

Question Paper
Organizational Behavior and HRM - II (MB252): July 2008

- Answer all 100 questions.
- Each question carries one mark.

1. Human Resource Planning (HRP) assures an organization of suitable and adequate manpower to perform various jobs in accordance with the organizational goals. Which of the following activities does the HRP process involve? [<Answer>](#)
- I. Estimating the present and future manpower requirements on the basis of long range plans and organizational objectives.
 - II. Estimating the net human resource requirements on the basis of the present inventory of human resources, and taking into account retirements, transfers, etc.
 - III. Taking measures to mould, change, and develop the existing employees to enable them meet the future organizational requirements.
 - IV. Developing action plans to attract and acquire valuable human resources from the market.
- (a) Only (III) above
 - (b) Both (I) and (II) above
 - (c) Both (II) and (III) above
 - (d) (I), (II) and (III) above
 - (e) All (I), (II), (III) and (IV) above.
2. Mechanistic and organic organizations are distinct and react and operate differently under certain environmental conditions. In this regard, which of the following statements is **false** about organic structure? [<Answer>](#)
- (a) Organic structures react fast
 - (b) Organic structures adapt easily
 - (c) Organic structures can operate in dynamic environment
 - (d) Decisions are taken by lateral consultations
 - (e) Decision-making authority is concentrated.
3. Accountability is a basic concept of delegation. Which of the following is/are **true** about this concept? [<Answer>](#)
- I. The employee's answerability on using the authority in discharging a responsibility is accountability.
 - II. It is from the employee to the manager, in a direction opposite to responsibility and authority which are delegated by the manager to the employee.
 - III. An employee should be made accountable to multiple managers, in the discharge of his/her responsibilities.
- (a) Only (III) above
 - (b) Both (I) and (II) above
 - (c) Both (I) and (III) above
 - (d) Both (II) and (III) above
 - (e) All (I), (II) and (III) above.
4. In which of the following approaches to International Human Resource Management (IHRM), the organization identifies its best practices and resources from within and outside the organization and employs them wherever they are best suited? [<Answer>](#)
- (a) Ethnocentric approach
 - (b) Polycentric approach
 - (c) Geocentric approach
 - (d) Psychological approach
 - (e) Sociological approach.
5. The challenges are higher and the hurdles bigger, for an organization which operates in different parts of the world. Which of the following is/are **false** regarding the strategies that are adopted by firms with international operations? [<Answer>](#)
- I. Multi-domestic firms realize experience curve and location economies.
 - II. Global firms try to create value by emphasizing local responsiveness.
 - III. International firms transfer core competencies overseas.
- (a) Only (I) above
 - (b) Both (I) and (II) above
 - (c) Both (I) and (III) above
 - (d) Both (II) and (III) above
 - (e) All (I), (II) and (III) above.

6. In order to motivate its sales managers, a consumer durables firm, has entrusted them with certain responsibilities, such as identifying the customer base, understanding their needs, customizing the product/service if required, maintain contact with them for the after-sales service and resolving any complaint that the customers might have. Which of the following techniques should be used by the organization in order to help the sales managers achieve his/her target by enhancing employee motivation? [<Answer>](#)
- (a) Job enrichment
 - (b) Job enlargement
 - (c) Job analysis
 - (d) Job description
 - (e) Job specification.
7. A bank wants to conduct a test for the applicants who applied for a clerk cum cashier job. Most of the applicants are fresh from college with little or no experience related to the job. The bank wants to pick and train the right candidates. Which of the following tests do you suggest in the given situation? [<Answer>](#)
- (a) Aptitude test
 - (b) Intelligence test
 - (c) Achievement test
 - (d) Situational test
 - (e) Physical test.
8. A trainee is given background information, letters, memos and reports, along with information about the job and the organization. The trainee is asked to take decisions on the basis of this information. Which of the following off-the-job development methods has been used in the above example? [<Answer>](#)
- (a) Behavior modeling
 - (b) Management game
 - (c) In-basket technique
 - (d) Role playing
 - (e) Case method.
9. Which one of the following methods of determining validity of a selection method, refers to the extent to which the substance in a selection procedure or instrument is representative of important aspects of job performance? [<Answer>](#)
- (a) External validity
 - (b) Criterion validity
 - (c) Content validity
 - (d) Internal validity
 - (e) Construct validity.
10. Organizations need to help employees to maximize their career motivation. Which of the following aspects of career motivation refers to the degree to which employees can cope with problems affecting their work? [<Answer>](#)
- (a) Career insight
 - (b) Career identity
 - (c) Career path
 - (d) Career resilience
 - (e) Career goal.
11. Ergonomics is the study of the relationship between people and environment, which is very important to both their health and safety. The disorders that usually result because of poor ergonomics are [<Answer>](#)
- I. Musculo-skeletal disorders.
 - II. Cumulative trauma disorders.
 - III. Repetitive strain injury.
 - IV. High blood pressure.
- (a) Both (I) and (II) above
 - (b) Both (II) and (III) above
 - (c) (I), (II) and (III) above
 - (d) (I), (II) and (IV) above
 - (e) All (I), (II), (III) and (IV) above.
12. Human Resource Planning (HRP) is done at various levels in the organization to meet the resource requirements. In which of the following planning is done at the Strategic Business Unit (SBU) level, which includes determining the recruitment/layoff strategy, retaining strategy, etc.? [<Answer>](#)
- (a) Intermediate level
 - (b) Operations level

- (c) Corporate level
- (d) Short-term level
- (e) Macro level.

13. Dreams Dotted Ltd., has to conduct a job analysis and the analysts have to get the information they need to do the job analysis from the employees without disturbing their work. Which of the following methods of job analysis can be used in this situation? [<Answer>](#)

- (a) Group interview method
- (b) Technical conference method
- (c) Diary method
- (d) Questionnaire method
- (e) Observation method.

14. According to Dale Yoder, which of the following processes is one or many 'go, no-go' gauges, where candidates are screened and qualified applicants go on the next hurdle, while the unqualified are eliminated? [<Answer>](#)

- (a) Training
- (b) Induction
- (c) Recruitment
- (d) Hiring
- (e) Human resource planning.

15. In which of the following job design approaches, over specialized jobs need to be redesigned to make them more satisfying and rewarding to the employees, and which encourages casual interactions with superiors and co-workers? [<Answer>](#)

- (a) Engineering approach
- (b) Human relations approach
- (c) Socio-technical approach
- (d) Job characteristics approach
- (e) Cyclic approach.

16. Socialization is a process that helps employees adapt to the organizational culture. In which stage of the socialization model does a new employee try to analyze and tackle the problems that he/she has come across in an organization? [<Answer>](#)

- (a) Pre-arrival stage
- (b) Encounter stage
- (c) Metamorphosis stage
- (d) Static stage
- (e) Conical stage.

17. There are various alternatives that a manager can consider while designing the appropriate socialization program for his/her organization. Which of the following socialization strategies can be risky for an organization as it gives the new employee an opportunity to be creative and original as he/she does not have a predecessor to follow? [<Answer>](#)

- (a) Sequential socialization strategy
- (b) Investiture socialization strategy
- (c) Individual socialization strategy
- (d) Fixed socialization strategy
- (e) Disjunctive socialization strategy.

18. Mohandas has great knowledge about his job and he tries to update his knowledge and skills and involves himself in the review and development of organizational policies and goals. Under which of the following career developmental stages Mohandas is currently? [<Answer>](#)

- (a) Maintenance
- (b) Disengagement
- (c) Engagement
- (d) Exploration
- (e) Establishment.

19. The model for planned self-development for an individual consists of six different stages. It starts with the assessment of self by the individual to understand his/her strengths, weaknesses, competencies and aspirations. Which of the following is the **next step** in the planned self development model? [<Answer>](#)

- (a) Opportunity analysis
- (b) Continuous assessment
- (c) Decision making
- (d) Leverage network

- (d) Leverage network
- (e) Venturing.

20. Which of the following is the first step in the performance appraisal process? [<Answer>](#)

- (a) Identifying training and development needs
- (b) Determination of standards of performance based on the organizational objectives and the job description
- (c) Measurement of employee performance against the pre-determined goals and standards
- (d) Communicating the results of appraisal to the employee concerned
- (e) Discussing the finalized appraisal process with the employee.

21. In which of the following methods of ranking in the performance appraisal, the appraiser ranks all his/her employees from the most valuable to least valuable, based on their performance and contributions to the organization? [<Answer>](#)

- (a) Alternation
- (b) Paired comparison method
- (c) Forced distribution method
- (d) Team appraisals
- (e) Checklist.

22. At Simon Technologies Ltd., all employees are assessed on a quarterly basis. The assessment is based on three different parameters to judge the performance of employees positioned at different levels in the organization. The first performance is based on the performance of the company as a whole, the second is based on the performance of a particular business unit within the organization and the third is at the individual level. All employees have to reach a certain level of performance based on their position in the organization. Which of the following performance appraisal methods is followed by Simon Technologies Ltd.? [<Answer>](#)

- (a) Team appraisals method
- (b) Balanced scorecard method
- (c) 360 degree performance appraisal method
- (d) Behaviorally anchored rating scale method
- (e) Checklist method.

23. In the point rating method of job evaluation, after the points for each job are finalized, the jobs are ranked on their points. Which of the following is/are disadvantage(s) of point rating method? [<Answer>](#)

- I. There is a strong dependence on the benchmark.
 - II. It can be used for relatively long time if updated periodically.
 - III. It is a complex and time-taking assignment.
 - IV. Wage differentials are likely to be in accordance with the content of each job.
 - V. This method involves a lot of clerical work.
- (a) Only (III) above
 - (b) Both (I) and (IV) above
 - (c) Both (III) and (V) above
 - (d) (I), (III) and (V) above
 - (e) (I), (II), (III) and (IV) above.

24. Factor comparison is a sophisticated and quantitative technique of job evaluation. In this context, which of the following is/are **not** an advantage(s) of this method? [<Answer>](#)

- I. Factor comparison method is an analytical and reliable method.
 - II. Factor comparison method is easy to explain.
 - III. Factor comparison method strongly depends on benchmark or key jobs.
 - IV. Factor comparison method is an objective and logical method in which the monetary values are assigned.
- (a) Only (I) above
 - (b) Only (III) above
 - (c) Both (II) and (III) above
 - (d) (I), (II) and (IV) above
 - (e) (II), (III) and (IV) above.

25. Which of the following is/are **not** true with regard to Behaviorally Anchored Rating Scale (BARS)? [<Answer>](#)

- I. BARS concentrate on the behavioral traits demonstrated by the employees instead of their actual performance.
 - II. In BARS method of appraisal, only the manager is actively involved in the appraisal process.
 - III. BARS method is cumbersome and needs considerable time and commitment to develop.
- (a) Only (I) above
 - (b) Only (II) above
 - (c) Both (I) and (III) above

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

26. A certain amount of output is fixed as the standard output, which is to be completed in the prescribed time. A worker receives a percentage of wages as extra earnings, if he/she completes the work before the prescribed time. The incentive plan discussed above is known as [<Answer>](#)

- (a) Rowan plan
- (b) Barth system of wages
- (c) Progressive bonus system
- (d) Task bonus system
- (e) Halsey plan.

27. Variable compensation is paid for the employees working in which of the following organizational level(s)? [<Answer>](#)

- (a) Top management level
- (b) Group level
- (c) Worker level, manager level, group level
- (d) Worker level
- (e) Individual and group level.

28. A code of conduct was laid out by the Indian Labour Conference in 1957, according to which, the management and the unions should establish a grievance procedure with mutual consent to ensure a speedy and full investigation leading to a settlement. Which of the following is/are **not** guiding principle(s) that evolved from this code of conduct? [<Answer>](#)

- I. Conformity with existing legislation.
- II. Employee isolation from grievance procedure.
- III. Simple and expedition's machinery.
- IV. Standardized constitution of the grievance committee.

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

29. The manager should accept the inevitability of a conflict and recognize those grievances that might aid organizational renewals. In this regard, which of the following responses to conflict do both the parties meet "halfway" in order to reach an agreement? [<Answer>](#)

- (a) Problem solving
- (b) Arbitration
- (c) Mediation
- (d) Compromising
- (e) Avoidance.

30. In which of the following types of discipline the employees are motivated through rewards, appreciation, constructive support, reinforcement or approved personnel actions? [<Answer>](#)

- I. Self-imposed discipline.
- II. Positive discipline.
- III. Enforced discipline.
- IV. Negative discipline.
- V. Cooperative discipline.

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

31. The changing attitudes of workers and the society toward trade unions have brought down the membership of trade unions to a large extent in the recent times. In this regard, which of the following is **not** the reason for the dwindling trade unions membership? [<Answer>](#)

- (a) Job security is the primary reason that drives a worker to join a trade union
- (b) Shift from people-oriented style of management to autocratic style of management
- (c) Used as a forum to communicate their ideas, opinions, goals, grievances, etc.
- (d) Trade unions can achieve better results

- (d) Trade unions can achieve better results
 (e) Trade unions bring people together and promote common job-related interests.
32. Which of the following functions of trade unions, try to resolve the issues such as better working conditions and other employment related concerns like fair wages, job security and balancing work hours? [<Answer>](#)
- (a) Militant or intramural
 (b) Fraternal or extramural
 (c) Social
 (d) Political
 (e) Ancillary.
33. Trade unions are classified on the basis of their purpose and membership structure. For which of the following classifications of unions the main objective is to conserve the capitalist society, to continue the employer-employee relationship and the competitive system of production? [<Answer>](#)
- (a) Reformist unions
 (b) Revolutionary unions
 (c) Craft unions
 (d) Industrial unions
 (e) Staff unions.
34. Which of the following is the idea that the mass of people, as workers, could change society for the better through their own direct action, replacing exploitation, inequality and injustice that are all around today with a new world based on socialism and freedom? [<Answer>](#)
- (a) Catagorism
 (b) Anarchism
 (c) Secularism
 (d) Democracy
 (e) Communism.
35. Which of the following is/are **true** about the essay appraisal method? [<Answer>](#)
- I. In this method, the appraiser prepares a document describing the performance of the employee.
 II. Under this method, questions or guidelines are provided to the appraiser, based on which he/she analyses and describes the employee's performance.
 III. The advantage of this system is that the appraiser can express all his/her views on the employee's performance, without any constraints imposed by the system.
- (a) Only (I) above
 (b) Only (II) above
 (c) Both (I) and (II) above
 (d) Both (I) and (III) above
 (e) All (I), (II) and (III) above.
36. According to the Trade Union Act of 1926, any seven workers can form a registered union. This law has paved way for the formation of a large number of small unions. Which of the following is/are **true** in this regard? [<Answer>](#)
- I. Trade unions recognized the increasing number of women in the work force.
 II. Number of small unions is formed whenever workers or employees in a particular unit or factory are organized.
 III. The average membership was brought down though the total number of unions and union membership was improving.
- (a) Only (I) above
 (b) Both (I) and (II) above
 (c) Both (I) and (III) above
 (d) Both (II) and (III) above
 (e) All (I), (II) and (III) above.
37. According to Dale Yoder, which of the following is defined as a whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of an industry? [<Answer>](#)
- (a) Trade unions
 (b) Industrial relations
 (c) Disciplinary action
 (d) Quality circles
 (e) Quality of work life.

38. The workers and the management should work in mutual cooperation and realize their moral responsibility toward the organizational objectives. Understanding each other's problems and constraints can help in resolving conflicts peacefully. Which of the following approaches to industrial relation supports the above statements? [<Answer>](#)
- Psychological approach
 - Sociological approach
 - Human relations approach
 - Systems approach
 - Socio-ethical approach.
39. According to systems approach to industrial relations developed by John Dunlop, the context or the environment is the ground on which the participants interact. In this regard, which of the following are the types of environment that are relevant to industrial relations? [<Answer>](#)
- Workers, management and their representatives
 - Technology, market constraints and the locus of power
 - Participants, geographical forces, outputs
 - Principle, management and their process
 - Property, subject and input.
40. The role of management in industrial relations has slowly undergone a metamorphosis. In which of the following styles of management are the employees treated as partners, and share the power with the management? [<Answer>](#)
- Exploitative authoritative style
 - Benevolent authoritative style
 - Consultative management style
 - Participative style
 - Paternalistic style.
41. Which of the following means of preventing industrial disputes, is the last resort to a situation that results in a strike, lock-out or temporary suspension of activities of an organization? [<Answer>](#)
- Workers Participation
 - Employee Grievance Redressal Machinery
 - Voluntary Arbitration
 - Conciliation
 - Adjudication.
42. At informative participation level of workers' participation, information regarding the balance sheet, production targets and new technology introduction is shared with workers. Which of the following is the characteristic of this level of workers' participation? [<Answer>](#)
- It is a one-way communication from management to the workers and the workers have no role to play in organizational management
 - The recommendations of the worker representatives are given due consideration, but the management is the final decision-maker
 - The management is under a moral obligation to accept and implement the unanimous decision of the workers' council
 - As the decisions are taken with the mutual consent, both the parties are obliged to abide by them
 - It is a two-way communication from management to workers and worker to management.
43. Workers' participation in management ensures that the capabilities of workers are properly utilized. In this regard, which of the following is/are the reason(s) for workers participation in management? [<Answer>](#)
- It bridges the gap between the management and the workers by authorizing the workers to take part in managerial functions.
 - Workers feel valued and therefore are more committed to their work.
 - As workers are involved in decision-making, any change in the organization is resisted by them.
- Only (I) above
 - Only (III) above
 - Both (I) and (II) above
 - Both (I) and (III) above
 - All (I), (II) and (III) above.
44. The main function of which of the following forms of workers participation in India is to assist the management in achieving production targets, improving production, productivity and efficiency and eliminating wastage? [<Answer>](#)

- (a) Plant Councils
 (b) Shop Councils
 (c) Unit Councils
 (d) Joint Councils
 (e) Joint Management Councils.
45. Which of the following statements are **false** regarding the formation of the task force and quality circles at the work place? [<Answer>](#)
- I. A quality circle comprises a set of highly-skilled people selected by the management from various functions to solve work related problems.
 II. A task force involves participation of employees belonging to the same work group voluntarily to solve work related problems and to improve the quality of their work and work life.
 III. The task force has temporary existence as it can be dissolved at any time.
 IV. The quality circle has permanent existence as it cannot be dissolved at any time.
- (a) Both (I) and (II) above
 (b) Both (II) and (III) above
 (c) (I), (II) and (III) above
 (d) (I), (II) and (IV) above
 (e) (II), (III) and (IV) above.
46. Which of the following is a problem solving technique in quality circles that creates an open environment free of criticism, encouraging employees to participate and suggest any ideas that come to mind and where one idea leads to another? [<Answer>](#)
- (a) Cerebral popcorn
 (b) Cause-and-effect diagram
 (c) Sampling and charting methods
 (d) Graphic rating
 (e) Broadbanding.
47. According to which of the following rules, disciplinary action should be immediate, impartial, consistent with a warning and foreseeable? [<Answer>](#)
- (a) Strong order rule
 (b) Red hot stove rule
 (c) Blue flame rules
 (d) Yellow flame rule
 (e) Conformed rule.
48. The HR director of a large publishing firm wishes to protect the integrity and security of the Human Resource Information System (HRIS) so that employee information does not fall into the wrong hands. To maintain the security and privacy of the HRIS record he/she must do all of the following **except** [<Answer>](#)
- (a) Permit access to different portions of the database with the use of passwords and special codes
 (b) Allow supervisors to examine their employee's personal records from time to time so they can verify their accuracy
 (c) Lock rooms that house computers and sensitive databases
 (d) Develop policies and procedures that govern HRIS utilization
 (e) Encode data so that they are not understandable to an unauthorized user.
49. A condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important is called [<Answer>](#)
- (a) Burnout
 (b) Mesothelioma
 (c) Dynamism
 (d) Stress
 (e) Occupational hazard.
50. A trial and error method of learning where an individual works with his/her co-workers and learns through his/her own experiences is termed as [<Answer>](#)
- (a) Informal socialization
 (b) Collective socialization
 (c) Sequential socialization
 (d) Fixed socialization
 (e) Variable socialization.

51. The program that involves redesigning the workplace not only technologically but also physically with human considerations for the workforce is termed as [<Answer>](#)
- Job rotation
 - Job enlargement
 - Autonomous work groups
 - Socio-technical systems
 - Compressed workweek.
52. There are different systems of wage payments, prevalent in different industries and in different countries. Which of the following statements is **false** about broadbanding? [<Answer>](#)
- It states that employees at entry level at any condition cannot earn more than employees at next level
 - It helps in reducing employee resistance being shifted laterally
 - It helps the organization to avoid unnecessary distinctions in the organization
 - It reduces the number of salary levels into broad salary bands
 - It gives managers a free hand to fix the pay of individuals.
53. According to which of following theories of motivation, there are two factors that affect the job satisfaction that is the motivators and hygiene factors? [<Answer>](#)
- Maslows hierarchy of needs
 - Porter-lawler model
 - Alderfer's ERG
 - Vroom's expectancy
 - Herzberg's.
54. According to Hackman and Oldham, which of the following theories state that employees work hard when they are rewarded for the work they do, and when the work gives them satisfaction, thus motivation, satisfaction and productivity are the three factors that should be integrated into job design? [<Answer>](#)
- Engineering
 - Human relation
 - Job characteristics
 - Sociotechnical
 - Ethnocentric.
55. A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits, and physical and mental characteristics that an incumbent must possess to perform the job successfully. Physical specification, one of the topics of job specification varies from job to job. In this regard, which of the following are the examples of physical specification? [<Answer>](#)
- Ability to lift and carry weights.
 - Capacity to use and operate machines.
 - Decision making ability.
 - Adaptability and flexibility.
- Both (I) and (II) above
 - Both (II) and (III) above
 - Both (III) and (IV) above
 - (I), (II) and (III) above
 - (II), (III) and (IV) above.
56. Ranking is one of the simplest and the oldest job evaluation methods. Several techniques of ranking are used in the process of job evaluation. Which of the following are job evaluation techniques of ranking? [<Answer>](#)
- Relative ranking.
 - Paired comparison.
 - Multiple factor ranking.
 - Single factor ranking.
- Both (I) and (II) above
 - (I), (II) and (III) above
 - (I), (II) and (IV) above
 - (I), (III) and (IV) above
 - All (I), (II), (III) and (IV) above.
57. Work standards approach of appraisal is more suitable in a manufacturing scenario, where the goals are pre-determined work standards. Which of the following are the advantages of the work standards approach? [<Answer>](#)

- I. Goals to be measured are very objective.
- II. Work standards for different job categories cannot be compared.
- III. Goals to be measured are quantifiable.
- IV. The written description interpreted by different people might lead to confusion and loss of reliability.

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

58. Which of the following factors affecting the performance appraisal process refers to a situation where the appraiser [<Answer>](#) tends to give high ratings and only positive feedback to the appraisee, irrespective of his/her performance?

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

59. On-the-job development method helps an employee to improve his/her skills in the actual work environment, during the course of his/her work. Which of the following are **true** regarding coaching as an on-the-job development method? [<Answer>](#)

- I. Coaching involves one manager playing an active role in guiding another manager.
- II. In coaching the coach/trainer observes, analyzes and attempts to improve the performance of trainee.
- III. Coaching refers to the interaction and discussions between the boss and the employee on areas related to emotional aspects like fears and aspirations.
- IV. Coaching provides guidance to the employee on all job-related areas.

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

60. Most of the errors of performance appraisal committed by the appraisers are ‘intentional’ errors. As far as the intentional errors are concerned, more organizational level steps have to be taken. In this context, which of the following are **not** the ethical steps of performance appraisal? [<Answer>](#)

- (a) Making the ratings more measurable and quantifiable
- (b) Reducing subjectivity by using single-rater feedback
- (c) Using instruments/methods which have hidden weights or keys attached to them
- (d) Having the feedback evaluated by a third party like the HR department
- (e) Training appraisers on how to provide negative feedback.

61. In job instruction training method, the first step is to prepare the trainee for the training by giving him clear information about which of the following? [<Answer>](#)

- I. The training to be imparted.
- II. Designing the training program.
- III. The venue and time of training.
- IV. The job to be performed.

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

62. Gardner System Ltd., is well reputed name in manufacturing computer systems. For its junior managers it conducts on-the-job training by making them participate in board and committee meetings, which are normally attended only by the senior and top levels managers. These sessions expose junior managers to discussions regarding organizational problems and future strategies. Which of the following on-the-job training methods was adopted by Gardner System Ltd.? [<Answer>](#)

- (a) Understudy assignments
- (b) Job rotation
- (c) Coaching
- (d) Multiple management

- (d) Multiple management
(e) Apprenticeship.
63. Transactional analysis is a theory of personality and provides an approach for defining and analyzing the interaction between people. In this regard, the adult ego state consists of which of the following characteristics? [<Answer>](#)
- (a) Dominating and authoritative
(b) Obedient or manipulative
(c) Objective and rational
(d) Competitive and subjective
(e) Spontaneous and speculative.
64. As firms spend a large portion of their time and resources in the training and development of their employees, it is important to evaluate these programs for their effectiveness. Which of the following measures the benefits from the development programs, against the monetary costs of development? [<Answer>](#)
- (a) Sensitivity analysis
(b) Cost-benefit analysis
(c) SWOT analysis
(d) Individual assessment and need analysis
(e) Regression analysis.
65. D. L. Kirkpatrick developed a model for evaluating workplace education programs. In this regard, which of the following are the levels of evaluating a workplace? [<Answer>](#)
- (a) Response, learning, motivation and result
(b) Response, motivation, performance and result
(c) Response, learning, performance and motivation
(d) Response, learning, performance and result
(e) Learning, performance, motivation and result.
66. Which of the following models is based on the different stages that an individual grows through in his/her career, where the employees take different development tasks at these different stages? [<Answer>](#)
- (a) Organizational-based model
(b) Life-cycle model
(c) Direction-pattern model
(d) Role play model
(e) Fish bone diagram model.
67. Organizations need to help employees to maximize their career motivation. Which of the following aspects of career motivation is the extent to which employees are aware of their interests, skills, strengths and weaknesses and how these perceptions relate to their career goals? [<Answer>](#)
- (a) Career resilience
(b) Career identity
(c) Career subjectivity
(d) Career insight
(e) Career objectivity.
68. The individuals with the technical/functional competency anchor, exhibit a strong inclination to develop something which they call their own. Which of the following is the only drawback these individuals have? [<Answer>](#)
- (a) They might miss the bigger picture on getting into the tunnel of specialization
(b) They might face problem in dynamic and fast-paced organization/occupation
(c) They have a disinclination to sacrifice life style solely for career advancement
(d) They do not follow any pattern or style
(e) They do not want to be bound by organizational framework.
69. The major components of job design are the job content or scope and job depth. Which of the following is/are true about job content? [<Answer>](#)
- I. Job content includes the various tasks or activities that have to be performed by the jobholder.
II. Job content includes the jobholders responsibilities attached to the job and the relationships with other jobs in the organizational set-up.
III. Job content is the autonomy or the authority that the jobholder enjoys in planning and organizing the work attached to the job.
- (a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

- (e) All (I), (II) and (III) above.
70. Which of the following keyboards are split down the middle, and have a design which allows an individual to comfortably rest his/her palms and wrists while typing in service sectors? [<Answer>](#)
- (a) Ergonomic
 - (b) Computer
 - (c) Educational
 - (d) Safety
 - (e) Promotional.
71. Which of the following are **true** regarding the plant councils formed for workers participation in India? [<Answer>](#)
- I. Each plant council consists of minimum three members and a maximum of twenty members.
 - II. The tenure of the council is two years.
 - III. Every decision of the plant council shall be on the basis of consensus and not by voting and is binding on the workers and the employer.
 - IV. The plant councils usually deal with matters pertaining to operational, economic and financial, personnel, welfare and work environment areas.
- (a) Both (I) and (II) above
 - (b) Both (I) and (III) above
 - (c) Both (II) and (III) above
 - (d) Both (III) and (IV) above
 - (e) All (I), (II), (III) and (IV) above.
72. In Monotonic Tubes & Pipes Pvt. Ltd., the workers' council is given certain alternatives from which it can select the one it wants to implement and let the workers enjoy a greater degree of influence. In which of the following levels of workers participation does Monotonic Tubes & Pipes Pvt. Ltd., allow its workers to participate? [<Answer>](#)
- (a) Associative participation
 - (b) Administrative participation
 - (c) Decisive participation
 - (d) Informative participation
 - (e) Consultative participation.
73. Bharat Singh, an employee of HILL Motor Ltd., was appointed based on day to day wages to be paid adopting the Rowan Plan. On the last working day of October 2007, he completed the standard output in 6 hours, while the prescribed time was 8 hours. His hourly rate was Rs. 10 and the plan percentage of wage was fixed at 50 percent for that job. What wage would he have earned on that day? [<Answer>](#)
- (a) Rs.45
 - (b) Rs.50
 - (c) Rs.60
 - (d) Rs.70
 - (e) Rs.75.
74. In which of the following employee benefit schemes, management customizes the benefit programs after assessing employee preferences and needs, and these programs are retained within a broad framework, considering the rules and the costs involved? [<Answer>](#)
- (a) Competency plan
 - (b) Task bonus system
 - (c) Cafeteria benefit plan
 - (d) Employee stock plan
 - (e) Profit sharing plan.
75. To ensure a more accurate prediction of a candidate's success in the future job, the selection methods should meet the generic standards of reliability, validity, generalizability, utility and legality. Under which of the following approaches to reliability, a group of candidates take the same test twice, with a gap of 2-3 weeks? [<Answer>](#)
- (a) The gap testing approach
 - (b) The repeat or test-retest approach
 - (c) The probability approach
 - (d) The group testing approach
 - (e) The split- halves procedure.
76. MMT Engineering Ltd., was following a 'model procedure for grievance redressal' suggested by the National Commission on Labor. Grievance of Kalinga, an employee reached the sixth stage of settlement. In this stage, a [<Answer>](#)

settlement is reached through a/an

- (a) Supervisor
- (b) Management
- (c) Conciliation officer
- (d) Union
- (e) Head of the department.

77. In which of the following socialization strategies does the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform better in the next stage, even if he/she does not perform as expected in the ensuring stage? [<Answer>](#)

- (a) Formal socialization
- (b) Non-sequential socialization
- (c) Disjunctive socialization
- (d) Divestiture socialization
- (e) Contest socialization.

78. The performance-vesting options are also called [<Answer>](#)

- (a) Profit-sharing
- (b) Restricted stock plan
- (c) Phantom stock
- (d) Premium-priced options
- (e) Progressive bonus.

79. While evaluating the training program, a sequence of steps should be followed. Which of the following steps in the evaluation of training succeeds the step 'assessing the knowledge after training'? [<Answer>](#)

- (a) Setting the evaluation criteria
- (b) Assessing the knowledge prior to training
- (c) Identifying evaluation criteria
- (d) Transfer to the job
- (e) Follow-up studies.

80. Which of the following is **not** true about sensitivity training? [<Answer>](#)

- (a) Sensitivity training is also called as laboratory training
- (b) Sensitivity training's main objective is to develop among the group members, an understanding of themselves and of their relationships with others
- (c) In sensitivity training, a group of 10-15 employees assemble in a structured manner
- (d) In sensitivity training, a case-study or a role-play is given to initiate interaction among the group members
- (e) Sensitivity training is very effective tool in changing employee's behavior in organizations.

81. The management of Mudrai Foil Group wanted to improve the working conditions of their organization. In order to get the desired results the management improved the quality of work life. During the process the workers began to feel that they have control over their work processes and they began offering innovative ideas to improve them. Quality of work life has been enhanced, in this case, using [<Answer>](#)

- (a) Participative management style
- (b) Improvement in designations
- (c) Involvement of employers
- (d) Manipulative management style
- (e) Involvement of co-workers.

82. AVM Engineering Ltd.'s production plant division has adopted a socialization strategy where no advance notice of the transition period is given. The time period for one employee in completing a particular task may be different from another. The above socialization strategy adopted by the division is termed as [<Answer>](#)

- (a) Individual strategy
- (b) Serial strategy
- (c) Fixed strategy
- (d) Tournament strategy
- (e) Variable strategy.

83. In which of the following plans, annual or quarterly cash bonus is paid according to a pre-determined formula and is based on the company profits? [<Answer>](#)

- (a) Deferred plan
- (b) Gain sharing plan

- (b) Gain sharing plan
- (c) Distribution plan
- (d) Task bonus system
- (e) Piece rate plan.

84. Which of the following phases in the development and working of Quality Circle (QC) in an organization, is considered to be at highest level of a unit/division and looks after the activities of QCs in that particular unit/division, acting also as an advisory board? [<Answer>](#)

- (a) Committee Assignments
- (b) Grievance Committee
- (c) Assessment Committee
- (d) Steering Committee
- (e) Minimum Wages Advisory Committee.

85. In which of the following employee stock option plans the shares of the employees may be forfeited if they are not “earned out” over a specific period of time? [<Answer>](#)

- (a) Employee stock option scheme
- (b) Deferred plan
- (c) Restricted stock plan
- (d) Employee stock purchase plan
- (e) Phantom stock.

86. When the trade unions tend to rely on peaceful means, trade unions adopt methods of mutual insurance, collective bargaining and legal enactments to achieve their objectives. Which of the following statements are **true** regarding mutual insurance? [<Answer>](#)

- I. Under this method all the members are required to donate towards the common fund created by the trade union.
 - II. This method aims at exploiting the advantages of the collective strength of workers.
 - III. This method protects children, women, and adult male workers against oppression and exploitation from employers.
 - IV. This method helps in improving financial condition of the union and enhances its bargaining power when the need arises.
- (a) Both (I) and (II) above
 - (b) Both (I) and (IV) above
 - (c) Both (II) and (III) above
 - (d) Both (II) and (IV) above
 - (e) (I), (II) and (III) above.

87. Which of the following statement(s) is/are **true** regarding Decision Band Method (DBM) of job evaluation? [<Answer>](#)

- I. The basic premise of DBM is that the value of a job depends on its decision-making requirements.
 - II. The DBM distinguishes five levels of decision-making.
 - III. Decision bands cover the entire spectrum of decisions that can be made in any organization.
- (a) Only (I) above
 - (b) Only (II) above
 - (c) Both (I) and (III) above
 - (d) Both (II) and (III) above
 - (e) All (I), (II) and (III) above.

88. The Wechsler-Bellevue Intelligence Scale utilizes all the following multiple measurement of factors, **except** [<Answer>](#)

- (a) Analytical skills
- (b) Vocabulary
- (c) Performance
- (d) Picture management
- (e) Object assembly.

89. Which of the following job specifications include analytical ability, data interpretation ability and decision-making ability? [<Answer>](#)

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

90. Which of the following is **not** related to the health provision under Factories Act? [<Answer>](#)
- (a) Providing cleanliness
 - (b) Providing ventilation
 - (c) Prohibiting employment of adolescents or children on dangerous machines
 - (d) Providing artificial humidification
 - (e) Prohibiting overcrowding.
91. Which of the following managerial functions of the HR department establishes relationships among employees so that they can contribute collectively toward the attainment of organizational goals? [<Answer>](#)
- (a) Planning
 - (b) Organizing
 - (c) Staffing
 - (d) Directing
 - (e) Controlling.
92. Andhra Pradesh (AP) Police Academy conducted interviews to select intelligence officers. During selection, they conducted a test to determine the validity and truthfulness of an applicant's answers by monitoring the physical changes of his/her body, as he/she answer a series of questions. Which of the following selection tests Andhra Pradesh (AP) Police Academy used in this case? [<Answer>](#)
- (a) Personality test
 - (b) Polygraph test
 - (c) Graphology
 - (d) Situational test
 - (e) Interest test.
93. In which of the following roles of the HR Manager is he/she responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources? [<Answer>](#)
- (a) Auditor
 - (b) Consultant
 - (c) Executive
 - (d) Service provider
 - (e) Facilitator.
94. Adjudication is one of the means of preventing industrial disputes. The different stages under adjudication are labor courts, industrial tribunals and national tribunals. In this regard, which of the following statement(s) is/are **false**? [<Answer>](#)
- I. Labor court deals with matters related to standing orders application and interpretation, discharge or dismissal of a worker, withdrawal of customary benefits and a strike or a lock out.
 - II. Industrial tribunals are constituted when an industrial dispute affects more than one state in the country or when the firm in question operates in more than one state.
 - III. National tribunals deal with matters within the jurisdiction of labor courts and matters related to compensation, work hours and shifts, leaves and holidays and closure of the establishment.
- (a) Only (I) above
 - (b) Only (II) above
 - (c) Both (I) and (II) above
 - (d) Both (II) and (III) above
 - (e) All (I), (II) and (III) above.
95. Which of the following provides the basic foundation for job evaluation and helps in understanding the tasks and responsibilities associated with each job in the organization? [<Answer>](#)
- (a) Job enrichment
 - (b) Job specification
 - (c) Job rotation
 - (d) Job analysis
 - (e) Job design.
96. Which of the following is **false** regarding industrial relations? [<Answer>](#)
- (a) Industrial relations are an outcome of employer-employee relationship in an organization
 - (b) Industrial relations facilitate harmonious relationships in an organization by setting a framework for the management and the employee
 - (c) Industrial relations are based on mutual compromise and adjustment, for the benefit of both the parties

- involved
- (d) Industrial relations involve a study of the state and the legal system
- (e) Industrial relations do not deal with the relations between the occupational organizations. [<Answer>](#)
97. Which of the following approaches considers people as an 'asset' to the organization rather than as 'costs', and believes that people perform better when they are allowed to participate in managing their work and make decisions? [<Answer>](#)
- (a) Dunlop's
- (b) Socio-ethical
- (c) Gandhian
- (d) Quality of work life
- (e) Control.
98. Who among the following works on behalf of the management and is responsible for organizing the activities of the Quality Circles (QCs)? [<Answer>](#)
- (a) Labor inspector
- (b) Coordinator
- (c) Facilitator
- (d) Consultant
- (e) Steering committee.
99. According to Prof. Butler, which of the following functions of collective bargaining is a rule-making or legislative process, in the sense that it formulates terms and conditions under which labor and management will cooperate and work together for a specific period? [<Answer>](#)
- (a) A process of social change
- (b) A system of industrial jurisprudence
- (c) A peace treaty
- (d) A workers' participation
- (e) A tripartite body.
100. According to Morgan, International Human Resource Management (IHRM) is defined as the interplay among various dimensions. They are [<Answer>](#)
- I. Categories of human resource activities.
- II. Categories of employees.
- III. Country classification.
- IV. Types of unions.
- (a) Both (I) and (II) above
- (b) Both (III) and (IV) above
- (c) (I), (II) and (III) above
- (d) (II), (III) and (IV) above
- (e) All (I), (II), (III) and (IV) above.

END OF QUESTION PAPER

Suggested Answers

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	ANSWER	REASON	
1.	E	All (I), (II), (III) and (IV) are correct.	≤
		Human resource planning that assures an organization of suitable and adequate manpower to perform various jobs in accordance with the organizational goals	
		Estimating the present and future manpower requirements on the basis of long range plans and organizational objectives.	
		Estimating the net human resource requirements on the basis of the present inventory of human resources, and taking into account	

retirements, transfers etc.

Taking measures to mould, change and develop the existing employees to enable them meet the future organizational requirements.

Developing action plans to attract and acquire valuable human resources from the market.

2. E Decision-making authority is not concentrated. ≤
3. B Statements (I) and (II) are true. ≤
Accountability is a basic concept of delegation. The following are true about accountability:
The employee's answerability on using the authority in discharging a responsibility is accountability.
It is from the employee to the manager, in a direction opposite to responsibility and authority which are delegated by the manager to the employee.
As an employee has to be made accountable to only one manager, in the discharge of his/her responsibilities. Divided or multiple accountability leads to confusion where as single accountability results in better discharge of responsibilities.
4. C Geocentric approach is based on 'optimization'. In this approach, the organization identifies its best practices and resources from within and outside the organization and employs them wherever they are best suited. ≤
5. B Statements (I) and (II) are false about the strategies which are adopted by firms in international operations. ≤
Multi-domestic firms try to create value by emphasizing local responsiveness.
6. A Global firms realize experience curve and location economies. ≤
Job enrichment is the most popular technique for enhancing employee motivation. It is done by redesigning the jobs so as to increase both their scope and depth. There is less supervision and more self-evaluation involved in carrying out a job.
7. A Aptitude test measures an individual's ability to learn a given job, when given adequate training. They do not test the knowledge or proficiency possessed by the individual, instead they test his/her ability to learn or gain the required proficiency. ≤
8. C In in-basket training development method the important aspects of a manager's job are simulated. A trainee is given documents similar to those normally found in a managements in-basket, such as memos, letters and reports. The trainee is asked to take decisions on the basis of the information given to him. ≤

9. C Content validity refers to extent to which the content of a selection procedure or instrument is representative of important aspects of job performance. ≤
10. D Career resilience is the degree to which employees can cope with problems affecting their work. (a) Career insight is the extent to which employees can cope with problems affecting their work. (b) Career identity refers to the extent to which employees define their personal value according to their work, and align the former with the latter. (c) Career path is the sequential pattern of jobs that forms a career. (e) Career goals are the future positions that an individual strives to reach as part of a career. ≤
11. C The disorders caused by poor ergonomics are musculo-skeletal disorders, cumulative trauma disorders and repetitive strain injury. High blood pressure is usually a result of burnout. ≤
12. A Intermediate level planning is done at the SBU level which includes determining the recruitment/layoff strategy, retaining strategy, etc. The decisions here should complement the decisions at the higher level and help the SBU achieve its goals and objectives. ≤
13. D In the questionnaire method a long structured questionnaire to be filled up by the job incumbents. This is a good method to get the information from the employees without disturbing him/her on the job. ≤
14. D According to Yoder, the hiring process is of one or many ‘go, no-go’ gauges, where candidates are screened and qualified applicants go on the next hurdle, while the unqualified are eliminated. ≤
15. B The human relations approach introduced a “human touch” to deal with the problem of over specialized jobs. Under this approach, over-specialized jobs needed to be redesigned to make them more satisfying and rewarding to the employees. It was felt that the workers have social needs which necessitate casual interactions with supervisors and co-workers. ≤
16. C In the metamorphosis stage of socialization the new employee tries to analyze and tackle the problems that have been encountered in the previous stage (encounter stage). The individual tries to reorient himself/herself and work toward fulfilling organizational objectives by following the organizational norms. ≤
17. E Disjunctive socialization strategy can be costly for an organization as it involves greater risk, with the individual employee using his/her own approach. ≤
18. A The employee in the maintenance stage wants others to perceive him/her as one who is a major contributor to the organization and behave according to that. That is he/she tries to update his/her knowledge and skills and is involved in the review and development of organizational policies or goals. ≤
19. A The model for planned self development for an individual consists of six steps: self assessment, opportunity analysis, decision making, leverage network, ≤

venture, continuous assessment.

It starts with the assessment of self by the individual to understand his/her strengths, weaknesses, competencies and aspirations. The next step is the evaluation of the opportunities and the changing market trends.

20. B The appraisal process consists of the following steps: ≤

1. Determination of standards of performance based on the organizational objectives and the job description.
2. Measurement of employee performance against the pre-determined goals and standards
3. The actual process of measurement
4. Communicating the results of appraisal to the employee concerned
5. Discussing the finalized appraisal process with the employee.

And identifying training and development needs is an objective of performance appraisal.

21. A There are three commonly used methods of ranking, namely alternation, paired comparison, forced distribution. In the alternation method of ranking; the appraiser ranks all his/her employees from the most valuable to the least valuable, based on their performance and contribution to the organization. ≤

22. B The assessment is based on a **balanced scorecard** method with three different parameters to judge the performance of employees positioned at different levels in the organization. The first performance is based on the performance of the company as a whole, the second is based on the performance of a particular business unit within the organization and the third is at the individual level. ≤

23. C The advantages of point rating method are: ≤

It can be used for a relatively long time if updated periodically.

Wage differentials are likely to be systematic and in accordance with the content of each job.

The disadvantages of point rating method are:

It is a complex and time-taking assignment.

This method involves high costs and a lot of clerical work.

In the factor comparison method, there is a strong dependence on the benchmark or key jobs.

24. B Statement (III) is not an advantage of factor comparison method. It is a disadvantage. ≤

The main advantages of factor comparison method are:

It is an analytical and quantitative method and reliable.

It is objective and logical method in which the monetary values are assigned based on the factor ranking.

It is easy to explain this method to supervisors, employees and unions.

The disadvantages of factor comparison method:

- There is a strong dependence on the benchmark or key jobs. These key jobs may not always be relevant.

25. B Statement (II) is not true. ≤
 In BARS method of appraisal, both the manager and the employees are actively involved in the appraisal process.
26. E Halsey plan tries to eliminate the limitations of time and piece rate systems while trying to combine their merits. Under this plan a certain amount of work is fixed as a standard output, which is to be completed in a prescribed time. A worker receives a percentage of wages as extra earnings, if he completes the work before the prescribed time. ≤
 Under Rowan plan, the worker is guaranteed a minimum wage on a time basis. Then, a standard time is fixed for the completion of work and if the worker completes it before time, he earns more for the time saved.
 In Barth system of wages, the workers are not guaranteed of a minimum rate. Wages are calculated as the product of hourly rate and the square root of product of standard time and time taken.
 Task bonus system of incentive payment is generally used for groups. The task of each member is predetermined and has to achieve it to earn a bonus above the standard pay.
 Under progressive bonus system of incentive payment, the earnings increase at a progressive rate once the output crosses the minimum or standard output.
27. C Variable compensation is paid at different levels, the worker level, the manager level and the group level. ≤
28. A The management and the unions should establish on a mutual agreed basis, a grievance procedure that will ensure a speedy and full investigation leading to a settlement. The guiding principles that evolved from this code of discipline are : ≤
 Conformity with existing legislation.
 Simple and expeditious machinery.
 Employee knowledge of grievance procedure.
 Standardized constitution of the grievance committee.
29. D Compromising: Both the parties meet “halfway” in order to reach an agreement. That is, each party makes a few compromises to reach a commonly acceptable settlement. ≤
30. C Statements (I), (II), and (V) are the discipline. ≤
 If the employees are motivated through rewards, appreciation, constructive support, reinforcement or approved personnel action to conform to organizational rules and regulations, it is termed as positive discipline or self imposed discipline or determinative discipline. Positive discipline is also known as cooperative discipline.

31. B Reasons for the dwindling trade union membership are; ≤
- Job security is the primary reason that drives a worker to join a trade union.
- Shift from autocratic style of management to people-oriented style of management.
- Used as a forum to communicate their ideas, opinions, goals, grievances, etc.
- Trade unions can achieve better results.
- Trade unions bring people together and promote common job-related interests.
32. A Under militant or intramural function, trade unions fight with employers to achieve economic interests of their members. The issues may include better working conditions and other employment related concerns like fair wages, job security, balancing work hours, etc. ≤
33. A The main objective of the reformist union is to conserve the capitalist society, to continue the employer-employee relationship and the competitive system of production. ≤
34. B Anarchism is the idea that the mass of people, as workers, could change society for the better through their own direct action, replacing exploitation, inequality and injustice that are all around today with a new world based on socialism and freedom. ≤
35. E All (I), (II) and (III) are true. ≤
36. D The features of small sized unions formed according to the Trade Union Act 1926: ≤
- The trade unions ignored the increasing number of women in the workforce and restricted their participation in the union and its activities.
- Numbers of small unions are formed whenever workers or employees in a particular unit or factory are organized.
- The average membership was brought down though the total number of unions and union membership was improving.
37. B According to Dale Yoder industrial relations is a “whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of an industry”. ≤
38. E Socio-ethical approach states that industrial relations, apart from having sociological ramifications, also have an ethical base. Hence the workers and the ≤

sociological ramifications, also have an ethical base. Hence the workers and the management should work in mutual cooperation and realize their moral responsibility towards the organizational objectives.

39. B The context or the environment is the ground on which the participants interact. John Dunlop has identified three types of environment that are relevant to industrial relations. Technological characteristics of the industry, market or economic constraints and the locus of power existing in a society. ≤
40. D In the participative style of management, employees are considered as stakeholders in the organization. They are treated as partners, and share the power with the management. ≤
41. E An industrial dispute may result in a strike, lock-out or temporary suspension of activities of the organization. To avert this, the last resort is adjudication. The legal machinery of the state intervenes to settle the dispute and provides guidelines to the management and the employees. ≤
42. A At informative participation level of workers' participation, information regarding the balance sheet, production targets, new technology introduction etc. is shared with workers. It is a one-way communication from the management to the workers. The workers have no role to play in organization management. ≤
43. C Statements (I) and (II) are true. ≤
The reasons for the workers participation in management are:

It bridges the gap between the management and the workers by authorizing the workers to take part in managerial functions.

Workers feel valued and, therefore are more committed to their work.

As workers are involved in decision making, any change in the organization can be implemented without resistance from them.
44. B The main function of the shop council is to assist the management in achieving production targets, improving production, productivity and efficiency and eliminating wastage. ≤
45. D Statements (I), (II) and (IV) are false. ≤

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

A quality circle involves participation of employees belonging to the same work group voluntarily to solve work related problems and to improve the quality of their work and work life.

The quality circle exists only in the form of temporary existence as they can be dissolved at any time.
46. A The brainstorming session helps in activating individual as well as group creativity. The technique creates an open environment free of criticism, encouraging employees to participate and suggest any ideas that come to mind. ≤

and where one idea leads to another. This process has been termed as ‘cerebral popcorn’ as it helps in generating a number of ideas.

47. B The red hot stove rule suggests that administering discipline is more like touching a hot stove. According to this rule propounded by McGregor, corrective action should be immediate, impartial, and consistent with a warning like the results of touching a red-hot stove. ≤
48. B HR inventory can be prepared using a Human Resource Information System (HRIS). HRIS enables easy storage and access of information regarding employees, their jobs, their qualifications, their competencies, their compensation, training needs etc. and also information like their leave balance, which have an implication on the day-to-day working. ≤
49. D It is not an instrument to examine the employee’s personal records and verify their accuracy. ≤
49. D A dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important is called stress. ≤
50. A A trial and error method of learning where an individual works with his/her co-workers and learns through his/her own experiences is termed as informal socialization. ≤
51. D The program involving redesigning the workplace not only technologically but also physically with human considerations for the workforce is termed as socio-technical systems. ≤
52. A Broadbanding as a base-pay technique, reduces the number of salary levels into broad salary bands. The major advantage of broadbanding is that it gives managers a free hand to fix the pay of individual workers. It states that employees at entry level at any condition can earn more than employees at next level. ≤
53. E According to the Herzberg’s theory of motivation, there are two factors that affect the job satisfaction-the motivators and hygiene factors. ≤
54. C The Job characteristics theory of Hackman and Oldham states that employees work hard when they are rewarded for the work they do, and when the work gives them satisfaction. Therefore motivation, satisfaction and productivity are the three factors that should be integrated into job design. ≤
55. A Statements (I) and (II) are true. ≤
- Physical specifications include physical features like height, weight, vision, hearing, ability to lift and carry weights, health condition, age and capacity to use or operate machines and tools equipment.
Decision making ability is a mental specification, while adaptability and flexibility are emotional and social specifications.
56. C Several techniques of ranking used in the process of job evaluation are: ≤

Relative ranking.

Paired comparison.

57. B Single factor ranking. \leq
Statements (I) and (III) are true.
The advantages of work standards approach are that the goals to be measured are very objective and also quantifiable.
The disadvantage is that the work standards for different job categories cannot be compared.
58. A The written description interpreted by different people might lead to confusion and loss of reliability is disadvantage of graphic rating method. \leq
Leniency effect process refers to the situation where the appraiser tends to give high ratings and only positive feedback to the appraisee, irrespective of his/her performance.
59. C Counseling refers to the interaction and discussions between the boss and the employee on areas related to emotional aspects like fears and aspirations. \leq
60. B Reducing subjectivity by using multi-rater feedback. \leq
61. D Statements (I), (III) and (IV) are true. \leq
As the first step, the trainee is prepared for the training by giving him, clear information about the training to be imparted, the job to be performed and the venue and time of training; any doubts regarding the training should be cleared at this stage.
62. D In the multiple management technique of on-the-job training the junior managers participate in board and committee meetings, which are normally attended only by the senior and top levels managers. These sessions expose junior managers to discussions that take place in such meetings regarding organizational problems and future strategies. \leq
63. C A person in adult ego state is objective and rational. It adopts a more realistic or practical outlook and gathers information objectively. \leq
64. B A cost-benefit analysis measures the benefits from the development program, against the monetary costs of development. \leq
65. D D.L. Kirkpatrick's system has four levels of evaluation. They are response, learning, performance and result. \leq
66. B Life cycle model is based on the different stages that an individual grows through \leq

in his/her career, where the employee take different development tasks at these different stages.

67. D Career insight is the extent to which employees are aware of their interests, skills, strengths and weaknesses and how these perceptions relate to their career goals. ≤
68. A The only drawback for the individuals exhibiting technical/functional competence as career anchor is that they might miss the bigger picture on getting into the tunnel of specialization. ≤
69. C Job depth is the autonomy or the authority that the jobholder enjoys in planning and organizing the work attached to the job. ≤
70. A Ergonomic keyboards are split down the middle, and have a design which allows an individual to comfortably rest his/her palms and wrists while typing in service sectors. ≤
71. D Statements (III) and (IV) are true. ≤
- Each plant council consists of a minimum of six members and a maximum of eighteen members.
72. B The tenure of the council is three years. ≤
- In administrative participation, the workers' council is given certain alternatives from which it can select the one it wants to implement and the workers enjoy a greater degree of influence.
73. E Rowan plan: $(\text{Time saved} \times \text{Time taken} \times \text{Hourly rate}) / \text{Standard time}$
 $= (2 \times 6 \times 10) / 8 = 15$. Therefore, the employee would earn a total of Rs. 75
 $((6 \times 10) + 15 = 75)$ ≤
74. C In cafeteria benefit plan, management customizes the benefit programs after assessing employee preferences and needs, and these programs are retained within a broad framework, considering the rules and the costs involved. ≤
75. B The reliability of a selection method can be measured using methods such as, the repeat and test-retest approach, The alternate-form or parallel-form method, the split-halves procedure. In the repeat or test-retest approach, a group of candidates take the same test twice, with a gap of 2-3 weeks. The similarity in the pattern of scoring by the group and an analysis of scores determines the reliability of the test. ≤
76. C Kalinga, an employee grievance reached the sixth stage of settlement, through voluntary arbitration by third party, in this stage, a settlement is reached normally through a conciliation officer. ≤

77. E Contest socialization strategy, the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform better in the next stage, even if he/she does not perform as expected in the ensuring stage. ≤
78. D The performance-vesting options are also called premium-priced options. ≤
79. D Steps in the evaluation of training: ≤
 Setting evaluation criteria.
 Assessing the knowledge prior to training.
 Trained or developed workers.
 Assessing the knowledge after training.
 Transfer to the job.
 Follow-up studies.
80. C In sensitivity training, a group of 10-15 employees assemble in an unstructured manner. ≤
81. A In Mudrai Foil Group, the management wants to improve the working conditions of the organization. In order to get the desired results the management improves the quality of work life. The workers feel that they have control over their work processes and they also offered innovative ideas to improve them. Quality of work life has been enhanced, in this case, using a participative management style. ≤
 Other options are not relevant here.
82. E In variable strategy, no advance notice of the transition period is given. The time period for one employee in completing a particular task may be different from another. ≤
83. C In distribution plan as a long-term incentive plan, annual or quarterly cash bonus is paid according to a pre-determined formula and is based on the company profits. ≤
84. D Steering committee is the highest level of a unit/division and looks after the activities of QCs in that particular unit/division, acting as an advisory board. ≤
85. C In restricted stock plan, the shares of the employees may be forfeited if they are not “earned out” over a specific period of time. ≤

86. B Statements (I) and (IV) are true. ≤
- Collective bargaining method aims at exploiting the advantages of the collective strength of workers.
 - Legal enactments method protects children, women, and adult male workers against oppression and exploitation from employers.
87. C Statements (I) and (III) are true about DBM. ≤
As DBM distinguishes six levels of decision-making, or “decision bands”, statement (II) is false.
88. A The Wechsler-Bellevue Intelligence Scale utilizes all the following multiple measurement of factors such as comprehension, vocabulary, performance, picture management, and object assembly. An analytical skill is a factor measured by the IR test. ≤
89. C Mental specifications include analytical ability, data interpretation ability and decision-making ability. ≤
TOP
≥
- Behavioral specifications include the ability to make judgments, ability to undertake research, creativity, teaching ability, maturity, self-reliance, and the ability to be authoritative.
- Physical specifications vary from job to job and include physical features like height, weight and vision.
- Emotional and social specifications include stability, adaptability and flexibility. Social specifications include ability to work in a team.
90. C Prohibiting employment of adolescents or children on dangerous machines is a safety provision under the Factories Act. ≤
TOP
≥
- All other options are related to health provision under the Factories Act.
91. B The organizing function establishes relationships among employees so that they can contribute collectively towards the attainment of an organization’s goals. ≤
TOP
≥
92. B Polygraph test has been used to test the validity and truthfulness of an applicant’s answers, by monitoring the physical changes in his/her body, as he/she answers the series of questions. These tests are usually conducted for defense and hi-profile security jobs. ≤
TOP
≥
93. A The auditor: HR specialists are responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources. ≤
TOP
≥
94. D Statements (II) and (III) are false. ≤
TOP
≥
- Industrial tribunals: It deals matters within the jurisdiction of labor courts and matters related to compensation, work hours and shifts, leaves and holidays and closure of the establishment.
- National tribunals: It is constituted when an industrial dispute affects more than one state in the country or when the firm in question operates in more than one state.
95. D Job analysis provides the basic foundation for job evaluation and helps in understanding the tasks and responsibilities associated with each job in the ≤
TOP
≥

organization.

96. E Industrial relations deal with the relations between the occupational organizations themselves. [< TOP >](#)
97. D Quality of work life approach considers people as an 'asset' to the organization rather than as 'costs', and believes that people perform better when they are allowed to participate in managing their work and make decisions. [< TOP >](#)
98. B Coordinator works on behalf of the management and is responsible for organizing the activities of the Quality Circles (QCs). [< TOP >](#)
99. B According to Prof. Butler, functions of collective bargaining as 'a system of industrial jurisprudence' is a rule-making or legislative process, in the sense that it formulates terms and conditions under which labor and management will cooperate and work together for a specific period. [< TOP >](#)
100. C According to Morgan, International Human Resource Management (IHRM) is defined as the interplay among three dimensions; they are categories of human resource activities, categories of employees and country classification. [< TOP >](#)

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