.....  
It is a tendency to allow one trait or characteristic of an employee to influence the assessment, it rate an employee either high or low.

- a. Similar error tendency
- b. Central tendency
- c. Halo effect
- d. Leniency or strictness tendency

Ans - c

.....  
Communication technology facilitated any where learning and developed e learning package with the help of .....

- a. animation software
- b. HRIS
- c. Artificial Intelligency technology



d. GUI

ans:d

With regard to HRM, Frederick Taylor gave concept of.....

- a. Division of Labour
- b. Time and Motion Study
- c. Both a & b
- d. None

Ans. c

What is the main disadvantage of off-the-job learning ?

- a. It isn't always directly related to real organizational issues and needs
- b. The time needed to set up
- c. Accessibility for those training
- d. Long term costs

Ans - a

A cultural view of learning considers the values and norms of communities through...?

- a. Myths, legends and proverbs
- b. Music, song and dance
- c. Rituals, language and religion
- d. Talk, practices and stories

Ans - d

What is a 'communities of practice' approach to organizational learning?

- a. An approach that focuses on practising 'best practice'.
- b. An approach that focuses on the values, beliefs and norms of a social group.
- c. An approach that focuses on the skills embedded within the group.
- d. An approach that has a clear set of defined practices to use in all situations.

Ans - b

Chase's study (1997) identified what issue as being the biggest obstacle to creating a knowledge-creating company?

- a. Limited resources for training and development
- b. Organizational culture
- c. Failure of management
- d. Inability to access learning material

Ans - b

The employee perspective on reward involves ensuring that the package of rewards is...

- a. Affordable and sustainable
- b. Attractive
- c. Linked to business goals
- d. Geared to generating the right employee attitudes

Ans - b

'New pay' is overtly...?

- a. Employee driven
- b. Managerialistic
- c. Unionised
- d. Hierarchical

Ans - b

A pluralist approach to pay determination occurs in what fraction of organizations?

- a. 1/5
- b. 1/3
- c. 1/4
- d. 2/5

Ans - a

Market related pay is based on what type of economics?

- a. Keynesian economics

- b. Neo-liberal economics
- c. Marxist economic theory
- d. Classic economic theory

Ans - d

What type of approach has Gilmore and Williams taken towards pay and reward?

- a. Contingency
- b. Unitarist
- c. 'ideal type'
- d. Economistic

Ans - a

Which French-owned telecommunications manufacturer is used as an example by Gilmore and Williams of an organization that introduced flexible benefits for its 600 employees?

- a. BT
- b. Alcatel Telecom
- c. Vodaphone
- d. Orange

Ans - b

The greater individualization of pay can be a problem in certain situations...

- a. When the organization does well and is profitable.
- b. When the organization's share values are high.
- c. When the company's share price dips.
- d. The situation around pay and reward is transparent.

Ans - c

Mr. Raj work in an international bank as an Accountant. Match his congruent occupation with his personality type as per John Holland personality job fit theory.

- a. Social
- b. Investigative
- c. Realistic

d. Conventional

Ans - d

Right hemisphere control left side of body and perform so many activity given below except one.

- a. Holistic
- b. Emotional
- c. Recognition of complex figures
- d. Controlled

Ans - d

..... is for learning related to present job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - a

The belief that an individual can or can't change the things is called .....

- a. Career anchor
- b. Initiative
- c. Locus of control
- d. Self Actualization

Ans - c

The term ..... was coined to differentiate adult learning process from that of child learning.

- a. Andragogy
- b. Cognitive
- c. Pedagogy
- d. Minorology

Ans - a

.....

The parent ego state can be further classified into ..... categories according to Eric Berne.

- a. 2
- b. 3
- c. 4
- d. 5

Ans - a

.....

..... theories equate man with his brain, based on the proposition that one thing that distinguishes human beings from other living things is that they possess brains that are capable of critical thinking and problem solving.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - a

.....

The Thayer and McGhee model has following three factors.

- a. Financial, Political, Social analysis
- b. Organization, Task, Man analysis
- c. Quality, Production, operation analysis
- d. Markovian, Ratio, Trend analysis

Ans - b

.....

Taylor believed that workers would be motivated by "Rabble Hypothesis". This assumption of Taylor are based on .....

- a. Need for security
- b. Social fulfillment
- c. Challenging job
- d. Need for money

Ans - d

.....

.....  
Selection is concerned with...?

- a. The activity to select a suitable pool of candidates.
- b. Always being stimulated by the departure of an employee.
- c. Always ascertaining a candidate's personality to ensure a suitable fit.
- d. Applying appropriate techniques and methods to select a candidate.

Ans - d  
.....

Which activities are not associated with workforce planning?

- a. Forward planning reviewing internal and external labour supply
- b. Assessing capability of workforce to develop any requisite skills
- c. Time keeping
- d. Identifying areas where recruitment will be needed

Ans - c  
.....

Why is job analysis so infused with organizational politics? Is it:

- a. Because it is a process which could lead to contraction of employees in a department and therefore diminishing its power base.
- b. A result of interdepartmental rivalry.
- c. Because it is not an objective activity.
- d. Because it is a process through which companies try to shed labour.

Ans - a  
.....

What do rational processes to recruitment and selection typically ignore?

- a. Labour market demand
- b. Wages
- c. The time it takes to get to work
- d. The use of power and micropolitics by managers

Ans - d  
.....

Which is the most popular method of recruiting applicants to jobs?

- a. Radio and TV advertisement
- .....

- 
- b. Corporate website
  - c. Employee referral schemes
  - d. Commercial job boards

Ans - b

.....

Which selection method remains the most used by organizations?

- a. Interviews
- b. Ability tests
- c. References
- d. A trial period

Ans - a

.....

Which items below are forms of perceptual errors made during the selection process?

- a. Like-me judgements
- b. A candidate's time-keeping
- c. The interview setting
- d. The time of day

Ans - a

.....

Which of the below is a form of interview used in candidate selection?

- a. The appraisal interview
- b. The competency based interview
- c. The disciplinary interview
- d. The return to work interview

Ans - b

.....

The interview is used as a method for determining?

- a. The personality of the candidate.
- b. The degree of fit between the applicant and the demands of the job.
- c. His/her age.
- d. Physical attributes.

Ans - b

.....

According to the Leitch Review of Skills (2006), the ability of firms to succeed in the face of growing international competition depends increasingly on:

- a. Work culture
- b. Relaxed legal system
- c. Good infrastructure
- d. Skilled labour

Ans - d

What is the main reason employers give why employees are not fully proficient?

- a. Lack of experience
- b. Over qualified
- c. Lack of numeracy skills
- d. Lack of literacy skills

Ans - a

According to Gold (2007) where does the demand for skills tend to originate?

- a. Employees
- b. Government policies
- c. Strategic-level decision-makers
- d. Union representatives

Ans - c

What best describes the Conservative governments' approach to learning in the 1980s?

- a. Entrepreneurial
- b. Passive
- c. Voluntarism
- d. Proactive

Ans - c

Which of the stages below are part of the Systematic Training Cycle?

- a. Analyse operating conditions



- .....
- b. Design training
  - c. Deliver on time
  - d. Evaluate customer feedback

Ans - b

.....

Abhinav brindra won a gold medal in Olympics. By winning ever first gold medal for india he has full filled his which needs .....

- a. Physiological needs
- b. Social needs
- c. Self esteem needs
- d. Self actualization needs

Ans - c

.....

Herzberg mentioned six motivational factors. Which is not one among them?

- a. Recognition
- b. Advancement
- c. Responsibility
- d. Job security

Ans - d

.....

The value a person assign to his desired reward is called.....

- a. Perk
- b. Pay
- c. Salary
- d. Valence

Ans - d

.....

Some times an individual may not be clear about the various expectations that people have from his role and this causes.....

- a. Role stagnation
  - b. Inter-role distance
  - c. Role ambiguity
- .....

d. Role-set conflicts

Ans - c

The National Commission of Labour states that complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, ....., ..... seniority, work assignment, and discharges would constitute grievances.

- a. Appointment, Dismissal
- b. transfer, promotion
- c. Pay, Promotion
- d. Incentive, Punishment

Ans - b

Veer Bhanu Rathore is the Manager in "Power Pumps", a manufacturing unit. There are around 50 employees in the unit, which he is heading. He is always bothered about completing the manufacturing targets on time. He also proposes and assures certain financial rewards on timely completion of work. But at the same time he is quite strict while dealing with employees and often punishes if the work completion is hampered. He is a believer of Theory X of Douglas McGregor. Identify the managerial style of Veer Bhanu Rathore.

- a. The country club style (1, 9)
- b. The impoverished style (1, 1)
- c. The team style (9, 9)
- d. The produce or perish style (9, 1)

Ans - c

High Horizons is a manufacturing Unit dealing with the manufacturing of car accessories. Currently it is not doing well because of tuff market competition and there are financial crisis also. The Manager Mr. R. Menon is worried because of decreasing interest of employees and low productivity. What steps he could take to improve the situation.

- a. Introduce Monetary Incentives
- b. Reduce the employee strength to cut costs
- c. Introduce certain recognition Programmes to improve Employee Morale
- d. Suggest the management to sell of the unit

Ans - d

.....

The general feeling of fellowship that prevails in the workgroup atmosphere, prevalence of information supporting cultural and social groups comes in which type of climate survey?

- a. Identity
- b. Structure
- c. Risk
- d. Warmth

Ans - d

.....

There was a large scale expansion of the trade union movement after the Second World War - especially after the independence. There existed four-fold reasons for this rapid growth. These were as follows:(1) ....., (2) the development of three more central labour organizations and the competition among them, (3) the labour policy of the Government based on adjudication rather than collective bargaining, and (4) The growth of the spirit of trade unionism among the workers. Identify the correct missing reason.

- a. Demand of goods increased and led to industrial growth
- b. People got united during the process of attaining independence
- c. Establishment of International Labour Organization
- d. the cumulative impact of the acute economic distress stemming from war conditions and the removal of the war-time restrictions on strikes

Ans - c

.....

When an individual is of the view that the course of events is determined by one's own efforts and action and not due to external events or luck, this is called as .....

- a. external locus of control
- b. locus of control
- c. internal locus of control
- d. beyond control locus

Ans - c

.....

Under career path planning, at each level, the jobs which are comparable in terms of the knowledge, skill requirement can be identified and categorized as a group. This is called as .....

- a. task group
  - b. job families
  - c. work cluster
- .....

d. any of the above

Ans - b

.....

..... is a prominent feature of Type B personalities.

- a. Doing several things at one time
- b. Feeling guilty when relaxing
- c. Being aggressive
- d. Being patient and methodical

Ans - d

.....

Which theories equate man with his brain ?

- a. Organismic Theories
- b. Mechanistic or Behaviourist Theories
- c. Cognitive Theories
- d. Humanistic Theories

Ans - c

.....

Objectives of HRM is mainly related to understand ...

- a. the fundamentals of HRM.
- b. Customer and Staff behaviour.
- c. The comprehensive perspective of HRM & relationship with HRD.
- d. The role of HR professionals & development of HR functions.

Ans - b

.....

Climate Management is possible by using HRIT. Climate information is gathered using .....

- a. Job satisfaction surveys
- b. Performance appraisals by superiors
- c. Studying attendance patterns in different weathers
- d. AIL of the above

Ans - a

.....

Taylor believed that workers would be motivated by "Rabble Hypothesis". This assumption of Taylor are based on .....

- a. Need for security
- b. Social fulfillment
- c. Challenging job
- d. Need for money

Ans - d

The oldest and simple method of performance appraisal where Relative position of each employee is assessed, is called as?

- a. Comparison method
- b. Straight ranking method
- c. Graphic or linear rating method
- d. Grading method

Ans - b

In the assessment center workshops method, in a job related simulated situation, the behavior of the employees is assessed through their performance of different exercises such as ..... (i) group discussions, psychometric tests, (ii) business games, committee meetings, (iii) in-basket exercises

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which is/are not the objective of review by the superior of the reporting authority in performance appraisal? (i) to minimise / reduce the bias or subjectivity, (ii) to eliminate the subjectivity, (iii) to eliminate the bias

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - c

The ..... parent behavior does not criticize others for their undesirable behavior. (i) caring, (ii) nurturing, (iii) concerned

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the following statement is not correct? (i) performance appraisal and potential appraisal are the same system, (ii) performance appraisal is to know the future performance, (iii) potential appraisal is to understand the potential of the employee to contribute to growth of organization

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - a

As part of the concept of self-development, the self can be categorized into ..... (i) patent self, (ii) explicit self, (iii) inner self

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

The process of capturing the tacit knowledge of people in a systematic manner for future use is not called as ..... (i) Data entry, (ii) Information technology, (iii) Knowledge management

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - a

The cabin of a bank branch manager gives an untidy look and messy appearance. His table is full of papers. He is exhibiting ..... (i) type A behavior, (ii) type B behavior

- a. Only (i)
- b. Only (ii)
- c. Either (i) or (ii)
- d. Neither (i) nor (ii)

Ans - a

Transaction analysis does not refer to ..... (i) understanding financial transactions, (ii) understanding interpersonal relationship and interaction, (iii) understanding transactions relating to business

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

Which of the following factors do not fall in organizational factors so far the influence on behavior of an individual is concerned. (i) reward and compensation system (ii) Sex and education, (iii) perception and attitude

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - c

Human behaviour is a complex phenomenon. It is result of many factors including..... (i) biological process, (ii) psychological process, (iii) social process

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

People work for a variety of reasons i.e. there are a no. of factors that motivate a person to work, which include ..... (i) money and appreciation, (ii) status, (iii) work satisfaction, self-growth

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

According to personality job fit theory of John Holland, there are 6 types of personality. Which of the following are among such personality? (i) realistic, (ii) conventional, (iii) artistic

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The role set conflicts take which of the following Inns ..... (i) role ambiguity, (ii) role overload, (iii) role erosion

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

Which of the following statements are true? (i) Caring boss displays a Nurturing Parent ego state, (ii) Personality is a sumtotal of all that a person has learnt, (iii) We have an image of our own & our actions are consistent with that image

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d



.....

Split brain (right vs left) psychology is closely related to ESB. Which of the following is controlled by the left side of the brain? (i) speech, (ii) emotions, (iii) reading and writing

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

.....

Mr. A is the Branch Manager in ABC Bank. He makes it a point to visit the prominent deposit customers himself to deliver their deposit receipts. He does not even take the "Relationship Manager" appointed for this purpose. Mr. A believes that none of the new generation staff is good enough to deal with such tasks. What is the "Life position" taken by Mr. A as regards the "Relationship Manager" as per the "Theory of Lifer position" propounded by Dr. Thomas Harris?

- a. I am OK, you are OK
- b. I am OK, You are not OK
- c. I am not OK, you are not OK
- d. I am not OK, you are not OK

Ans - b

.....

Which of the following approach does not acknowledge the existence of cultural distance and attempts to teach individual members about cultural differences through training. (i) diversity enlargement, (ii) diversity sensitivity, (iii) cultural audit

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - b

.....

It is a process by which the management finds how effective it has been in hiring and placing the employees...

- a. Interview
  - b. Reference check
  - c. Performance appraisal
  - d. 360 degree appraisal
- .....

.....  
Ans - c  
.....

To control employee behavior at work place as daydreaming, forgetfulness, absenteeism, tardiness, sabotage, alcoholism and drug abuse can be analysed through...

- a. Through Trait theory
- b. Through psychoanalytical studies
- c. Through self concept theory
- d. Through Social learning theory

Ans - b  
.....

..... is a tool to increase "Self Awareness".

- a. Improving analytical ability
- b. Joining Social circles / groups
- c. Johari window
- d. All of the above

Ans - c  
.....

..... is the method in which "Adults" should be taught.

- a. Pedagogy
- b. Andragogy
- c. Distance learning
- d. All of the above

Ans - b  
.....

Job Analysis technique involves:

- a. Job Description
- b. Job Specification
- c. Job Evaluation
- d. All of the above

Ans - d  
.....  
.....

..... is learning for growth of the individual not related to a specific present or future job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - c

Mandatory feature of a Letter of Credit .....

- a. Must have an applicant and a beneficiary
- b. Should have an advising bank and a confirming bank
- c. Should be confirmed to be operative
- d. Must be confirmed by the reimbursing bank

Ans - a

Mechanistic (or Behaviorist) theories, Cognitive theories and Organismic (humanistic. theories are three theories of learning. Which one of these theories equates man with his brain?

- a. Behaviorist or mechanistic theories
- b. Cognitive theories
- c. Organismic or humanistic theories
- d. All of the above

Ans - b

Mr. Ganguli is a brilliant manager in ABC Bank. He is one of the few persons picked up by the top management from an IIM after MBA. Always on two phones at a time, he boasts about having no patience with tt laggards. Often, he can be heard aggressively yelling at people on small issues. What type of person is Mr. Ganguli?

- a. Type A personality
- b. Type B personality
- c. Type C person
- d. Type D person

Ans - a

What is most essential for achieving Work-Life balance?:

- a. Time management
- b. Efficiency
- c. Assertiveness
- d. Emotional maturity

Ans - d

The system's costs are projected at which stage of the SDLC?

- a. Planning and Analysis
- b. Design
- c. Implementation
- d. Operation and Maintenance

Ans - b

Attitude can be classified into three basic components. Which is not one among them ?

- a. Emotional
- b. Formal
- c. Informational
- d. Behavioural

Ans - b

Which label can be applied for the purpose of facilitating communication, in an individual's preparation for an identified job in a not-too-distant future ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans - b

When the adult education is organized with the model (for children), it is known as.....

- a. Child modeling

- .....
- b. Andragogy
  - c. Pedagogy
  - d. paralogy

Ans - c

.....

The Concept of career path relates to ..... of movements and deciding the ..... for each stage.

- a. Sequence, time period
- b. Number, candidates
- c. Decision, number
- d. Type, time period

Ans - a

.....

Johari Window is most useful for .....

- a. Understanding others
- b. Self-Awareness
- c. Working in Teams
- d. Improving inter-personal relations

Ans - b

.....

Which theory of personality believes that the traits of a person which determine his personality and behavior, are basically inherent to a person.

- a. Psycho-analytical theory
- b. Trait Theory
- c. Self concept theory
- d. Social learning theory

Ans - b

.....

..... theory of personality believes that the personality development is more a result of social variables than biological factors.

- a. Psycho-analytical theory
  - b. Trait Theory
  - c. Self concept theory
- .....

d. Social learning theory

Ans - d

---

Union formations were seen in the ..... phase of development of HRM.

- a. First phase
- b. Second Phase
- c. Third phase
- d. Unions have been present even before HRM came in to existence

Ans - a

---

Concept of Locus of Control is given by...

- a. Schein
- b. Leftcourt and Leveson
- c. Luft and Ingham
- d. Kurt lewin

Ans - b

---

A sales man in a shop showed a suit piece and told the customer that the cloth is very good, but costly. He was using the following transaction:

- a. Duplex
- b. Angular
- c. Complementary
- d. None of the above

Ans - b

---

..... is known for his concept of "Division of Labour" and "Time and motion studies".

- a. Abraham Maslow
- b. Frederick Tailor
- c. Robert Owen
- d. Eric Berne

Ans - b

---

.....

A prominent politician was heard saying that that people state was incapable of joining the army. He was .....

- a. Stereotyping
- b. Projecting
- c. Hallucinating
- d. All of the above

Ans - a

.....

Emotional intelligence is refers to... Pick up the odd one.

- a. being self-Motivated
- b. being Self-Regulated
- c. being empathetic
- d. being emotionally strong

Ans - d

.....

The human resources systems are largely designed by banks and other organizations for .....

- a. a heterogeneous workforce
- b. a homogenous workforce
- c. a diverse workforce
- d. according to their need

Ans - b

.....

Which ego state collects information and processes it?

- a. parent
- b. adult
- c. child
- d. both a and b

Ans - b

.....

Which is not a sub-system of HRM?

- a. Administration
- .....

- b. Maintenance
- c. Credit
- d. Development

Ans - c

Mechanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

Which of the following industries in India was the first to use the term "Personnel Officer"?

- a. Insurance
- b. Banks
- c. Chemical and Pharmaceutical
- d. Steel

Ans - c

In the 360 degree appraisal method, the appraisal of an employee is done by ..... (i) seniors, (ii) colleagues, (iii) subordinates

- a. Only (i) and (ii)
- b. Only (i) and (iii)
- c. Only (ii) and (iii)
- d. (i), (ii) and (iii)

Ans - d

The job that are comparable in terms of the knowledge, skill required can be identified and categorized as a group are called ...

- a. Job Efficacy
- b. Job Identification
- c. Job Specification



d. Job Family

Ans - d

Which is said to be the beginning stage of career?

- a. Mentor
- b. Apprentice
- c. Colleague
- d. Sponsor

Ans - b

The three alternatives in collecting data for marketing research to:

- a. Sampling, questionnaire and door to door survey
- b. Books & publications, interviewing of customers & experiment
- c. Economic surveys, industry reports and library reference
- d. Observation, experiment and survey

Ans - a

The main role function of the Welfare secretary was to meet the needs of the workers and prevent them from .....

- a. Forming Unions
- b. Leaving the job
- c. Gossiping during duty
- d. Disturbing other workers

Ans - a

..... means higher responsibility. It gives more decision making, planning and controlling powers.

- a. job enrichment
- b. job enlargement
- c. job satisfaction
- d. job rotation

Ans - a

.....  
The process of capturing the tacit knowledge of people in a systematic manner for future use is called .....

- a. Data entry
- b. Information technology
- c. Knowledge management
- d. All of the above together

Ans - c  
.....

The belief that an individual can or can't change the things is called .....

- a. Career anchor
- b. Initiative
- c. Locus of control
- d. Self Actualization

Ans - c  
.....

A person with ..... locus of control is geared to look for resources around him, anticipate events and doesn't wait for things to happen.

- a. External
- b. Internal
- c. Patent
- d. Providential

Ans - b  
.....

There are typically ..... types of ego states in transactional analysis according to Eric Berne.

- a. 2
- b. 3
- c. 4
- d. 5

Ans - b  
.....

.....

The parent ego state can be further classified into ..... categories according to Eric Berne.

- a. 2
- b. 3
- c. 4
- d. 5

Ans - a

.....

The child ego state can be further classified into ..... categories.

- a. 2
- b. 3
- c. 4
- d. 5

Ans - b

.....

KPA stands for...

- a. Key Performance Areas
- b. Knowledge, Performance and Attitude
- c. Knowledge, potential and Achievement
- d. None of the above

Ans - a

.....

..... is for learning to prepare the individual for a different but identified job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - b

.....

..... is for learning related to present job.

- a. Training
- b. Education

.....

- c. Development
- d. Motivation

Ans - a

.....

..... is learning for growth of the individual not related to a specific present or future job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - c

.....

The education model available for education of children is called .....

- a. Andragogy
- b. Cognitive
- c. Pedagogy
- d. Minorology

Ans - c

.....

The term ..... was coined to differentiate adult learning process from that of child learning.

- a. Andragogy
- b. Cognitive
- c. Pedagogy
- d. Minorology

Ans - a

.....

Mechanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

.....

.....

Humanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Mechanistic Theories

Ans - c

.....

..... theories hold that the learner is passive in the process of learning.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

.....

..... theories equate man with his brain, based on the proposition that one thing that distinguishes human beings from other living things is that they possess brains that are capable of critical thinking and problem solving.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - a

.....

..... theories hold that learning occurs only when learners have the 'freedom to learn' what is particularly relevant to their personal life situation.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Mechanistic Theories

Ans - c

.....

.....

.....  
The famous book "The Landmarks of Tomorrow" is written by .....

- a. AK Rice
- b. Peter F Drucker
- c. Shiv Khera
- d. Abraham Maslow

Ans - b  
.....

..... is becoming the key factor to success for survival, growth or achieving excellence.

- a. Availability of credit
- b. Human resource
- c. Technology used
- d. All the above

Ans - b  
.....

"Seed Plot" is a Latin word which means:

- a. Mentoring
- b. Planning
- c. Seminar
- d. training

Ans - c  
.....

The famous study undertaken by US social scientist Elton Mayo and Fritz Roethlisberger at the Western Electric's plant in Chicago is known as:

- a. The scientific study
- b. The behavioural studies
- c. The Hawthorne Studies
- d. The Organisational studies

Ans - c  
.....

HRM is more ..... whereas Personnel Management is slightly narrow.

- a. Complex
- .....

- b. Detailed  
c. Mechanical  
d. Growth-oriented

Ans - d

To control employee behavior at work place as daydreaming, forgetfulness, absenteeism, tardiness, sabotage, alcoholism and drug abuse can be analysed through...

- a. Through Trait theory  
b. Through psychoanalytical studies  
c. Through self concept theory  
d. Through Social learning theory

Ans - b

Which of the following is not a method of On the job Training?

- a. JIT  
b. Job Rotation  
c. Mentoring  
d. Simulations

Ans - d

Which of the following is not a method of off the job Training?

- a. Sensitivity  
b. Seminar  
c. under study  
d. Conferences

Ans - c

The approach which was instilled in the principles of mass production, organization of work, simple work skills and supervisory managerial skills is termed as .....

- a. The scientific management approach  
b. Craft system  
c. Human relations

d. organisational behaviour

Ans - a

.....

“Seed Plot” is a Latin word which means .....

- a. Mentoring
- b. Planning
- c. Seminar
- d. training

Ans - c

.....

The famous study undertaken by US social scientist Elton Mayo and Fritz Roethlisberger at the Western Electric’s plant in Chicago is known as .....

- a. The scientific study
- b. The behavioural studies
- c. The Hawthorne Studies
- d. The Organisational studies

Ans - c

.....

Mechanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

.....

The most pertinent criticism of the empowerment concept concerns .....

- a. the balance between customers' wishes and efficiency.
- b. the limited evidence for any shift towards a substantially more empowered workforce.
- c. the over-empowerment of employees.
- d. the limited theorising of the concept.

Ans - b

.....



.....  
To control employee behavior at work place as daydreaming, forgetfulness, absenteeism, tardiness, sabotage, alcoholism and drug abuse can be analysed through .....

- a. Through Trait theory
- b. Through psychoanalytical studies
- c. Through self concept theory
- d. Through Social learning theory

Ans - b

.....  
What is the most effective and insidious use of power, according to Lukes (1974)?

- a. To forcefully prevent union action.
- b. To dictate a method of work process.
- c. To prevent any form of conflict arising in the first place.
- d. To prevent workers from progressing to managerial levels.

Ans - c

.....  
As Morgan (1997:167) observes, 'conflict arises whenever interests collide'. There are three broad perspectives we can draw upon to understand conflict in organizations. Which of these is not one of the three perspectives identified?

- a. Unitary
- b. Practitioner
- c. Radical
- d. Pluralist

Ans - b

.....  
The chapter argues that one of the following attributes of potential employees is of heightened interest to employers when recruiting. Which one is it?

- a. The candidate's physical health
- b. The candidate's ability to deal with customers
- c. The candidate's ability to prepare for and cope with an uncertain future
- d. The candidate's organizational abilities

Ans - c

.....

It is a method of reducing stress and tension and stimulate creative thinking.....

- a. Stress reducing exercise
- b. split brain psychology
- c. ESB
- d. Physical exercise and yoga

Ans - c

.....

..... is for learning to prepare the individual for a different but identified job.

- a. Training
- b. Education
- c. Development
- d. Motivation

Ans - b

.....

Humanistic Theories of Knowles are also called as .....

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Mechanistic Theories

Ans - c

.....

..... theories hold that the learner is passive in the process of learning.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - b

.....

Which of the following statements regarding incentive pay plans is most accurate?

- a. Unlike merit pay plans, base pay is set at the market rate for incentive plans.
  - b. Maximum earning potential is usually greater with an incentive plan than a traditional merit plan.
- .....

- .....
- c. Once earned, the incentive pay becomes part of the employee's base pay.
  - d. Caps are used to keep incentive pay levels even with the industry pay level.

Ans - b

.....

Current distribution plans .....

- a. place earnings in an escrow account for distribution upon termination, disability or death
- b. create retirement funds
- c. are the fastest growing type of profit sharing plan
- d. provide a percentage of profits to be distributed quarterly or annually to employees

Ans - d

.....

In a defined benefit plan, the .....

- a. employee can receive a lump sum amount on retirement
- b. survivors will receive the benefits if the employee dies before the retirement funds are paid out
- c. employee can move to another job and carry their retirement account along
- d. benefits received upon retirement vary by the employee's age and length of service

Ans - d

.....

Inability of HR to think strategically becomes a barrier for .....

- a. HRP
- b. SHRM
- c. Strategic Objectives
- d. HCM

Ans - b

.....

Fast decisions can be taken when the organization Practices .....

- a. SHRM
- b. HRD
- c. HRM
- d. all of the above

Ans - c

.....

Which of the following is a mandatory issue to be discussed during a collective bargaining session?

- a. Number of new hires
- b. Pricing strategy for new products
- c. Wage rates
- d. Product design

Ans - c

..... is a written record of the duties, responsibilities and conditions of the job.

- a. HRIS
- b. Skills Inventory
- c. Job analysis
- d. Job Description

Ans - d

In this method of training, an effort is made to expose participants to concepts and theories, basic principles, and pure and applied knowledge in any subject area.

- a. Experiential Methods
- b. Knowledge based Methods
- c. Simulation Methods
- d. Mentoring

Ans - b

In ..... the philosophy is more based on "stick approach rather than "carrott approach.

- a. Human Resource Planning
- b. Motivation
- c. Human Resource development
- d. Personnel management

Ans - c

The Apprentices Act was passed in .....

- a. 1971

- b. 1948  
c. 1961  
d. 1953

Ans - c

Which of the following may be related to forecasting manpower requirements?

- a. Mathematical projections  
b. Job vacancy Advertisements  
c. Staffing  
d. Hiring

Ans - a

Footloose companies are those that?

- a. Manufacture footwear in developing countries.  
b. Go abroad for cheap labour and loose legal constraints.  
c. Seek to locate in countries that offer markets, reduced resource costs and lower rates of corporation taxes.  
d. Deal in procurements.

Ans - c

Which organization is used as an example to illustrate a number of issues related to organizational context throughout the chapter?

- a. Bass Taverns  
b. Fullers Brewery  
c. Glenmorangie Distillery  
d. Thatcher's Cider Company

Ans - a

According to Child (2005), 'the vertical aspect of the division of labour provides .....?'

- a. for a specialization of tasks according to functional speciality, business focus, or geography.  
b. for a specialization of discretionary decision-making responsibilities through preference of trade-unions.

- .....
- c. for a specialization of discretionary decision-making responsibilities through specifying levels in a hierarchy.
  - d. for a specialization of tasks according to preference of management.

Ans - c

.....

Boundary crossing is an activity that .....

- a. creates internal organizational conflict between different departments as they compete to generate new practices.
- b. occurs when organizations advance into new areas of the market.
- c. undermines the integration of an organization through the break down of the departmental boundaries.
- d. is focused upon achieving internal organizational integration between various organizational roles and units in order to generate creativity and synergy.

Ans - d

.....

Why has the bureaucratic form of organization been fundamentally questioned?

- a. The pressures of globalization have rendered it unsuitable.
- b. Organizations are experiencing acute pressure to change and pursue innovation as a means of securing business growth.
- c. Organizations have grown so large that it is almost impossible to create an effective bureaucracy to manage them.
- d. Information Technology has made it redundant.

Ans - b

.....

Processual change is best described as?

- a. A complex ongoing dynamic in which the politics, substance and context of change all interlock and overlap.
- b. A long term, step-by-step approach.
- c. An ongoing development that follows a linear stage model.
- d. A process that gives opportunity for all those affected by the change to be involved in directing the change.

Ans - a

.....

.....

Procedures provide for an important element of consistency in managerial?

- a. Direction
- b. Strategy
- c. Recruitment
- d. Decision-making

Ans - d

.....

Who famously adopted Taylor's Scientific Management approach?

- a. Ronald McDonald
- b. Ralph Lauren
- c. Henry Ford
- d. James Dyson

Ans - c

.....

The HR planning at the National Level is generally done by .....

- a. Consultants
- b. Managers
- c. Council
- d. Government

Ans - d

.....

Donald Kirkpatrick was known for creating the training .....

- a. Calendar
- b. module
- c. evaluation model
- d. None of the above

Ans - c

.....

Which one of the following is not a part of Process of Human resource planning?

- a. Analyzing existing HR
- b. Implementation of HR plan

.....

- c. Recruitment  
d. None of the above

Ans - c

Which of the following industries in India first used the term "Personnel Officer"?

- a. Insurance  
b. Banks  
c. Chemical and pharmaceutical  
d. Iron and steel

Ans - c

It is the highest activity of life, it creates new untapped alternatives, it values and exploits the mental emotional and psychological differences between people...

- a. Stress free work  
b. Personality development  
c. Autonomy  
d. Synergy

Ans - d

..... is learning for growth of the individual not related to a specific present or future job.

- a. Training  
b. Education  
c. Development  
d. Motivation

Ans - c

Mr. Ram is working in ABC Corp., since last 30 years. Now he is at an age of 59 due to his old age he is unable to complete his social and biological roles and feeling unwanted and uselessness, the condition of Mr. Ram is said to be...

- a. Guilt  
b. Inferiority  
c. Isolation



d. Dispair

Ans - d

.....  
An employee terminated due to Alcoholism, Dishonesty or inefficiency is called as .....

- a. Discharge
- b. dismissal
- c. Suspend
- d. layoff

Ans - a

.....  
Standard Performance – Actual Performance = Training & Development .....

- a. Objective
- b. Drawback
- c. Motive
- d. Need

Ans - d

.....  
KPA stands for...

- a. Key Performance Areas
- b. Knowledge, Performance and Attitude
- c. Knowledge, potential and Achievement
- d. None of the above

Ans - a

.....  
The education model available for education of children is called .....

- a. Andragogy
- b. Cognitive
- c. Pedagogy
- d. Minorology

Ans - c

Information age refers to .....

- a. The era of development of computer systems
- b. The era of automated business operations
- c. The era of development of software systems
- d. The era of use of information for decision making

Ans - d

.....

The person with external locus of control .....

- a. Believes that the individuals can determine the events
- b. Believes that the events are determined by forces like luck, destiny, etc
- c. Anticipate the events and does not wait for things to happen
- d. Looks for resources around him

Ans - c

.....

Achievement Motivation Theory does not cover .....

- a. Need for Achievement
- b. Need for Power
- c. Need for Security
- d. Need for Affiliation

Ans - c

.....

In Defence under some department – after 15 yrs of service, person has to retire from his post. It is called as .....

- a. Forced Retirement
- b. Premature Retirement
- c. Compulsory Retirement
- d. Voluntary Retirement

Ans - c

.....

To Avail Voluntary retirement Scheme the employees normally has to complete minimum ..... years service

- a. 15 years

.....

- b. 20 years
- c. 10 years
- d. 5 years

Ans - c

A derived demand is one whereby?

- a. The nature of demand changes depending on the demand for the organization's output and the method used to produce the output.
- b. The calculation is solely dependent on computer technology.
- c. The price of labour exceeds the demand for labour.
- d. The employment relationship is too complex.

Ans - a

The basis of liberal democracy is?

- a. The right to a job
- b. Rights and responsibilities
- c. Right to welfare
- d. Public housing

Ans - b

A representative democracy is characterized by?

- a. Control by the representatives in the higher classes.
- b. Adults electing representatives to act on their behalf at the different levels of the legislature.
- c. A two party system.
- d. A large assembly where democratic decision are made.

Ans - b

In preparing performance appraisals, the sales manager ranked Deb as the overall best salesperson because she had the highest level of sales, and Dave as the overall worst salesperson because he had the lowest level of sales. The other salespeople were placed between Deb and Dave in order of their sales. What performance appraisal format was used?

- a. Forced distribution

- b. Graphics rating scale  
c. Absolute standard  
d. Straight ranking

Ans - d

Gross National Product is .....

- a. GDP less the amount extracted for unemployment and welfare.  
b. GDP plus net property income earned abroad.  
c. The output of all goods and services.  
d. The output of all goods but excluding services.

Ans - b

Are Gilmore and Williams arguing that the role of technology in industrial development is .....

- a. the driving factor.  
b. one amongst many other factors.  
c. is synonymous with globalization.  
d. is detrimental to society as it leads to the depletion of rare resources.

Ans - b

Ability to control or redirect disruptive impulses and moods and propensity to suspend judgment- to think before acting comes under which components of emotional intelligence.

- a. Self-awareness  
b. Self-Regulation  
c. Self-motivation  
d. Empathy

Ans - b

The job that are comparable in terms of the knowledge, skill required can be identified and categorized as a group are called .....

- a. Job Efficacy  
b. Job Identification  
c. Job Specification

d. Job Family

Ans - d

Minimum Wages Act was passed in which year .....

- a. 1910
- b. 1948
- c. 1950
- d. 1947

Ans - b

..... contains data about each employees skills abilities work preferences etc.

- a. CV
- b. Records
- c. Skills inventory
- d. Appraisal Form

Ans - c

To maintain performance of a newly-learned skill after training is completed, the trainer should .....

- a. provide clear instructions
- b. match training techniques to trainees' self-efficacy
- c. teach the trainees self-management skills
- d. provide opportunities for enactive mastery

Ans - c

Concept of Locus of Control is given by .....

- a. Schein
- b. Leftcourt and Leveson
- c. Luft and Ingham
- d. Kurt lewin

Ans - b

..... is known for his concept of "Division of Labour" and "Time and motion studies".

- a. Abraham Maslow
- b. Frederick Taylor
- c. Robert Owen
- d. Eric Berne

Ans - b

Emotional intelligence is refers to... Pick up the odd one.

- a. being Sself-Motivated
- b. being Self-Regulated
- c. being empathetic
- d. being emotionally strong

Ans - d

During the maturity stage of a business's organizational life cycle, the firm .....

- a. makes stock options available to a limited number of employees
- b. provides few short-term incentives for employees
- c. offers a base salary that is at or below market level
- d. uses its compensation system to retain its employees

Ans - d

Which of the following is Not an external source of Recruitment?

- a. Advertisement
- b. Promotion
- c. Employment Agencies
- d. Employee Referrals

Ans - b

Employee violate rules of organisation as mentioned in the standing orders. Because of which he has to leave the job is an example of .....

- a. Forced Retirement

- b. Premature Retirement  
c. Compulsory Retirement  
d. Voluntary Retirement

Ans - a

Employee become disable due to disease, illness, accident in such case Management may give him the option of retirement. This is an example of .....

- a. Forced Retirement  
b. Premature Retirement  
c. Compulsory Retirement  
d. Voluntary Retirement

Ans - b

..... examination may protect the company against unwarranted claims under workers compensation laws.

- a. Written  
b. Physical  
c. Mental  
d. Reference

Ans - b

The term "Training" indicated any process by which the aptitudes skills and abilities of employees to perform specific jobs are .....

- a. Evaluated  
b. Rated  
c. Decreased  
d. Increased

Ans - d

Which country is associated with the universal best practice approach?

- a. UK  
b. US

- .....
- c. Germany
  - d. Norway

Ans - b  
.....

Which approach towards HRM strategy does the Saatchi and Saatchi example illustrate?

- a. Universal approach
- b. Bundles of integrated HRM practices
- c. Life-cycle models
- d. Resource based approach

Ans - d  
.....

Focusing on core competencies means companies have the possibility of generating?

- a. Human capital advantage
- b. Larger profit margins
- c. Better output
- d. New staff

Ans - a  
.....

What is the primary limitation of the resource-based view?

- a. It overlooks the significance of the wider environment.
- b. It overlooks the importance of the organizations culture.
- c. It does not consider the importance of employees.
- d. It underestimates the role of line managers.

Ans - a  
.....

When employing immigrants, managers must be aware of?

- a. Country of origin
- b. Culture
- c. Relevant legislation
- d. Religion

Ans - c  
.....



When asked by her supervisor to rate her fellow group members according to their performance on a group project, Kirsten gave everyone an "excellent," although it was obvious that some had worked harder than others. This demonstrates the rating error of

- a. horn and halo
- b. recency
- c. central tendency
- d. leniency

Ans - d

The STEEPLE framework is flawed because:

- a. it can result in managers concentrating on the detail and missing the overview.
- b. it fails to include all categories of external factors.
- c. it needs too many analysts.
- d. it has too much overlap between categories.

Ans - a

Organizational growth needs to be meshed with the ..... growth.

- a. Managerial
- b. Profit
- c. Individuals
- d. Team's

Ans - c

'The process by which a management determines how an organization should move from its current manpower position to its desired manpower position' is:

- a. Human resource management
- b. Human resource planning
- c. Performance appraisal
- d. Selection

Ans - b

.....

The human relations' is an outcome of the famous study. The study is known as .....

- a. Organizational study
- b. The management study
- c. Scientific study
- d. The Hawthorne study

Ans - d

.....

Human resource planning is essential because of frequent .....

- a. Complaints
- b. Labour turnover
- c. Employee training
- d. Com petition

Ans - b

.....

The best medium to reach a 'large audience' for the process of recruitment is .....

- a. Casual applicants
- b. Advertising
- c. Employee referrals
- d. Employment agencies

Ans - b

.....

..... is becoming the key factor to success for survival, growth or achieving excellence.

- a. Availability of credit
- b. Human resource
- c. Technology used
- d. All the above

Ans - b

.....

To retain employee in the organization companies are forced to do some strategic changes which does not include .....

- a. Diversification

.....

- b. Expansion
- c. Responsiveness
- d. Structural changes

Ans - c

Adjusting one with the team expectations and norms comes under which stage of group formation and group behaviour?

- a. Forming (Awareness)
- b. Storming (Conflict)
- c. Norming (Cooperation)
- d. Conforming (Adjustment)

Ans : d

The definition 'An organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labour and function and through a hierarchy of authority and responsibility' of an organisation is given by .....

- a. AK Rice
- b. Abraham Maslow
- c. Edgar Schein
- d. Peter F Drucker

Ans - c

Personnel management is .....

- a. Pro-active
- b. on-going
- c. Routine
- d. None of the above

Ans - c

An employee is separated from the organization by way of Lay off when .....

- a. When he lacks skills
- b. Employer could not employ the employee

- .....
- c. When he commits a mistake
  - d. none of the above.

Ans - b

.....

Which one in johari window concept of Luft and Ingham of self-awareness is also known as private?

- a. Arena
- b. Blind
- c. Closed
- d. Dark

Ans - C

.....

..... was an early advocate of "Division of Labour".

- a. Abraham Maslow
- b. Peter F Drucker
- c. Charles Babbage
- d. Eric Berne

Ans - c

.....

Problem solving skills are more related to ..... activities

- a. Training
- b. Networking
- c. Decision making
- d. Appraisal

Ans - c

.....

In this category the emphasis is on achieving through group processes and dynamics.

- a. Vestibule
- b. Case study
- c. Experiential
- d. Lecture Method

Ans – c

.....

..... is one of the acceptable method for obtaining feedback in training.

- a. Structured Interview
- b. Performance after Training
- c. Improvement after Training
- d. Employee Turnover Rate

Ans - a

What type of rationality is evident in the processual approach?

- a. Instrumental
- b. Unbounded
- c. Bounded
- d. Traditional

Ans - c

Which of the following is a 'best fit' approach?

- a. Resource-based view
- b. The universal approach
- c. Competitive-advantage models
- d. Bundles and high-performance working practices

Ans - c

Which approach that seeks to link strategy, business performance and HRM policies and practices, assumes that there are a number of HRM practices that are suitable for all organizations?

- a. Best practice
- b. Best fit
- c. Resource-based view
- d. Life-cycle models

Ans - a

Which personnel association uses the idea of bundles of integrated HRM practices?

- a. European Association for Personnel Management

- .....
- b. U.S. Office of Personnel Management
  - c. Chartered Institute of Personnel and Development
  - d. Association of Personnel Service Organisations

Ans - c

.....

Who is associated with the Factor Comparison Method?

- a. E.J. Benge
- b. R. Hoppock
- c. E.N. Hay
- d. Meyers

Ans - a

.....

This method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

- a. Interview Method
- b. The Questionnaire Method
- c. Brainstorming
- d. Focus Group

Ans - b

.....

In which career patterns or concept a individual take a new job and reaches higher position than go to some another type of job?

- a. Linear career
- b. Steady state career
- c. Transitory patterns
- d. Spiral career

Ans - d

.....

The famous book "The Landmarks of Tomorrow" is written by .....

- a. AK Rice
  - b. Peter F Drucker
  - c. Shiv Khera
- .....

d. Abraham Maslow

Ans - b

The process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased is termed as .....

- a. Training
- b. induction
- c. Orientation
- d. Performance

Ans - a

These theories often portray great leaders as heroic, mythical, and destined to rise to leadership when needed.

- a. Relationship Theories
- b. Management Theories
- c. Great Man Theories.
- d. Participative Theories

Ans - c

Companies are designing ..... programs to increase employee productivity, control attrition, prevent job burnout and obsolescence, and improve the quality of employees' work lives.

- a. Employee growth
- b. Recruitment
- c. Selection
- d. Appraisal

Ans - a

In order to prepare a comprehensive job analysis, an organization needs to survey or interview job incumbents as well as .....

- a. supervisors, job analysts and customers
- b. supervisors and job applicants
- c. supervisors and job analysts

d. job applicants, human resource personnel, and managers

Ans - a

.....

Inner self of self development concept signifies. Pick up the odd one.

- a. Behaviour pattern
- b. Values and other psychological factor
- c. Strength and weakness
- d. Individual identity and physical features

Ans - d

.....

Which method is best suited to adjust short term fluctuations?

- a. Contractual staffing
- b. Voluntary Organisation
- c. Casual applications
- d. Employment agencies

Ans - a

.....

The word 'dynamics', is derived from a Greek word which means .....

- a. Power
- b. Unique
- c. Strength
- d. Force

Ans - d

.....

In designing recruitment activities, what two central issues are addressed?

- a. Cost and applicant fit within organizational culture
- b. Cost and places to look for applicants
- c. Cost and methods to use to find applicants
- d. Methods to use to find applicants and sources to target

Ans - d

.....

.....



.....  
A multinational company that manufactures leather products employs third-country nationals (TCNs) as managers. How is the employment of TCNs advantageous to the company?

- a. Hiring TCNs expands the opportunities for parent-company nationals (PCNs) to gain overseas experience.
- b. The salary and benefit requirements for TCNs are typically lower than for PCNs.
- c. The host countries welcome the hiring of TCNs and are more cooperative with the company.
- d. TCNs are happy to return to their own country when they finish their assignment for the parent company.

Ans - b  
.....

The evaluation of training consists of the following: Pick the odd one.

- a. Reaction level
- b. Learning level
- c. The behavior level
- d. Operation level

Ans - d  
.....

What term refers to the usefulness of a predictor for correctly inferring the future job behavior of applicants?

- a. Validity
- b. Congruency
- c. Reliability
- d. Effectiveness

Ans - a  
.....

.....is an outside third party who is brought in to settle a dispute, and he or she has the authority to make a decision.

- a. Government
- b. An arbitrator
- c. Union
- d. Legal Expert

Ans - b  
.....  
.....

.....

Knowles explained the following three theories: Pick the odd one.

- a. Mechanistic theory
- b. Cognitive theory
- c. Reconciliation Theory
- d. Organismic theory

Ans - c

.....

To achieve goals organizations require employees .....

- a. Control
- b. Cooperation
- c. Commitment
- d. Both b and c

Ans - d

.....

What measures are typically involved in the rationalizing of businesses?

- a. Downsizing and Layering
- b. Expanding and Layering
- c. Downsizing and Delaying
- d. Expanding and Delaying

Ans - c

.....

What is the main purpose of a business strategy?

- a. To focus attention on failing areas of business practice.
- b. To decide hiring approaches.
- c. To create a consistent corporate image.
- d. To secure and sustain competitive advantage within a given market for goods and services.

Ans - d

.....

Which of these models is not a rational planning approach?

- a. Corporate-level strategic planning
- b. Strategic business unit level strategic planning

.....

- c. Processual approach  
d. Operational level strategic planning

Ans - c

Human resource management helps improve .....

- a. Production  
b. Productivity  
c. Profits  
d. Power

Ans - b

The behavior of an individual is influenced by four factors namely: Pick up the odd one

- a. Environmental factor  
b. Personal factor  
c. Physical factor  
d. Organizational factor

Ans - c

In the life stages of adulthood guiding of next generation start up...

- a. Adolescence  
b. Young Adulthood  
c. Adulthood  
d. Maturity

Ans - c

Which is not a sub sytem of HRM?

- a. Administration  
b. Credit  
c. Maintenance  
d. Development

Ans - c

What kinds of practices outlined below are typically associated with non-standard working and flexibility?

- a. 9-5 working hours
  - b. The reduction in distinctions between standard and unsocial hours or standard and extra hours
  - c. Premium rates for unsocial hours
  - d. The voluntary agreement of unsocial hours working
- In which decade did HRM originate?

Ans - b

Theory X and Theory Y is proposed by .....

- a. Maslow
- b. McGregor
- c. Vroom
- d. Jucius

Ans - b

Identify true statement from the following:

- a. Confidentiality cannot be maintained in computerized data as it can be accessed by any one from any location
- b. Computerised database can allow only one person to access it at a time
- c. Decisions based on computerized data can improve the objectivity, fairness and perceived as unbiased in decision making
- d. HRIS is useful only for taking decisions regarding training and placement

Ans - c

Identify true statement from the following:

- a. Wage, salary and remuneration all mean the same
- b. The reward linked to the performance generally improves the motivation level of employees
- c. It is not necessary to give market-linked wages to employees. They may otherwise continue because of lack of alternate jobs
- d. Uniform wage structure helps in improving the performance

Ans - b

.....  
The main issue to be dealt first in such situations relates to .....

- a. Attitudes of people
- b. Training of people
- c. Group behavior
- d. All the above

Ans - c  
.....

In such a situation what is the role that HR professionals can play?

- a. To be a part of implementation team
- b. To act as coordinator/ facilitator in the entire change management process
- c. Since it is a technical issue, HR professional has no role to play
- d. Issue guidelines for time bound implementation of project

Ans - b  
.....

Human Resource Management function does not involve .....

- a. Recruitment
- b. Selection
- c. Cost control
- d. Training

Ans - c  
.....

Which one is not the specific goal of human resource management?

- a. Attracting applicants
- b. Separating employees
- c. Retaining employees
- d. None of the above

Ans - b  
.....

To deal with possible staff resistance the bank should .....

- a. Educate people about the benefits of the initiative to all concerned through effective communication
- b. Provide thorough training to the staff through conducting workshops

- .....
- c. Review the role of branch managers, and replace wherever necessary with the officers having positive outlook
  - d. All the above

Ans - d

.....

For a time bound implementation of the project, which of the personality characteristics of the branch manager will be most suitable?

- a. Type B personality
- b. Type A personality
- c. Depends upon the situation
- d. None of the above

Ans - a

.....

Which of the following is a key HR role as defined by Ulrich et al (2009)?

- a. Personnel administrator
- b. Business ally
- c. Payroll adviser
- d. Organizational geographer

Ans - b

.....

The term 'emotional labour' is associated with which author?

- a. Arlie Hochschild
- b. Stephen Fineman
- c. David Sims
- d. Yiannis Gabriel

Ans - a

.....

What does the term 'financialization' refer to?

- a. A process whereby financial markets and institutions gain greater influence over economic policy, economic outcomes and the elevation of the financial sector over others.
  - b. Bankers' bonuses
  - c. The economic downturn
- .....

d. Labour market insecurity

Ans - a

.....

Identify true statement from the following:

- a. The Child ego state mainly collects information and processes it
- b. The Adult ego state is mainly responsible for creativity, curiosity and reactions to others
- c. The Parent ego state mainly regulates behaviour and nurtures it
- d. None of the above

Ans - c

.....

Identify false (not true) statements from the following:

- a. The role of the HR functionaries has undergone qualitative change
- b. HR functionaries have total responsibilities about the management of Human Resource in the organisation
- c. HR functionaries are responsible for development of HR related systems
- d. HR professionals should have qualifications in HRM

Ans - b

.....

.....is for learning to prepare the individual for a different but identified job.

- a. Training
- b. On job training
- c. Education
- d. Development

Ans - d

.....

Which factor is related to job specification?

- a. Machines tools and equipments
- b. Relation to other jobs
- c. Working conditions
- d. Mental characteristics

Ans - d

.....

Why do some commentators claim that it is unlikely that the UK economy will become a knowledge economy?

- a. The lack of IT education in schools.
- b. Culturally low in intelligence.
- c. Historically low levels of company investment into research and development.
- d. Unions try to prevent knowledge transfer from management level to the broader workforce.

Ans - c

The purpose of this technique is to decrease the boredom of the employees by permitting them to take different tasks.

- a. Job simplification
- b. Job specification
- c. Job rotation
- d. Job description

Ans - c

Which of the following is not a traditional method of performance appraisal?

- a. Management by objectives
- b. Checklist
- c. Graphic Rating Scale
- d. Essay Evaluation

Ans - a

Halsey plan is based on which system of wage payment?

- a. Time
- b. Piece
- c. Incentive
- d. All of these

Ans - a



Scanlon plan is based on which system of wage payment?

- a. Time
- b. Piece
- c. Incentive
- d. All of these

Ans - c

Which approach of industrial relations is focus on non-possession and Satyagrah etc

- a. Psychological approach
- b. Sociological approach
- c. Human Relations approach
- d. Gandhian approach

Ans - d

Preistman's Bonus is not a part of which wage payment system?

- a. Time
- b. Piece
- c. Incentive
- d. Both a and b

Ans - d

The payment of Gratuity act was passed on .....

- a. 1970
- b. 1972
- c. 1974
- d. 1976

Ans - b

In which decade did HRM originate?

- a. 1950s
- b. 1970s

- c. 1980s  
d. 1990s

Ans - c

What are the ideas underpinning 'soft', 'commitment', or 'high-road' HRM practices?

- a. Labour needs to be treated as an asset to be invested in  
b. Employees are a cost which should be minimised  
c. A lack of mutuality existing between employer and employee  
d. A disregard for unlocking discretionary effort

Ans - a

Which consulting company is associated with the concept of talent management?

- a. PriceWaterhouseCoopers  
b. Boston Consulting Group  
c. Deloitte  
d. McKinsey

Ans - d

Why are employers interested in employee engagement?

- a. To encourage employees to trust their managers  
b. To make a quick profit  
c. Because engaged employees are more motivated and prepared to give of their best to make the firm succeed  
d. To make employees work harder for less

Ans - c

Knowles(Nadler) categorised adult learning process in different theories..... Match the followings. a. Mechanistic/behaviourist Theories - i) Equate man with his brain, b. Organicism/humanistic - ii) Learner is passive in the process of learning, c. Cognitive theories - iii) freedom to learn

- a. a-i b-ii c-iii  
b. a-ii b-iii c-i  
c. a-iii b-ii c-i

d. a-ii b-i c-iii

Ans - B

The training and development involves the following : Pick up odd one

- a. Identification of training needs
- b. Conducting the training
- c. Duration of training
- d. Selection and development of trainers

Ans - c

The theories associated with the actual teaching are .....

- a. Learning in employees is enhanced when the learner is motivated
- b. Learning requires feedback
- c. Reinforcement increases the likelihood that a learned behavior will be repeated
- d. Learning must be non transferable to the job

Ans - d

Identify false (not true) statements from the following:

- a. Role ambiguity is caused due to personal inadequacy
- b. Role integrates an individual with an organisation
- c. Each individual occupies and plays several roles
- d. Intra-role conflict leads to role isolation

Ans - a

Identify false (not true) statements from the following:

- a. Human Resource System (HRS) is an independent function
- b. The main task of HRS is to develop enabling capabilities (proactive role)
- c. The main emphasis of HRS is on developing people and their competencies
- d. All managers share the responsibility of human resource management

Ans - a

Identify false (not true) statements from the following:

- a. Personality is the sum total of all that a person has learnt
- b. People have the image of their own and their actions are consistent with their image
- c. Id is the foundation of unconscious
- d. People behaving in a forceful manner in most of the situations can be described as sentimental

Ans - d

Identify false (not true) statements from the following:

- a. Psychoanalytical theory is primarily based on the Freudian concept
- b. Self concept theory believes that personality and behaviour are to a great extent determined by the individual himself
- c. Trait theory explains that most of the traits are common in people
- d. Social learning theory believes that personality development is more a result of social variables than biological factors

Ans - c

This method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

- a. Interview Method
- b. The Questionnaire Method
- c. Brainstorming
- d. Focus Group

Ans - b

This method depends upon recognition that there are differences in the levels of duties, responsibilities and skills required for the performance of different jobs. What method is being talked about here?

- a. Point Method
- b. Grade Description Method
- c. Time Span Method
- d. Ranking Method

Ans - b

.....

Need Hierarchy Theory is propounded by .....

- a. Herzberg
- b. Alderfer
- c. Lewin
- d. Maslow

Ans - d

.....

Morale " The overall tone, climate or atmosphere of work perhaps regularly sensed by the members." is given by .....

- a. W. Edwards Deming
- b. Joseph Juran
- c. Yoder Dale
- d. Karu Ishikawa

Ans - c

.....

Which of the following is the technique of work measurement?

- a. Time study
- b. Analytic estimating
- c. Statistical Samplin Technique
- d. All of these

Ans - d

.....

Which of the following Government Social sector scheme are in operation for strengthening social security?

- a. NRY
- b. EAs
- c. JGSY
- d. All of these

Ans - d

.....

.....

Which greek words are used to derive ergonomics?

- a. Ergon and Enomos
- b. Ergo and Nomos
- c. Ergon and Nomos
- d. Ergo and Enomos

Ans - a

.....

IAMR stands for .....

- a. Indian Applied Management Research
- b. Indian Applied Manpower Research
- c. Institute of Applied Manpower Research
- d. Institute of Applied Management Research

Ans - c

.....

Cost-Benefit Analysis of Human Capital is also named as .....

- a. MRA
- b. CRA
- c. RRA
- d. MACBETH

Ans - c

.....

Which of the following is not a method of recruitment?

- a. Deputation
- b. Employment exchange
- c. Management Institutes
- d. None of these

Ans - d

.....

Which of the following is not a performance appraisal method?

- a. MBO
- b. Field Review

.....

- .....
- c. BARS
  - d. None of these

Ans - d

.....

ESOP stands for .....

- a. Employee stock option Plans
- b. Employee stake option programme
- c. Employee stake option Plans
- d. None of these

Ans - a

.....

According to Maslow Affection and belonging are related to .....

- a. Safety need
- b. Social need
- c. Self-actualisation
- d. Basic need

Ans - b

.....

According to Herzberg status is.....

- a. Maintenance factor
- b. Motivator
- c. Hygiene factor
- d. Both a and c

Ans - d

.....

Integration, Maintenance are which functions of HRM ?

- a. Managerial
- b. Operative
- c. Both a and b
- d. None of these

Ans - b

.....

Who has coined this definition “ Job analysis is a detailed and systematic study of jobs to know the nature and characteristics of the people to be employed on various jobs.”

- a. Edwin Flippo
- b. Stephen P.Robbins
- c. Michael Armstrong
- d. S.S. Khanka

Ans - a

The term ..... is commonly used for those employees whose pay is calculated according to the number of hours worked.

- a. Pay
- b. Reward
- c. Wage
- d. Salary

Ans - c

Troubled students at Central High School are randomly assigned to the five school counselors. The director of counseling has asked for volunteers among the counselors in order to evaluate this assignment policy and to develop a new policy if warranted. The director is implementing

- a. individual stress management
- b. a support group
- c. participation in decision-making
- d. psychological ergonomics

Ans - c

According to Eric Berne, there are typically ..... types of ego states in transactional analysis.

- a. 3
- b. 4
- c. 5
- d. 6

Ans - a



.....

Human Resource Management is primarily concerned with .....

- a. Sales
- b. Dimensions of people
- c. External environment
- d. None of the above

Ans - b

.....

HRM aims to maximize employees as well as organizational .....

- a. Effectiveness
- b. Economy
- c. Efficiency
- d. None of the above

Ans - a

.....

One's belief about who is responsible for the event in one's life refers to .....

- a. Adult ego state
- b. change catalyst
- c. personal efficacy
- d. Locus of Control

Ans - d

.....

Mr. XYZ is working as GM of ABC co. He is trustworthy, open to other's ideas, accept suggestions, have better self awareness, received feedback from others and make more and more disclosures. He will come in which stage of self awareness?

- a. ARENA
- b. BLIND
- c. CLOSED
- d. BLIND

Ans - a

.....

Which stage of career roles signifies the beginning of complex functions?

- a. Apprentic
- b. colleague
- c. Mentors
- d. Sponsors

Ans - c

The concept of howthorne studies was given by .....

- a. Fredrick tylor
- b. Charles Bbbage
- c. Elton Mayo
- d. Peter Duker

Ans - c

Who had not contributed much towards the dimensions of Motivation?

- a. Chiris Argyris
- b. Hanery Foyal
- c. Elton Mayo
- d. Abraham Maslow

Ans - b

Which is not true?

- a. Personnel department is final authority in policy related decisions
- b. Line management is the final authority in performance related decisions concerning promotions.
- c. HR professionals must have qualifications in HRM.
- d. Managing people is a Operational Function

Ans - d

What is the major problem with the theorizing of strategic IHRM?

- a. It becomes obsolete very quickly as change occurs so fast.
- b. It is biased towards western ideas.

- .....
- c. It tends to offer a highly idealized perspective on strategy formulation.
  - d. It fails to incorporate conflict.

Ans - c

.....

How can HRM help to build successful cross-border alliances?

- a. By ensuring that organizations spend 25% of their budgets on cross-border alliances.
- b. By ensuring that a strategy is in place before embarking on a cross-border alliance.
- c. By ensuring that organizations export their ideas to other societies and cultures.
- d. By ensuring that international joint ventures are staffed by high-quality managers.

Ans - d

.....

T-Group Training is a .....

- a. On the job training method
- b. Off-the job training method
- c. Both
- d. None of these

Ans - b

.....

Which of the following is off the job training method?

- a. Job Rotation
- b. Job-Instruction Training
- c. Apprenticeship
- d. Role Playing

Ans - d

.....

Which one of the following is on the job training method?

- a. Conferences
- b. Job-Instruction training
- c. Group Instruction
- d. Programme Instruction

Ans - b

.....

An Italian firm that sells its products around the world, is organized into these divisions: finance, human resources, R & D, marketing, sales, and manufacturing. It is using a ..... strategy.

- a. functional
- b. multinational
- c. hierarchical
- d. global

Ans - a

.....

Pick up the wrong one

- a. Job description is about the job that an employee has to perform
- b. Job specification relates to the requirements in terms of educational qualification, age, experience etc
- c. Job evaluation relates to the comparison between similar jobs within the organization or between organizations or within the industry
- d. All the above

Ans - c

.....

According to ....., Morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate.

- a. Edwin Flippo
- b. Yoder Dale
- c. Elton Mayo
- d. Narain

Ans - a

.....

To involve employees in a planned organizational change and to gain their support of the change process, an organization can use

- a. statistical forecasting
- b. focus groups and hot lines
- c. observation research
- d. replacement planning and social audits

Ans - b

.....

.....

According to Two-Factor theory which of the following is hygiene factor?

- a. Possibility of growth
- b. Job content
- c. Salary
- d. Responsibility

Ans - c

.....

According to Herzberg's motivation hygiene theory which of the following is motivation factor?

- a. Advancement
- b. Working conditions
- c. Status
- d. Interpersonal relations with supervisors

Ans - a

.....

According to Hygiene theory of motivation maintenance which factor is maintenance factor .....

- a. Technical supervision
- b. Interpersonal relations with peers
- c. Interpersonal relations with supervisors
- d. All of these

Ans - d

.....

Who has propounded ERG theory?

- a. Maslow
- b. Adam
- c. Clayton Alderfer
- d. Porter and lawler

Ans - c

.....

Three needs theory is associated with .....

- a. Mc Gregor
  - b. McClelland
- .....

- c. James  
d. H.A. Murray

Ans - b

.....  
A company should begin to implement an organizational change .....

- a. after the strategic plans have been developed  
b. once resistance to change has been dealt with  
c. as it develops its strategic plan  
d. once the change strategy has been evaluated

Ans - c

..... indicates the specific duties to be performed by the worker and the circumstances under which these duties are to be performed.

- a. Job Descriptions  
b. Job Specifications  
c. Role  
d. Job analysis

Ans - d

.....  
The practice in which 'senior executives periodically review their top executives and those in the next-lower level to determine several backups for each senior or key position in the firm' is termed as:

- a. Performance appraisal  
b. Succession planning  
c. Management development  
d. Training

Ans - b

.....  
Which of the needs (under McClelland theory of motivation) is most satisfied while successfully implementing the project?

- a. Need for affiliation  
b. Need for Power  
c. Need for Achievement

.....  
d. None of the above as it is a mechanical and routine job

Ans - a  
.....

The most important quality needed for success as per the current thinking is .....

- a. Intelligence Quotient
- b. Emotional Quotient
- c. good looks
- d. good manners

Ans - b  
.....

In India, wages are classified as 3 types, identify the non-applicable one from the list given below.

- a. Minimum wage
- b. Collective Wage
- c. Fair wage; and
- d. Living wage

Ans - b  
.....

Transfer of learning to workplace take place at which level of evaluation of training?

- a. Reaction Level
- b. Learning Level
- c. The behavior level
- d. Function level

Ans - c  
.....

Which label can be applied for the purpose of facilitating communication, in learning for growth of the individual not related to a specific present or future job ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans – c  
.....

Who was an early advocate of "Division of labour"?

- a. Fredrick tylor
- b. Charles Babbage
- c. Elton Mayo
- d. Robert Owen

Ans - b

Which is not a sub-system of HRM?

- a. Administration
- b. Maintenance
- c. Credit
- d. Development

Ans - c

Which of the following industries in India was the first to use the term "Personnel Officer"?

- a. Insurance
- b. Banks
- c. Chemical and Pharmaceutical
- d. Steel

Ans - c

The focus of Human Resource Management revolves around .....

- a. Machine
- b. Money
- c. Men
- d. None of the above

Ans - c

Demand for human resources and management is created by .....

- a. Expansion of industry
- b. Shortage of labor



- .....
- c. Abundance of capital
  - d. None of the above

Ans - a

.....

Which is said to be the beginning stage of career?

- a. Mentor
- b. Apprentice
- c. Colleague
- d. Sponsor

Ans - b

.....

According to Dalton, Thomson and Price, career roles are divided into ..... categories.

- a. 2
- b. 3
- c. 4
- d. 5

Ans - c

.....

The above case displays that staff is facing .....

- a. Role ambiguity
- b. Role erosion
- c. Role overload
- d. Personal inadequacy

Ans - d

.....

According to Gilmore and Williams, what type of organization does much of the literature focus on?

- a. Unions
- b. Businesses
- c. Service providers
- d. Governments

Ans - b

.....

According to Gilmore and Williams the employment-related legislation that has been enacted over the last two centuries has followed what trend?

- a. To carry out directives that improves the wider community and society.
- b. To improve working conditions for workers.
- c. To balance the unequal power relationship between employers and workers.
- d. To increase training and development of workers.

Ans - c

A common way of determining a fair reward might be one based on .....

- a. Friendship
- b. Contribution
- c. Merit
- d. Heritage

Ans - c

What is the device that John Rawls proposed in his book 'A Theory of Justice' (1973)?

- a. Veil of compassion
- b. Veil of ignorance
- c. Veil of disseat
- d. Veil of deception

Ans - b

Why does the shareholder value perspective argue that it makes good sense from a business point of view not to discriminate between individuals?

- a. Because of the potential costs of anti-discriminatory tribunals.
- b. Because it will create a negative corporate image.
- c. Because it will affect international links and relations.
- d. Because an organization will be outperformed without diverse talent.

Ans - d

Positive discrimination is unlawful in which country?

- a. UK
- b. France
- c. US
- d. Republic of Macedonia

Ans - a

.....

Why might equal opportunity be hard to export to some countries?

- a. Language barriers
- b. Cultural differences
- c. Lack of formal education system
- d. The barriers to equal opportunity are just too great

Ans - b

.....

The Cadburys case found in the text, illustrates the increasing influence of what trend?

- a. Environmental policies
- b. Developmental economic policies
- c. Changes in food policy
- d. Internationally mobile firms

Ans - c

.....

The institutional approach is not rooted in which academic discipline?

- a. Psychology
- b. Politics
- c. Sociology
- d. International Relations

Ans - a

.....

What is the main problem with the life-cycle approach to strategic IHRM?

- a. The assumption that firms progress through a defined stages in a specific order.
- b. It does not explain what happens when the organization comes to the end of its life.

.....

- .....
- c. The assumption that firms will grow.
  - d. It focuses too little on the international context.

Ans - a

.....

State True or False: 1. 'Human Resource Management' focus is proactive in nature and pays attention to employee satisfaction. 2. The 'Personnel Management' philosophy is relied on the Theory X approach.

- a. Statement 1 is false and statement 2 is false
- b. Statement 1 is true and statement 2 is false
- c. Statement 1 is false and statement 2 is true
- d. Statement 1 is True and statement 2 is True

Ans - d

.....

The following four steps for HR planning are being given by Wickstrom.

- a. 1. Job Analysis 2. Recruitment 3. Selection 4. Induction.
- b. 1. Forecasting 2. Making an inventory of present manpower resources 3. Anticipating manpower problems 4. Planning.
- c. 1. Analysis 2. Projecting 3. Hiring 4. Retaining.
- d. 1. Planning 2. Directing 3. Controlling 4. Implementing

Ans - b

.....

Incentive systems proposed by Kautilya are .....

- a. Saama, daana, danda, maya
- b. Sarasa- saama- daana- bheda- danda- catura
- c. Shreni- Saama- Bheda-danda- catura
- d. Saama-daana-danda-catura

Ans - b

.....

competitive advantage that is derived from human resources is sustainable for a company when it(s)

- a. uses a centralized program of close supervision
  - b. employees have some rare or specialized skill not easily copied
  - c. has a newly-created organizational culture
- .....

d. product is intangible

Ans - b

The two sources of recruitment are .....

- a. Newspaper and Consultants
- b. Campus and Employment Exchange
- c. Transfer and References
- d. Internal and External

Ans - d

To carry on its work each organization needs personnel with the ....., .....

- a. Age, Experience
- b. Knowledge, Skill
- c. Age, Recommendation
- d. Reference, Experience

Ans - b

Which of the following statements about arbitration is true?

- a. Binding arbitration can lead to a trial if both parties are not satisfied with the decision.
- b. The neutrality of the arbiter is guaranteed by the selection process.
- c. The process of arbitration follows the same rules as used in a court case.
- d. Disputes are open to public view as soon as the involved parties agree to the arbitration.

Ans - d

Objectives of HRM is mainly related to understand .....

- a. the fundamentals of HRM.
- b. Customer and Staff behaviour.
- c. The comprehensive perspective of HRM & relationship with HRD.
- d. The role of HR professionals & development of HR functions.

Ans - b

Which is true regarding functions & structure of HRM & HRD ?

- a. There is no conflict between the two.
- b. There is difference only in the approach and emphasis.
- c. HRM is the sub-system of HRD
- d. HRM deals routine functions & HRD functions emphasize on change management process.

Ans - c

Which theories hold that learning occurs only when learners have the 'freedom to learn'?

- a. Organismic Theories
- b. Mechanistic Theories
- c. Cognitive Theories:
- d. Behaviourist Theories

Ans - a

Which one of the following becomes a creative factor in production?

- a. Land
- b. Capital
- c. Consumers
- d. Human Resources

Ans - d

Attitude can be classified into three basic components. Which is not one among them?

- a. Emotional
- b. Formal
- c. Informational
- d. Behavioural

Ans - B

Which label can be applied for the purpose of facilitating communication, in an individual's preparation for an identified job in a not-too-distant future ?

- a. Training

- .....
- b. Education
  - c. Development
  - d. None of the above

Ans - b

.....

When the adult education is organized with the model (for children), it is known as .....

- a. Child modeling
- b. Andragogy
- c. Pedagogy
- d. paragogy

Ans - c

.....

In today's rapidly changing and highly competitive business environment, HR professionals need to understand that the trend is towards

- a. delegation of fewer responsibilities to subordinates
- b. more formalization of policy
- c. less flexibility and autonomy
- d. greater decentralization

Ans - d

.....

Which of the following statements regarding managing in the global arena is most accurate?

- a. Managers must realize that culture shapes the preferences and behaviors of their stakeholders.
- b. A successfully-managed company can export its management method to another culture and expect to be successful there.
- c. A good manager will make a good decision, even if he or she is working in an unfamiliar culture.
- d. Managers who work in individualistic cultures must provide indirect feedback for it to be accepted.

Ans - a

.....

..... and ..... are associated with the Hawthorne studies.

- a. Dale Yoder and Henemen
  - b. Elton Mayo and F.J. Roethlis Berger
  - c. Maslow and Herzberg
- .....

d. Taylor and Smith

Ans - b

State True or False: 1.The Organizational Sciences approach to human resources management has brought the focus to the scientific process within organizations that can impact employee experience, and less on just the individual. 2. The Scientific Management approach was a key part of the industrial revolution typical of the nineteenth and early twentieth century Select the correct option:

- a. 1 is True and 2 is True
- b. 1 is False and 2 is False
- c. 1 is True and 2 is False
- d. 1 is False and 2 is False

Ans - a

A Human Relations program represents an attempt at improving employee ..... and ..... through an improved three way communication.

- a. Pay and Bonus
- b. Working hour and Attendance
- c. Morale and Motivation
- d. Commitment and Tenure

Ans - c

The industrial relations activity of a personnel officer includes .....

- a. Recruiting , interviewing
- b. Grievance handling , contract Negotiations
- c. Transfer, Termination
- d. Leadership, motivation

Ans - d

Which is a basic element of a job?

- a. Job
- b. Task
- c. Role



d. Work

Ans - b

.....

Who is called as the founder of scientific management approach?

- a. Charles Babbage
- b. Elton Mayo
- c. Fredrick taylor
- d. Peter Duker

Ans - c

.....

What is the main reason why managers have become so interested in the absence rates of their employees?

- a. Duty of care
- b. Reducing labour costs
- c. Ethical concerns
- d. Avoidance of legal action

Ans - b

.....

Negotiations are an important aspect of the collective-bargaining process, what do they ensure?

- a. That conflict is contained within manageable boundaries.
- b. Agreement between all parties involved.
- c. That conflict is always resolved.
- d. It achieves a set of lasting agreements.

Ans - a

.....

Grievance procedures are designed to resolve the grievances of whom?

- a. Employee
- b. Employer
- c. Customer
- d. Manager

Ans – a

.....

According to Edwards (2005) prior to which decade did few organizations have written procedures for dealing with grievances and disciplinary issues?

- a. 1950s
- b. 1960s
- c. 1970s
- d. 1980s

Ans - b

Who has encouraged managers to use their own internal formal grievance and disciplinary procedures?

- a. Academics
- b. Policy-makers
- c. Unions
- d. Employees

Ans - b

What are generally the most common reasons for employee grievances?

- a. A breakdown of relationships
- b. Poor catering facilities
- c. Inadequate IT systems
- d. Allegations of bullying and harassment

Ans - d

What are 'compromise agreements'?

- a. An agreement between an employee's line manager and their human resources manager over how to approach a disciplinary hearing.
- b. Agreements between an employee, generally upon leaving their job, and their employer where they agree not to pursue a claim for legal redress in return for financial compensation.
- c. An agreement whereby a trade union promises not to take industrial action over an employee's grievance.
- d. A agreement reached between the senior management team of an organization concerning the details of its disciplinary policy.

Ans - b

Which German philosopher was a great proponent of deontological ethics?

- a. Nietzsche
- b. Marx
- c. Kant
- d. Hegel

Ans - c

The goal of producing 'the greatest good for the greatest number' is an idea from what school of ethics?

- a. Utilitarianism
- b. Deontology
- c. Libertarianism
- d. Marxism

Ans - a

What is a significant problem with both 'act' and 'rule' utilitarianism?

- a. Ethnocentricity
- b. Complexity
- c. Intolerance
- d. Injustice

Ans - d

Which label can be applied for the purpose of facilitating communication, to improve the performance of individual on his present job ?

- a. Training
- b. Education
- c. Development
- d. None of the above

Ans - a

Which theories state that the learner is passive in the process of learning ?

- a. Organismic Theories

- b. Mechanistic or Behaviourist Theories  
c. Cognitive Theories:  
d. Humanistic Theories

Ans - b

The concept of howthorne studies was given by...

- a. Fredrick tylor  
b. Charles Bbbage  
c. Elton Mayo  
d. Peter Duker

Ans - c

Which encompasses socio-psychological relationship ?

- a. Job  
b. Task  
c. Role  
d. Work

Ans - d

Which theories equate man with his brain ?

- a. Organismic Theories  
b. Mechanistic or Behaviourist Theories  
c. Cognitive Theories  
d. Humanistic Theories

Ans - c

Inequality is good; everyone has a place; some are high, some are low • Most people should be dependent on a leader, • The powerful are entitled to privileges, and • The powerful should yield their power According to Dutch scientist, Geert Hofstede model these are the characteristics of which dimension? Select the correct option

- a. Uncertainty Avoidance  
b. Individualism

- c. Power distance
- d. Masculinity

Ans - c

.....

A Job Analysis record includes the preparation of ..... and .....

- a. Role and Task
- b. KRA and Appraisal
- c. Job Description , Job specification
- d. Training Needs and Application Blank

Ans - c

.....

State true or false 1. Each organization needs competent staff with the necessary qualifications, skills, knowledge, work experience and aptitude to perform work. 2. Manpower planning is also needed in order to identify an organizations need to reduce its workforce. Select the correct option

- a. 1 is True,2 is False
- b. 1 is False, 2 is True
- c. 1 is True. 2 is True
- d. 1 is False, 2 is False

Ans - c

.....

A person with ..... locus of control is geared to look for resources around him, anticipate events and doesn't wait for things to happen.

- a. External
- b. Internal
- c. Patent
- d. Providential

Ans - b

.....

John Holland present 06 theories of personality job fit or matching job with their personalities. Which is not one among them?

- a. Realistic
  - b. Specialist
- .....

- c. Social  
d. Conventional

Ans - b

What proportion of countries around the world have no comprehensive equality laws in place?

- a. 20 per cent  
b. 40 per cent  
c. 60 per cent  
d. 80 per cent

Ans - d

The glass ceiling is a term referring to?

- a. Poor health and safety  
b. Advancement of women  
c. Advancement of an employee is limited due to discrimination  
d. Good promotion prospects

Ans - c

Difficulties in defining bullying, have led to the development of what types of initiatives?

- a. Dignity-at-work  
b. Anti-bullying at work  
c. Decency and cooperation  
d. Decency-at-work

Ans - a

The term Performance management was first used in which decade by Beer and Ruh?

- a. 1960s  
b. 1970s  
c. 1980s  
d. 1990s

Ans - b

What is positive action?

- a. Arrangements which enable those who come from disadvantaged or excluded groups to compete on more equal grounds in employment.
- b. Sanctions for those who discriminate against others.
- c. Unlawful.
- d. A government scheme helping people suffering from labour market disadvantage.

Ans - a

.....

Which theory concerns the use of objectives to manage performance?

- a. Probability theory
- b. Goal theory
- c. Results theory
- d. Outcomes theory

Ans - b

.....

The early models of HRM acknowledged that increasing demands on organizations and organizational managers meant a greater focus on tackling what effectively?

- a. Employee performance
- b. Strategy
- c. Appraisals
- d. Life-time learning

Ans - a

.....

..... theories equate man with his brain, based on the proposition that one thing that distinguishes human beings from other living things is that they possess brains that are capable of critical thinking and problem solving.

- a. Cognitive Theories
- b. Behaviourist Theories
- c. Organismic Theories
- d. Humanistic Theories

Ans - a

.....

Boxall and Purcell's People and Performance model uses the formula performance = f(A, M, O). What do the A, M, O stand for?

- a. Acumen, method and orientation
- b. Aptitude, operations and mental agility
- c. Ability, motivation and opportunity
- d. Accuracy, moral and outlook

Ans - c

The Thayer and McGhee model has following three factors.

- a. Financial, Political, Social analysis
- b. Organization, Task, Man analysis
- c. Quality, Production, operation analysis
- d. Markovian, Ratio, Trend analysis

Ans - b

Taylor believed that workers would be motivated by "Rabble Hypothesis". This assumption of Taylor are based on .....

- a. Need for security
- b. Social fulfillment
- c. Challenging job
- d. Need for money

Ans - d

Why is job analysis so infused with organizational politics? Is it .....

- a. Because it is a process which could lead to contraction of employees in a department and therefore diminishing its power base.
- b. A result of interdepartmental rivalry.
- c. Because it is not an objective activity.
- d. Because it is a process through which companies try to shed labour.

Ans - a



.....

Selection is concerned with .....

- a. The activity to select a suitable pool of candidates.
- b. Always being stimulated by the departure of an employee.
- c. Always ascertaining a candidate's personality to ensure a suitable fit.
- d. Applying appropriate techniques and methods to select a candidate.

Ans - d

.....

Which activities are not associated with workforce planning?

- a. Forward planning reviewing internal and external labour supply
- b. Assessing capability of workforce to develop any requisite skills
- c. Time keeping
- d. Identifying areas where recruitment will be needed

Ans - c

.....

What do rational processes to recruitment and selection typically ignore?

- a. Labour market demand
- b. Wages
- c. The time it takes to get to work
- d. The use of power and micropolitics by managers

Ans - d

.....

Which is the most popular method of recruiting applicants to jobs?

- a. Radio and TV advertisement
- b. Corporate website
- c. Employee referral schemes
- d. Commercial job boards

Ans - b

.....

Which selection method remains the most used by organizations?

- a. Interviews
- b. Ability tests

.....

- c. References  
d. A trial period

Ans - a

Which items below are forms of perceptual errors made during the selection process?

- a. Like-me judgements  
b. A candidate's time-keeping  
c. The interview setting  
d. The time of day

Ans - a

Which of the below is a form of interview used in candidate selection?

- a. The appraisal interview  
b. The competency based interview  
c. The disciplinary interview  
d. The return to work interview

Ans - b

The interview is used as a method for determining?

- a. The personality of the candidate.  
b. The degree of fit between the applicant and the demands of the job.  
c. His/her age.  
d. Physical attributes.

Ans - b

What is the main reason employers give why employees are not fully proficient?

- a. Lack of experience  
b. Over qualified  
c. Lack of numeracy skills  
d. Lack of literacy skills

Ans - a

According to the Leitch Review of Skills (2006), the ability of firms to succeed in the face of growing international competition depends increasingly on:

- a. Work culture
- b. Relaxed legal system
- c. Good infrastructure
- d. Skilled labour

Ans - d

According to Gold (2007) where does the demand for skills tend to originate?

- a. Employees
- b. Government policies
- c. Strategic-level decision-makers
- d. Union representatives

Ans - c

What best describes the Conservative governments' approach to learning in the 1980s?

- a. Entrepreneurial
- b. Passive
- c. Voluntarism
- d. Proactive

Ans - c

Which of the stages below are part of the Systematic Training Cycle?

- a. Analyse operating conditions
- b. Design training
- c. Deliver on time
- d. Evaluate customer feedback

Ans - b

The value a person assigns to his desired reward is called .....

- a. Perk

- .....
- b. Pay
  - c. Salary
  - d. Valence

Ans - d

.....

Some times an individual may not be clear about the various expectations that people have from his role and this causes .....

- a. Role stagnation
- b. Inter-role distance
- c. Role ambiguity
- d. Role-set conflicts

Ans - c

.....

The general feeling of fellowship that prevails in the workgroup atmosphere, prevalence of information supporting cultural and social groups comes in which type of climate survey?

- a. Identity
- b. Structure
- c. Risk
- d. Warmth

Ans - d

.....

The National Commission of Labour states that complaints affecting one or more individual workers in respect of their wage payments, overtime, leave, ....., ..... seniority, work assignment, and discharges would constitute grievances.

- a. Appointment, Dismissal
- b. transfer, promotion
- c. Pay, Promotion
- d. Incentive, Punishment

Ans - b

.....

Type B personality depicts the following .....

- a. Does several things at one time
- .....

- b. Feels guilty when relaxing
- c. Gets irritated at minor mistakes
- d. Is not impatient

Ans - d

.....

A speaker in a seminar was commenting that people of a particular country cannot be trusted for business. He was showing the following life position

- a. I am OK – You are OK
- b. I am OK – they are not OK
- c. I am OK - You are OK-they are not OK
- d. None of the above.

Ans - c

.....

State whether the above statements are true or false

- A .Id is the foundation of the unconscious.
  - b. Caring boss displays a Nurturing Parent ego state
  - c. Personality is a sum total of all that a person has learnt.
  - d. We have an image of our own and our actions are consistent with that image
- a. All true
  - b. All false
  - c. A & B are true
  - d. C & D are true

Ans - a

.....

The primary purpose of 'Training' is .....

- a. Learning related to present job
- b. Learning to prepare for a different but identified job
- c. Learning for growth of the individual not related to any specific job
- d. Motivating employees for better performance

Ans - a

State True or False: 1. the Mines Act, 1952, empowers the Government to specify employment of welfare officer/officers 2. Under the Factories Act, 1948, employers had to employ a Welfare Officer in a factory employing 500 or more workers. 3. Oppression and poor working conditions prevailed in all industries and intensified in the tea estates this prevailed till the enactment of the Factory Act of 1881 4. Under the Factories Act, 1948, employers had to employ a Welfare Officer in a factory employing 1000 or more workers. Select the correct option

- a. only 1 is true
- b. only 1,2 & 3 are true
- c. only 4 is true
- d. only 1,3 & 4 are true

Ans - c

Match the profession with correct varna according to the "varna shram" (a) Fighting (i) Brahmins (b) Manual work (ii) kshatriyas (c) Trade and Business (iii) shudras (d) Teaching (iv) vaishyas. Choose correct option:

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

Ans - d

Following are the steps of Grievance handling; they are not given in proper sequence. I. Analyze and divide II. Follow up III. Receive and define the nature of the dissatisfaction IV. Get the facts V. Apply the answer Choose the correct sequence from the options given below.

- a. V, ii, iv, iii, I
- b. iii, iv, i, v ,ii
- c. i. iii. iv. ii. v
- d. i. ii. v. iv. iii

Ans - d

The compensation paid to the Clerical and Administrative employees is commonly referred to .....

- a. Wages
- b. Salary
- c. Perks

d. Fees

Ans - b

.....

MBO process does not involve .....

- a. Setting Goals
- b. Seeking Participation
- c. Exchanging Feedback
- d. Appraisal of Employees

Ans - d

.....

Rational Economic View is referred to as .....

- a. Equity theory
- b. Scientific Management
- c. Human Relations Model
- d. Need Hierarchy Theory

Ans - b

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## **ALL THE VERY BEST FOR YOUR EXAMS**

# **SAMPLE QUESTIONS FOR CAIIB HUMAN RESOURCES MANAGEMENT**

Though we had taken enough care to go through the questions, we shall not be responsible for any loss or damage, resulting from any action taken on the basis of the contents. We advise everyone to update yourself with the latest information through RBI website and other authenticated sources. In case you find any incorrect/doubtful information, kindly update us also (along with the source link/reference for the correct information) as lot of questions were shared by many people.

October 2019

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