NTA UGC NET

HRM

SOLVED SAMPLE PAPER

(English Medium)

* **DETAILED SOLUTIONS**
* **NEW SYLLABUS**
* **NEW PATTERN**

UGC-NET	HRM. P-II	FMTP

MOCK TEST PAPER

- **PAPER - II**   *This paper contains 100 objective type questions.*

  Each question carries 2 marks.

  Attempt all the questions.

- *Pattern of questions   :   MCQs*
- *Total marks   :   200*
- *Duration of test   :   2 Hours*

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1.   In the _____ method of performance appraisal, the appraiser prepares a document analyzing and describing the performance of an employee.

   (1) Ranking   (2) Essay   (3) MBO   (4) Critical Incident.

2.   Training loses its meaning if learning is not applicable at work. Which of the following alternatives is not a method of minimizing the transfers of learning problem?

   (1) Modifying training programs to incorporate the latest advancement in the area.

   (2) Increasing similarity between training and job.

   (3) Standardizing training sessions for all employees in the organization.

   (4) One of the ways in which the transfer -of- learning problem can be minimized is by customizing training sessions to match the requirements of participants.

3.   ___takes place in the real job environment where the trainee is exposed to actual work situation.

   (1) On -the-job training   (2) Case exercise.

   (3) Off-site-training   (4) Job Instruction training

4.   According to JH Richardson, _____takes place when a number of workers enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people ?

(1) Voluntary arbitration

(2) Adjudication

(3) Workers participation

(4) Collective bargaining.

5. In collective bargaining, the negotiation process start s with _____.

(1) Understanding and interpreting on existing contract.

(2) Submission of demand of the trade union to the management.

(3) Circulation of the terms of the contract and agreement reached to all the employees.

(4) Intervention of the government or its representative to help resolve the dispute.

6. Autocratic manager in an organization encourages_____?

(1) True Participation

(2) Pseudo - participation

(3) Ego - involved participation

(4) Both (1) and (3)

7. The favorable outcomes of participation in an organization are all of the following except _____?

(1) Improvement in the quality and quantity of output.

(2) Discovery of innovative ways of doing things.

(3) Use of employees creativity.

(4) All of the above.

8. _____ can be defined as a process in which a formerly neutral stimulus, when paired with an unconditional stimulus, becomes a conditioned stimulus that elicits a conditional response.

(1) Classical conditioning

(2) Operant conditioning

(3) Instrumental conditioning

(4) None of these

9. Ravi was playing in the play ground adjacent to his house with a ball. Suddenly he stepped on a nail and started screaming. This is an example of_____.

(1) Classical conditioning

(2) Instrumental conditioning

(3) Operant conditioning

(4) None of these.

10. Mr. Prakash Mehta is the customer relations manager at a telecom services company. He is known for his ability to deal with clients and employees in an effective manner. What is this quality of Mr. Mehta known as?

(1) Conceptual skills   (2) Technical skills

(3) Human skills   (4) Both (1) and (2)

11. One of the benefit of quality of work life programs is that employees can balance their work life and personal life better thereby reducing _____ .

(1) Stress   (2) Job Security

(3) Employee participation   (4) Personal/ Professional development.

12. Indian Infotech Ltd. has officers in Mumbai and New York. Its compensation structure is such that software developers working in these two locations have different wage packages. This wage differentiation may be termed as an example of _____ differences.

(1) Location differences   (2) Cultural differences

(3) Time zone differences   (4) None of these

13. ____are the rewards an employee receives for his/ her employment and position in the organization.They include scholarship for employee's children, reimbursement of medical expenses incurred by the employee and family repaid vacations for the employee with his family.

(1) Intrinsic reward   (2) Non - Financial reward

(3) Benefits   (4) Incentives.

14. If there is incompatibility in the goals and expectations of the management, the employees, and the union, then grievances might result in _____.

(1) Arbitrations   (2) Lock - out

(3) Amicable settlement   (4) Conflicts

15. Helix creative works gives more importance to the quality of work done by its employees rather thanthe quantity. The nature of work in the company is such that it can not be easily standardized .A basic wage plan that would be appropriate for the company is a_____.

(1) Time - wage plan   (2) Broad Banding

(3) Skill - based pay   (4) Competency based pay.

16. X Ltd. decides to promote Ravi Sharma, a software developer, to the position of senior software developer and also pay him a bonus, for having successfully completed a very challenging project.This is an example of _____ reward.

(1) Non - financial (2) Intrinsic

(3) Extrinsic (4) Total

17. Which of the following is not an environmental hazard resulting from improper safety measures?

(1) Noise (2) Stress

(3) Radiation (4) Improper atmospheric condition.

18. _____ is the largest known cause of occupational disease like being cancer and mesothelioma.

(1) Carbon dioxide (2) Asbestos

(3) Steel (4) Carbon monoxide.

19. Identify the factor which is not a determinant of safety & health program to be formulated in a company.

(1) Size of the plant

(2) Nature of industry

(3) Production technology

(4) Market share of the company's product.

20. _____ may be defined as "a formal method of providing an opportunity to every member of the organization to contribute his/her brain and ingenuity as well as his/her physical efforts to the improvement organizational effectiveness."

(1) Collective bargaining

(2) Trade Unionism

(3) Worker's participation in management

(4) Industrial dispute prevention machinery.

21. The_____ provided for the setting up of "works committees" consisting of repre-sentatives of both the management and the workers.

(1) Industrial Disputes Act, 1949.

(2) Industrial policy Resolution, 1956.

(3) Indian Labor conference, 1957.

(4) Indian Trade Unions Act, 1926.

22. A/An _____ can be defined as a sequence of positions, roles of jobs held dry one person over a relatively long time span.

(1) work   (2) profession

(3) Occupation   (4) Career

23. There are certain distinct elements of career planning. These include
_____.

i) Career Polarization

ii) Need opportunity alignment

iii) Individual asse ssment and need analysis

iv) Organizational asse ssment and need analysis

(1) i, ii & iii   (2) i, ii & iv

(3) ii, iii & iv   (4) all of the above

24. ____can be defined as logical progression between jobs, or form are job to
target position.

(1) Need analysis   (2) Career Counseling

(3) Career path   (4) Opportunity analysis

25. MBO is more useful for appraising the performance of a particular category of
employee. Who are they?

(1) Shop floor workers   (2) Contract workers

(3) Clerical staff   (4) Managers & Professional

26. ____ is described as a method of human interaction involving realistic behavior
in imaginary situations.

(1) Experimental Exercise   (2) Role Playing

(3) Vestibule training   (4) Apprenticeship

27. _____ is an important activity in any business as it helps in making a roadmap
for achieving organizational objectives.

(1) Communications   (2) Planning

(3) Training   (4) Monitoring Performance

28. Analytical skills help a manager to _____

(1) Make public presentation effectively.

(2) Evaluate the available opportunities in the external environment.

(3) Co- Ordinate the activities of group of employees.

(4) Motivate team & employees.

29. The behavior that is expected from an individual associated with a particular job is known as

(1) Role   (2) Value   (3) Duty   (4) Norm.

30. Every work group has it own Norms. Norms are _____

(1) The unwritten rules that convey to the members what they ought to do and ought not be do under given circumstances.

(2) A positive perception of the employer in the mind of employee.

(3) Shared meaning held by members that distinguish one organization from the other

(4) None of above

31. An employee who rejects most of the organizational norms and rules is known as a/an _____.

(1) Radical   (2) Rebel

(3) Insurgent   (4) Conformist

32. Rajesh works as a data entry operator in a small firm. Everyday he reaches office ten minutes late.This act of misconduct of Rajesh can be classified as a/an

(1) Minor infraction   (2) Major infraction

(3) In tolerable offence   (4) Disciplinary action

33. Name the Act which aimed at providing uniform and stable conditions of service by making a set of certified standing orders binding on the employer and the employees, in every industrial establishment.

(1) Factories Act, 1948

(2) Code of discipline

(3) Model Standing orders

(4) Industrial employment Act, 1946

34. Under ____ functions, trade unions fight with employers to protect and further the economic interest of their members

(1) Fraternal   (2) Social

(3) Instramural   (4) Ancillary

35. ____refers to an employee's answerability while using authority in discharging a responsibility.

(1) Delegation.   (2) Authority

(3) Accountability   (4) Responsibility.

36. Career____is the degree to which employee can cope with problems affecting their work.

(1) Insight   (2) Values

(3) Identity   (4) Resilience.

37. _____is a managerial function of the HR department that channelizes all the available resources towards the common organizational goals, and also involves coordination between different departments to ensure maximum utilization of all resources.

(1) Planning   (2) Staffing

(3) Directing   (4) Controlling.

38. Some employees may reach a stage in their careers when they feel that there is nothing left to achieve, this situation is also known as ____.

(1) Career drift   (2) Career anchor

(3) Career path   (4) Career plateau

39. Final and the most important step of a career planning program is _____, where the supervisor,along with the HR department, communicates to the employee the available opportunities and discusse s the employee's aspirations and competencies.

(1) Career Counseling

(2) Need opportunity alignment.

(3) Individual asse ssment and need analysis.

(4) Organizational asse ssment and opportunity analysis.

40. The workers in _____ are experienced and work on a single trade or possess similar skills, training and specialization.

(1) Craft unions   (2) General unions

(3) Industrial unions   (4) Staff unions.

41. In _____ type of organization, people who have traditionally held power continue to do so.

(1) Compliance organization   (2) Club organization

(3) Exclusionary organization   (4) Affirmative action organization.

42. The basic premise of employee stock plans is that, giving a stake in the company is the best way of rewarding employees so that they put in their best performance, when they own a part of the company. Which of the following is not an employee stock plan.

(1) Premium Priced Options   (2) Combination plan.

(3) Phantom stock   (4) Employee Stock Purchase Plan.

43. Grievances of the employees, if not dealt immediately, can hamper the work progress in an organization by leading to conflicts _____ is not a primary way in which conflicts may be ideally dealt with.

(1) Accommodation   (2) Suppression

(3) Arbitration   (4) Problem solving

44. Administering discipline, according to Mc-Gregor's red-hot stove rule, should be ____implying that discipline should be enforced and ensured across every employee and every situation.

(1) Immediate   (2) Personalized.

(3) Consistent   (4) Foreseeable.

45. Design and implementation of organizational health programs to educate employees on ways to improve and maintain their health has a direct impact on the organization in terms of _____.

(i) Reduction of absenteeism.

(ii) Reduction in employee turnover.

(iii) Enhancement of workers' skill.

(iv) Improvement in work environment.

(1) (i) & (ii)   (2) (ii) & (iii)

(3) (iii) & (iv)   (4) (i) & (iv)

46. Different acts of indiscipline require different types of disciplinary actions based on their severity and gravity. Which of the following is the first stage in formal disciplinary procedure and is administered when oral warning fails?

(1) Dismissal   (2) Suspension.

(3) Written warning   (4) Demotion.

47. If employee grievances are not dealt with immediately and in accordance with a procedure that secures re spect to all parties, it can result in a climate of industrial conflict. Identify the factors that might lead to employee grievance.

(i) Unpleasant relationships with supervisor (s) and other colleagues.

(ii) Job assignments that match employee aptitude of skill.

(iii) Denial of leave, overtime, or other benefits.

(iv) Unhealthy/ harmful working condition.

(1) O nly (i), (ii) & (iii) (2) Only (ii), (iii) & (iv)

(3) Only (i), (iii) & (iv) (4) All of the above.

48. Which of the following structure is characterized by small span of control, large no. of layers in the management and complex organizational structure?

(1) Tall Structure (2) Flat Structure

(3) Simple structure (4) Both (2) & (3)

49. In which of the following organizations is upward communication nominal?

(1) Simple structured organization

(2) Bureaucratic organization.

(3) Matrix organization

(4) Both (1) and (3)

50. The R-S connection in learning deals with.

(1) Classical conditioning (2) Respondent conditioning

(3) Operant conditioning (4) Either (1) & (2)

51. Interest free loans provided by companies to their employees, are an example of _____.

(1) Benefits (2) Incentives

(3) Bonus (4) Performance based rewards.

52. Some accidents take place as a result of defects in the machinery at the work place. Such accidents are attributed to _____ errors.

(1) Human (2) Technical

(3) Training (4) Psychological

53. ____is not among the popular techniques used by quality circles to identify, analyze and solve the various problems that come across in the workplace.

(1) Fish bone diagram

(2) Brain stroming session

(3) Sampling charting method

(4) Critical incident technique

54. Acc. to which approach industrial relations, most of the problems in industrial relations arise due to the difference in perceptions and attitudes of the management and the workers?

(1) Gandhian   (2) Human relations

(3) Psychological   (4) Sociological

55. MPDQ stands for ?

(1) Managers position description questionnaire.

(2) Management position description questionnaire.

(3) Managers performance description questionnaire

(4) None of these.

56. Which of the following statement is false?

(1) The ERP operates in a client server environment.

(2) ERP streamlines the organization from the back office to the board room.

(3) The ERP solution providers are only MNCs in India.

(4) SAP leads the ERP market with 65% market share in India.

57. The ____function in human resource management is concerned with providing a work environment which is conductive to the employees and nurturing them to make them feel committed and attached to the organization.

(1) Retention   (2) Development

(3) Motivation   (4) Acquisition

58. Acquiring employees is one of the important functions of the entire human resource management process,. What is the final step involved in the acquiring function of the organization?

(1) Planning   (2) Staffing

(3) Motivating   (4) Retaining

59. HR Policies are a set of guidelines that determine the way in which employees are to be treated in the organization. Identify the factors which an organization takes into consideration while framing its HR policies.

(1) External environment

(2) Organizational culture

(3) Organizational objectives

(4) All of the above

60. People who hate confrontations that might lead to anger, sarcasm, rejection and unpleasantness,adopt this strategy for conflicts resolution. Name the strategy.

(1) Avoidance　　　　　　　　(2) Win - lose

(3) Arbitration　　　　　　　　(4) Problem solving.

61. The main objective of _____ is to conserve that capitalist society to continue the employer -employee relationship, and the competitive system of production.

(1) Reformist Unions　　　　　(2) Anarchist Unions

(3) Political unions　　　　　　(4) Predatory unions

62. The federation of Eastern Indian Cinema Employees (Kolkatta) and Cotton Mills workers Federation (Mumbai) are examples of _____.

(1) Craft unions　　　　　　　(2) General Unions

(3) Staff unions　　　　　　　(4) Industrial Unions

63. Career _____ is the extent to which employees are aware, of their interests, skills and strengths and weaknesses and how these perceptions relate to their career goals.

(1) Values　　　　　　　　　　(2) Insight

(3) Reliance　　　　　　　　　(4) Identity

64. In _____ promotion, when a vacancy arises for a position, employees at the next lower level are assessed based on is promoted to the vacant position.

(1) Seniority based　　　　　　(2) Merit based

(3) Time bound　　　　　　　　(4) Vacancy based

65. A/ An _____ gives an overview of the present incumbents and the prospective replacement,and forms the basis for the process of succession planning.

(1) Planned self development model.

(2) Career development model

(3) Organizational replacement model.

(4) Human - resource information system.

66. _____ can be defined as the degree of accomplishment of tasks by an employee in his/her job.

(1) Appraisal   (2) Capability

(3) Performance   (4) Competence

67. _____ is pitfall of the performance appraisal system which involve an appraisal based on the group to which he/she belong and the appraiser's reception of the group.

(1) Perceptual Set   (2) Primacy effect

(3) Stereotyping   (4) Fundamental Attribution error

68. In the job evaluation process, _____provides the basic foundation and helps in understanding the tasks and responsibilities associated with a job and the competency set required to perform tasks and fulfill the responsibilities.

(1) Job Analysis   (2) Job Classification

(3) The job dimensions   (4) The job evaluation plan

69. When an employee joins an organization he has to accept the new work culture, work activities,different work activities, a new boss, etc. This process of adoption is known as _____.

(1) Induction   (2) Placement

(3) Employment   (4) None of above

70. The _____ socialization strategy assumes that, regardless of an individual's age on experience, every person starts out as the same.

(1) Contest   (2) Tournament

(3) Divestiture   (4) Investiture

71. In career planning, _____ is carried out to identify the training and development exercises that will help the individual to meet his career planes as well as organizational objectives

(1) Career counseling   (2) Need analysis

(3) Organizational asse ssment   (4) Opportunity analysis

72. Through there are different approaches to industrial relations, the basics of management of good relations remain the same across all the approaches._____ is not a standard approach to industrial relations.

(1) Psychological approach   (2) Gandhian approach

(3) Human relations approach   (4) Human resources approach

73. _____ is not among the popular techniques used by quality circles to identify, analyze and

solve the various problems they come across in the workplace.

(1) Fish bone diagram

(2) Brain storming session

(3) Sampling and charting method

(4) Critical incident techniques

74. The development made in the 1950s paved the way for promoting physical and psychological safetyof workers through better layout of plants and improved equipment design

(1) Environmental conditions   (2) Quality circles

(3) Quality of work life   (4) Ergonomics

75. _____are responsible for initiating and managing change within an organization.

(1) Change agents.   (2) Innovators.

(3) Team leaders.   (4) Consultants.

76. "Succession planning should not just be an annual event - instead, it should be an ongoing process within the organization. Every manager should have at least one potential replacement." The element of succession planning being referred to here is _____.

(1) Continuity   (2) Long term perspective

(3) Turnover Management   (4) Emphasis on results.

77. In works committees set up to sort out differences on employment related issues, the presiden is_____ and the vice - president is _____.

(1) Nominated by the government, representative of the workers.

(2) Representative of the workers, nominated by the government.

(3) Nominated by the employer, representative of the workers.

(4) Nominated by the employer, nominated by the government.

78. ___as a method of quality of work life improvement helps the employee gain cross - functional knowledge.

(1) Flexi place   (2) Job rotation

(3) Job Enlargement   (4) Apprenticeship.

79. Misconduct on an act of indiscipline impairs the organization, tarnishes its reputation and leads to employee unrest. The basic acts of misconduct or indiscipline in an organization can be categorized as _____, _____ and ____.

(i) Attendance related.

(ii) Dishonesty

(iii) On - the - job behavior

(iv) Infractions.

(1) (i) , (ii), & (iii)   (2) (ii), (iii) & (iv)

(3) (i), (ii) & (iv)   (4) (i), (ii) & (iv)

80. The selection method is considered to be reliable if it _____.

(1) Produces consistent results across different situations and times.

(2) Is not challenged in a court of law.

(3) Is administered by the same manager, every time.

(4) Is managed by qualified personnel.

81. In the selection process _____ asse ss the validity and truthfulness of an applicant's answer, by monitoring the physical changes in his/her body as he/she answers a series of questions -

(1) Interest tests   (2) Personality tests

(3) Polygraph tests   (4) Aptitude tests

82. Most organizations use interviews as an essential step in the selection process. Interviews may be categorized into three broad types. _____ is not a type of interview in the selection process.

(1) Preliminary interview   (2) Decision making interview

(3) Exit interview   (4) Selection interview

83. Communication of the union ideology, welfare activities, education and research are the important____ functions of a trade union.

(1) Social   (2) Ancillary

(3) Intramural   (4) Fraternal

84. Roshni joined Extensive Research Co. as a senior researcher in 2005. In 2006, she had a baby for which she was sanctioned maternity leave. She rejoined work after 3 months but faced serious difficulty in coping with the expectations on both the home front and the work front. (She had to put in at least 9 hours everyday). She and her manager discussed the problem and it was decided that as a temporary arrangement, for the next 6 months, she would work only for 4 hours on all working days. This method of improving the quality of work life is known as ___.

(1) Flex time
(2) Part - time employment
(3) Compressed workwee k
(4) Alternative work schedule.

85. The HR department assumes the role of a _____ when it tires to ensure compliance with employment laws and regulations and with the values and philosophy of the organization.

(1) Specialist
(2) Facilitator
(3) Change agent
(4) Controller

86. Quality- oriented organization primary concern centers around

(1) Coordination
(2) Communication
(3) Human Resources
(4) Discipline

87. Demand for human resources and management is created by:

(1) Expansion of industry
(2) Shortage of labor
(3) Abundance of capital
(4) Consumer preferences

88. Union function arises as a result of employees

(1) Problem of communication
(2) Longing for belonging
(3) Dissatisfaction
(4) Change in technology

89. Under Plantation Labour Act, creche is to be set up where _____ women workers are employed or the no. of children of women workers exceeds _____

(1) 50 and 20
(2) 30 and 20
(3) 50 and 30
(4) 30 and 5

90. An adult worker under the Factories Act is eligible for leave with wages @ I day for every_____days worked during the preceding year

(1) 50   (2) 20   (3) 15   (4) 240

91. Under the Factories Act no worker is permitted to work for more than _____ hours in a day

(1) 8   (2) 9   (3) 10   (4) 24

92. ....is included in Integration Policy?

(1) Interview   (2) Communication system

(3) Disputes   (4) Source of Recruitment.

93. The characteristics of personnel management is -

(1) It is management of man power resources

(2) It is not related with employees

(3) Both A & B

(4) None of these

94. Which function is included in operative functions?

(1) Procurement   (2) Planning

(3) Controlling   (4) Both A & B

95. Which is the correct statement about personnel policies?

(1) Policies should be written

(2) Policies must not be very flexible

(3) Policy is not on expression of belief

(4) None of these.

96. Which of the following is a method of performance appraisal -

(1) Grading   (2) Case study

(3) Lecture   (4) A & C Both

97. Which function is not included in staffing?

(1) Transfer   (2) Recruitment

(3) Induction & orientation   (4) Organization planning & development.

98. A good personnel Manager is a mix of many.

(1) Shortages   (2) Talents

(3) Hindrances   (4) none

99. Bottom-line of HRM is :

(1) Management of organization

(2) M anagement of persons

(3) Management of person & things

(4) Management of requirements©1

100. Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to "buy off" the leaders, Stan is giving them a key role in the change decision. He doesn't really value their opinion, but wants their endorsement. Stan is using the change strategy of ____.

(1) Education   (2) Cooptation

(3) Negotiation   (4) Coercion

ANSWER KEY
PAPER-II

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

HINTS AND SOLUTIONS

1. (2) In the essay appraisal method, questions and guidelines are provided to the appraiser, based on which he analyzes and describes the performance of an employee being evaluated.

2. (3) Standardizing training se ssions for all employees in the organization will create unbalanced learning situations for different employees.

3. (1) On-the-job training takes place in the real job environment. The trainee gets direct experience which help him to understand and imbibe the training lessons better.

4. (4) The term "Collective bargaining" was coined by Sydney web and Beatrice Webb, who believed that collective bargaining was the collective equivalent to individual bargaining, whose primary aim was achieving economic advantage. According to J.H. Richardson, "Collective bargaining takes place when a number of work people enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people.

5. (2) The negotiation process begins with submission of demands of the trade union to the management.The demands are usually on the higher side, a little more than what employees actually want. The management usually respect to these demands by offering something less than what is actually demanded.

6. (2) Autocratic managers in an org. encourage pseudo - participation rather than true participation. The autocratic nature of the managers prevents their subordinates from becoming ego involved in the activities because they know that managers are not receptive to their ideas.

7. (4) The favourable outcomes of participation in an organization are improvement in the quality and quantity of output, discovery of innovative ways of doing things and use of employee's creativity.

8. (1) Classical Conditioning can be defined as a process in which a formerly neutral stimulus when paired with an unconditioned stimulus becomes a conditioned stimulus elicits a conditioned response.

9. (1) Classical conditioning can be defined as a process in which a formerly neutral stimulus, when paired with an unconditioned stimulus that elicits a conditioned determine the behavior that results in learning.

10. (3) Human skills involve dealing with people. Conceptual skills relate to idea generation and analytical processing of information. Finally, technical skills involve handling machines. tools and tasks.

11.(1) One of the benefits of quality of work life programs is that employees can balance their work life and personal life in a better way. This in turn results in stress reduction.

12.(1) Wage differentials can be defined as the difference in wage paid for same or similar work because of various reasons like differences in work schedules, hazards involved, cost of living or other factors. Wages differentials between Indian and the US and other developed nations are an example of regional/ location differences.

13.(2) Benefits are the rewards an employee receives for termed as membership based reward.

14.(4) If there is incompatibility in the goals and expectations of the management might result in conflicts.For an org. to work smoothly and effectively, there is a need for goal congruence and expectation match between the organization and individual employees.

15.(3) Under the typical skill based system of wage payments, companies hire people at below market rates. Once the employees gain extensive knowledge new skills, they are promoted and are,rewarded with an increased pay.

16. (3) Organization rewards are those that an employee earn as a result of his employment with the org. extrinsic rewards are tangible in nature are normally under the control of the org. and its examples are promotion or a bonus etc.

17. (2) The environmental hazards of improper safety measures are noise, radiation and improper atmospheric condition stress can be a result of personal of professional problems.

18. (2) Asbestos is the largest known cause of occupational diseases.

19. (4) For implementing an effective safety and health program, an organization should formulate a safety & health policy and convey it all the employees .this policy depends on the size of the plant, the nature of the industry, the production technology and the attitude of the top management.

20.(3) The concept of workers participation aims at providing an opportunity to the workers to take part in managerial decision making.

21.(1) In Accordance with the Industrial Dispute act,1949, "works committees " were set up in organizations employing 100 or more workers. The basic objective of setting up these work committees was to promote measures for maintaining harmonious relations in the workplace..

22. (4) A career is defined as a sequence of positions, roles or jobs held by one person over a relatively long time span. It can also be defined as a sequence of separate but related or connected work /life. Activities that provide continuity, order, and meaning in a persons life career are not confined with one organization.

23.(4) All of the above points are the distinct elements of career planning.

24. (3) Career paths chart the possible directions and paths of advancement in an organization. The traditional paths, tend to be limited to advancements within a single function on organizational units,such as purchasing, sales or customer relations.

25. (4) The main aspect of MBO are clear & well defined goals, a definite time - span to achieve the goals, an action plan and finally, timely and constructive feedback. Also called the goal setting approach, MBO is more commonly used managers

& professionals.

26.(2) In Role playing, the trainee assumes the role of different characters in the org. context.

27.(2) Planning is an important activity is any business as it aids in making a map to the destination i.e., achieving organizational objectives.

28.(2) A manager should posses good analytical skills to evaluate the available opportunities in the external environment. He must be able to take risks to make the best of the available opportunities.In the new age, a manager is required to upgrade his skills to keep pace with the continues changes in the environment.

29.(1) Every employee in an org. is expected to perform as per the specifications of his job. The behavior that is expected of an individual associated with a particular job in called the role. These roles are specific to the job being performed.

30.(1) The work group of the new employee will have its own norms and standards of acceptable behavior. These norms are unwritten rules and convey to the members what they ought to do and ought not to do under a given circumstances. Some of the norms may include confirming to informal production standards set by the group, celebrating major achievement of the department etc.

31.(2) An employee who rejects most of the organizational norms and rules in also known as a 'Rebel".

32.(1) Minor infractions are acts of misconduct that cause very little harm if neglected, can accumulate and result in serious problems for the organization.

33. (4) The Industrial employment (standing orders) Act, 1946, ensured protection of labor by providing uniform and stable conditions of service. It requires employers of certain industrial establishment to define clearly and with adequate precision, the conditions of employments, i.e. standing order or service rules and to make them known to the workmen employed by them.

34. (3) As part of their instramural functions, trade unions may fight with employees on many economic issues such as better working conditions, fair wages, job security, balancing work hours etc. They may option for collective bargaining and negotiations is the initial stages and for strike s and boycotts (if required) in the later stages.

35. (3) Accountability is a basic concept of delegation which refers to the employee's answerability while using authority in discharging a responsibility. Accountability is from the subordinate (employee) to the supervisor (manager), in a direction opposite to that of responsibility and authority.

36. (4) Career Resilience is the degree to which employees can cope with problems affective their work.

37. (3) In the process of directing all the available resources towards the common organizational goals.Direction is a vital management function which ensure maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different department to ensure maximum utilization of all resources including human resources.

38. (4) The situation in which an individual feels that there is nothing left to achieve is termed as a career plateau. Challenges like lack of motivation, high level of stress, personal problems, lack of requisite knowledge, and opportunities or a slow moving business, have to be taken care of, to avoid such career plateaus and put the career on growth path.

39. (1) During career counseling the supervisor and the HR department answer the employee's questions,let him know of the available opportunities in the organization and discuss his a spirations and competencies.

40. (1) The workers in a craft union are experienced and work on a single trade or posse ss similar skills and specialization.

41. (2) In club organizations, persons who have traditionally held power, continue to do so. These organizations may seem to comply with the law by hiring and promoting women and minorities, however, they manage to maintain the club organization by selecting only those who posse ss the 'right' credentials and perspectives.

42. (2) A combination plan is not a type of employee stock plan. It is a combination of the distribution and deferred plan.

43. (2) A traditional way of dealing with conflicts was to suppress them. The seven primary ways, conflicts may be ideally dealt with are: avoidance, accommodation, win/lose, arbitration, mediation, compromise, and problem solving.

44. (3) Every time a person touches a red-hot stove, he/she receives burns. That is the results are consistent. In the same way discipline should be enforced and ensured across every employee and every situation.

45. (1) The execution of health programs in the organization helps reduce absenteeism of employees and also brings down employee turnover. Enhancement of workers' skill and improvement in work environment are not direct result of organizational health programs.

46. (3) Written warning is the first stage in formal disciplinary procedure and is administered when oral warning fails.

47. (3) Factors which might lead to employee grievance are unpleasant relationships with supervisor (s) and other colleagues, job assignments that do not match employee aptitude or skill, denial of leave, overtime or other benefits, unhealthy working conditions, dissatisfaction with compensation,disappointment from denial of promotion and lack of adequate resources to achieve objectives.

48. (1) In tall structure, managers exercise tight control over subordinates.

49. (2) Due to excessive emphasis on power and authority, upward communication is nominal in bureaucratic organizations.

50.(3) The R - S connection in learning deals with operant conditioning, whereas the S-R connection deals with classical conditioning or respondent conditioning.

51. (1) Interest free loans provided by companies to their employees are an example of benefits. Benefits are fringe advantages that accrue to an employee over and above his salary as a result of his employment and position in the organization and which are not related to his performance.

52. (2) Accidents, which take place as a result of defects in the machinery at the workplace, are attributed to technical errors.

53. (4) Critical incident technique is a method which is usually used in job analysis.

54. (3) Perception of both the parties (workers & managers) regarding a particular aspect varies and as a result, some minor issues get aggravated into major problems. Differing personalities and strained to inter - group and interpersonal relationships act as an impetus for such issue s to arise and get aggravated.

55. (2) MPDQ ® Management position description questionnaire.

56. (3) All the given statement are true except option (3) as in India ERP providers are not only MNCs but SMEs also provide ERP.

57. (1) Retention function is a process in human resources management which is concerned with providing a conductive work environment to the employees and nurturing them to make them feel committed and attached to the organization.

58. (2) Acquiring, developing, motivating and retaining human resources are the four function in the human resource management process. The acquisition function in human resource management starts with planning (for the no. and categories of employees required) and ends with staffing.

59. (4) An organization frames its HR policies based on the external environment, organizational culture and organizational objective.

60. (1) Avoidance is a conflict resolution strategy which is adopted by people who hate confrontation that might lead to anger, sarcasm, rejection and unpleasantness.

61. (1) Reformist unions only intend to modify the existing social, economic or political make- up of the state and not eliminate it. It aims at increasing the level of productivity and workers share in it. They use collective bargaining to achieve, objectives like improvement in workers wage, quality of work life and working conditions.

62. (4) Industrial unions area based on the industry in which the members work rather than the craft, grade, skills, position or sex and includes all craftsmen and skilled workers in that industry.

63. (2) Career insight is defined as the extent to which employees are aware of their interest, skills, strengths and weakness and how these perceptions relate to their career goals

64. (4) Vacancy based promotions are similar to merit - cum seniority promotions. Employees at the same level are judged based on their performance and service, and the best one from the lot is promoted to the vacant position at the next level.

65. (3) An organizations replacement chart forms the basis for the process of succession planning. It gives an overview of the present incumbents and the prospective replacements.

66. (3) Performance can be defined as the degree of accomplishment of tasks by an employee in his/her job. It is a measure of the result achieved and targets accomplished, it could also be a measure of employee effort and behavior.

67. (3) Stereotyping is a potential error in personality analysis that can distort performance appraisal. It involves judging someone based on the group he/she belongs to and the appraiser's perception of the group.

68. (1) Job analysis provides the basis foundation for job evaluation and helps in understanding the tasks and responsibilities.

69. (1) When an employee joins an org. he has to adopt to the new environment - a new work culture, different work activities, a new boss, a different group of co - workers and a different set of procedures and systems. This process of adoption is commonly termed orientation or induction.

70. (1) The contest socialization strategy assumes that regardless of an individual's age or experience every person starts out as the same.

71. (2) The purpose of need analysis for the organization is to identify the training and development exercises that will help the individual to meet his career plans as well as organization objectives.

72. (4) The different approaches to industrial relations are psychological approach, sociological approach, socio-ethical approach, Gandhian approach, human relation approach and systems approach.Human resource approach is an approach to human resource management.

73. (4) Several techniques like fist bone diagrams, brainstorming sessions and sampling and charting methods are used by problems they come across in the workplace. Critical incident technique is a method which is usually used in job analysis.

74. (4) To meet legal and humanitarian standards, organizations should maintain the physical and psychological health of the work environment for the workers. The development made in Ergonomics in the 1950s paved the way for promoting the physical and psychological safety of workers through the better layout of plants

and improved equipment design.

75.(1) "Forces for Change" Change agents are responsible for initiating and managing change within an organization. These individuals can be managers or non - managers, either insiders or third parties.

76. (1) Succession planning should not be an annual event. The management should rather create an environment to facilitate continuous success 'thinking'. Regular and continuous communication can help the management in reaching this stage of organizational development.

77. (3) Work committees have a president, a vice - president, a secretary and a joint secretary. The president is nominated by the employer and the vice - president is a presentative of the workers.

The works committee performs the role of a consultant.

78. (3) In order to reduce monotony in work, employees are periodically given different kind of work assignments. This also help them gain multi - job and multi functional knowledge and skills.

79. (1) The basic act of misconduct may be categorized as attendance, dishonesty, on-the-job behavior and activities that are harmful for the organization. The act or an instance of infringing or a violation is termed as infractions which may be major or minor with respect to an organization.

80. (1) A selection method is considered to be reliable, if it produces consistent results across different situations and times. If a test produces significantly different results when taken by the same individual at different times, the test is considered to be unreliable.

81. (3) Polygraph tests the validity and truthfulness of an applicant's answer by monitoring the physical changes in his/her body as he/she answer a series of questions. On the other hand, interest tests, personality tests and aptitude tests are the tests conducted to test the genuine interest of an individual for a job, his/her personality and his/her ability to learn a given job respectively.

82. (3) During the selection process, interviews help in asse ssing the applicant's profile and comparing them with the job profile for suitability. There are three types of interviews in the selection process, viz., interview, selection interview and decision making interview. Exit interview are held for people leaving the

organization.

83. (2) Communicating to members about the present status of the issues concerned, their programs,

decisions etc. through newsletters and magazines is important for the effective functioning of a trade union. Trade union encourage their members and families to go in for higher education and helps them in achieving their goals. Other ancillary functions performed by the unions are conducting research programs that help in preparing reports required for collective bargaining drafting notes for court cases etc.

84. (2) Part - time employment option - either has fixed days and hours each week or a flexible schedule. Part time employees work for less than 35 hours per week. The types of part - time employment are:permanent part - time, job - sharing, temporary part - time and progressive, phased retirement.

85. (4) The HR department acts as a "Controller" to ensure compliance with legislation and with the values and Philosophy of the organization. It plays an active role in developing the values of the organization, framing the policies and monitoring for adherence.

86. (3) Human Resources

87. (1) Expansion of industry

88. (3) Dissatisfaction

89. (1) 50 and 20

90. (2) 20

91. (2) 9

92. (2) Communication system

93. (1) It is management of man power resources

94. (1) The first operative function of personnel management is concerned with procuring and employing people who posse s necessary skill, knowledge and aptitude.

95. (2) Policies must not be very flexible

96. (1) Grading system is similar to the asse ssment review, the manager is given a list of categories to be

assessed. this is done by selecting a grade which matches the employee's per-

formance.

97. (4) Organization planning & development.

98. (2) Talents

99. (2) Management of persons

100. (2) "Overcoming Resistance to Change".Stan is using the change strategy of cooptation. Once people discover Stan's motives, this st rategy may backfire