1. The process of forecasting an organization's future demand for, and supply of, the right type of people in the right numbers is called:
   A. Recruitment
   B. Human Resource Planning
   C. Human Capital Management
   D. Human Resource Management

   Answer: B

2. A process that is used for identifying and developing internal people with the potential to fill key business leadership positions in the company is called:
   A. Succession planning
   B. Investing in human resources
   C. Highly talented personnel creation
   D. None of the above

   Answer: A

3. Which test assesses an individual's achievement and motivational levels?
   A. Guilford - Zimmerman Temperament Survey
   B. Minnesota Multiphasic Personality
   C. Thurstone Temperament Survey
   D. Thematic Apperception Test

   Answer: D

4. A test that seeks to predict success or failure through one's handwriting is called:
   A. Grammatologist
   B. Graphology
   C. Polygraph
   D. None of the above

   Answer: B

5. Which country uses the graphology test to select candidates?
   A. United States
   B. Germany
   C. China
   D. India

   Answer: A

6. In _________, the interviewer uses pre-set standardised questions which are put to all applicants.
   A. Unstructured interview
   B. Behavioural interview
C. Structured interview  D. Mixed interview

Answer: C

7. _____ occurs when an interviewer judges an applicant's entire potential for job performance on the basis of a single trait, such as how the applicant dresses or talks.
A. Halo - effect  B. Unstructured
C. Stress producing  D. None of the above

Answer: A

8. The voluntary and involuntary permanent withdrawal from an organisation is called
A. Turnover  B. Behaviour
C. Misbehaviour  D. None of the above

Answer: A

9. The emotional part of an attitude is called ______.
A. Attitude  B. Affective component
C. Behavioural component  D. All of the above

Answer: B

10. Employee's general belief that their organisation values their contribution and cares about their well - being is called ________.
A. Behaviour  B. Workplace misbehaviour
C. Organizational behaviour  D. Perceived organizational support

Answer: D

11. What is the main objective of job evaluation?
A. It is not compulsory  B. To define satisfactory wage and salary differentials
C. Job is rated before the employee is appointed  D. None of the above

Answer: B
12. Which of these options is one of the non-analytical methods of job evaluation?
A. Factor comparison method  
B. Point ranking method  
C. Job-grading method  
D. None of the above

Answer: C

13. Which of these is an alternate to job evaluation?
A. Wage survey  
B. Decision Bank Method  
C. Employee classification  
D. None of the above

Answer: B

14. Which of the following is a benefit of employee training?
A. Provides a good climate for learning, growth and co-ordination  
B. Helps people identify with organisational goals  
C. Improves morale  
D. None of the above

Answer: B

15. Which of the following is a method used in group or organisational training needs assessment?
A. Interviews  
B. Rating scales  
C. Questionnaires  
D. Consideration of current and projected changes

Answer: D

16. ‘First come last go and last come first go’ is the principle of
A. Retrenchment  
B. Dismissal  
C. Closure  
D. Lay-off
17. Which of the following is not a peculiarity of labour market?
A. Worker can sell not only his own labour but also the labour of his fellow workers.
B. The number of buyers is less than the number of sellers.
C. Labour market is normally local in nature.
D. Labour is less mobile.
Answer: A

18. Which one of the following is not a characteristic feature of Indian labour force?
A. Lack of mobility
B. Homogeneous in nature
C. Low degree of unionization rate
D. High rate of absenteeism and labour turnover
Answer: B

19. Which of the following is not a type of wage differentials?
A. Social
B. Industrial
C. Geographical
D. Occupational
Answer: A

20. The Concepts of Wages like Minimum Wage, Fair Wage and Living Wages were given by
A. Adarkar Committee
B. Committee on Fair Wages
C. Royal Commission on Labour
D. First National Commission on Labour
Answer: B

21. Which of the following decreases group cohesiveness?
A. Large group size
B. Frequency of interaction
C. Agreement on group goals
D. All of the above
Answer: A
22. Managers subscribing to _____ assumptions attempt to structure, control and closely supervise their employees.
A. Theory ‘X’  B. Theory ‘Y’
C. Both Theory ‘X’ and Theory ‘Y’  D. Neither Theory ‘X’ nor Theory ‘Y’

Answer: A

23. According to Fiedler’s Contingency Model of Leadership, which one of the following is a situational variable?
A. Organisational System  B. Degree of task structure
C. Leader’s position power  D. Leader – Member relationship

Answer: A

24. The right sequence of steps in Kurt Lewin’s change procedure is
A. Unfreezing – Freezing – Moving  B. Moving – Unfreezing – Freezing
C. Freezing – Moving – Unfreezing  D. Unfreezing – Moving – Freezing

Answer: D

25. Which of the following is not a traditional method of organisational development?
A. Managerial grid  B. Survey feedback
C. Sensitivity training  D. Process consultation

Answer: D

26. The problem of industrial discipline was debated by the Indian Labour Conference (ILC) held in India in
A. 1955  B. 1957
C. 1959  D. None of these

Answer: B

27. Benefits provided for temporary and permanent disability disfigurement, medical expenses and
medical rehabilitation is referred to as
A. Workers’ compensation  B. Financial incentives
C. Fringe benefits  D. None of the above

Answer: A

28. Negotiation of labour contract by Union and Management is referred to as
A. Collective Bargaining  B. Industrial Relations
C. Consumerism  D. Trade Union

Answer: A

29. A test which measure, what it is intended to measure is
A. Valid test  B. Reliable test
C. Objective test  D. Standardised test

Answer: A

30. An enquiry that is conducted afresh because of the objections raised by alleged employee is called
A. De-novo enquiry  B. Ex-parte enquiry
C. Domestic enquiry  D. None of the above

Answer: A

31. The outside third party who is brought into settle a dispute, and he or she has the authority to make a decision is called
A. Union  B. Government
C. Legal Expert  D. An Arbitrator

Answer: D

32. A written statement of the human qualification, education and experience needed to perform a job is referred to as
A. Job design
B. Job enrichment
C. Job description
D. Job specification

Answer: A

33. Whistle-Blowers are
A. To be protected since they intend to bring out truth
B. To be rewarded for the organisational enrichment
C. To be removed from the jobs
D. To be promoted

Answer: A

34. Transactional Analysis (TA) is related to
A. Attitudes
B. Learning
C. Personality
D. Perception

Answer: C

35. Need-Hierarchy Theory was propounded by
A. Elton Mayo
B. Mc - Fraland
C. Peter F. Drucker
D. Abraham Maslow

Answer: D

36. One of the following is not included in job descriptions:
A. Duties
B. Job title
C. Location
D. Penal actions

Answer: D

37. Which one of the following are the functions of personnel management?
A. Planning, Organising, Staffing, Directing and Controlling
B. Planning, Organising, Coordinating, Budgeting and Controlling
C. Perception, Development, Learning,
D. Procurement, Development, Compensation,
38. Sensitivity training method is a part of
   A. Vestibule training method        B. Off-the-job training method
   C. On-the-job training method      D. None of the above
   Answer: A

39. Which is not a centralized communication network system?
   A. Circle Network                  B. Chain Network
   C. Wheel Network                   D. Y-shaped Network
   Answer: A

40. Why is ‘procedural justice’ important in the context of the management of misconduct?
   A. It protects the interest of daily wage earners. B. It reflects on the integrity of HR professionals.
      C. It reflects on the values and attitudes of top management. D. It ensures that individuals have a sense that they have been treated fairly.
   Answer: D

41. Which of the following is the outcome of job satisfaction?
   A. Absenteeism                    B. High productivity
      C. High employee turnover        D. All the above
   Answer: B

42. Under Alderfer’s ERG theory, the three core needs are
   A. Existence, Relatedness and Growth  B. Emotional, Relational, and Growth
      C. Emotional, Rational and Growth  D. Existence, Reliability and Gain
   Answer: A
43. The group to which a person would like to belong is known as
A. Primary Group  
B. Reference Group  
C. Membership Group  
D. None of the above

Answer: B

44. The following concept is developed on unitarism, individualism, high commitment and strategic alignment.
A. Industrial Relations  
B. Personnel Management  
C. Personnel Administration  
D. Human Resource Management

Answer: D

45. Human Resource Planning include
A. Action planning  
B. Scenario planning  
C. Demand and Supply forecasts  
D. All the above

Answer: D

46. Which one is not a part of recruitment process?
A. Attracting candidates  
B. Selecting candidates  
C. Determining requirements  
D. Planning recruitment campaign

Answer: B

47. Which one is not a non-quantitative job evaluation method?
A. Grading method  
B. Ranking method  
C. Point rating method  
D. Job-classification method

Answer: C

48. Consider the following punishments in disciplinary actions:
A. Warning  B. Censure
C. Both (a) and (b)  D. Demotion

Answer: C

49. Grapevine is a type of
A. Formal Communication  B. Informal Communication
C. Written Communication  D. Lateral Communication

Answer: B

50. Decision-making process is guided by
A. Policy  B. Strategy
C. Procedure  D. Programme

Answer: A

51. Which of the following is not a field of industrial relations?
A. State and their institutions  B. Management and their associations
C. Study of workers and their trade unions  D. Study of consumers and their associations

Answer: D

52. Which of the following is not a determinant factor of industrial relations?
A. Social stratification factors  B. Technological factors
C. Institutional factors  D. Economic factors

Answer: A

53. Which of the following cannot be said to be an effect of industrial disputes?
A. High Labour Turnover  B. Higher rate of Absenteeism
C. Higher rate of Man-days lost  D. High Productivity, Peace and Profit

Answer: D
54. Which of the following has not been provided under the Code of Discipline?
A. Grievance Procedure  
B. Unfair Labour Practices  
C. Multinational Companies  
D. Recognition of Trade Unions

Answer: C

55. Who among the following propounded the theory of industrial democracy?
A. John T. Dunlop  
B. Allan Flanders  
C. Neil W. Chamberlain  
D. Sydney & Beatrice Webbs

Answer: D

56. Performance Appraisal is a double edged tool to
A. Offering challenges for promotion  
B. Accompanying the course of Demotion  
C. Create space for the employee to organisationally survive  
D. All of the above

Answer: D

57. Wage determination is mostly done through tools which are
A. Objective  
B. Subjective  
C. Both of (a) & (b)  
D. None of these

Answer: C

58. Job Evaluation criterion comes from
A. Job manual  
B. Job duration  
C. Job description  
D. Job specification

Answer: D

59. The Managerial Grid was given by
A. Kurt Lewin  
B. Rensis Likert  
C. Blake and Mouton  
D. Hersey Blanchard
60. Which of the following is not a tripartite body?
A. I. L. O  
B. Wage Boards  
C. Works Committee  
D. Indian Labour Conference  
Answer: C

61. Induction is viewed as  
A. Feel at home  
B. Belongingness  
C. Socializing process  
D. All the above  
Answer: D

62. Who advocated the theory Z?  
A. John Galbraith  
B. Jerdee and Caroll  
C. William Ouchi and Price  
D. Douglas Murray McGregor  
Answer: C

63. Which one is an underlying value in OD efforts?  
A. Trust and support  
B. Coercing the people  
C. Resorting to short cut methods  
D. Profit maximization by hook or crook  
Answer: A

64. Which of the following is not a traditional model of outsourcing?  
A. Utility outsourcing  
B. Functional outsourcing  
C. Operational outsourcing  
D. Transactional outsourcing  
Answer: B
65. The ‘force-field analysis’ model of organisational change resistance was advanced by
A. Kurt Lewin  B. Chris Argyris  
C. Abraham Maslow  D. Douglas McGregor
Answer: A

66. Which of the following is not a segment of David McClelland’s Theory of Needs?
A. Need for Power  B. Need for Affiliation  
C. Need for Achievement  D. Need for Self Actualization
Answer: D

67. Which of the following principles of management was not given by Fayol?
A. Standardisation  B. Unity of direction  
C. Stability of tenure  D. Subordination of individual interest to common interest
Answer: A

68. Delphi technique is used in
A. Forecasting  B. Organising  
C. Operating  D. Staffing
Answer: A

69. Narrow span of control results into
A. Tall structure  B. Flat structure  
C. Mechanistic structure  D. All the above
Answer: A

70. Which of the following is correct about ‘Grapevine’?
A. It tends to exist when members of formal group know one another well.  
B. It is more common in times of high organisational excitement.
C. It is the result of social forces at work place. D. All the above
Answer: D

71. Recruitment means
A. Total number of inquiries made  B. Total number of selections made
C. Total number of persons short listed  D. Total number of applications received
Answer: D

72. Which of the following is not a factor for wage determination?
A. Productivity  B. Cost of living
C. Prevailing wages  D. Purchasing power of people
Answer: D

73. Which of the following is not a part of disciplinary action?
A. Transfer  B. Warning
C. Discharge  D. Suspension
Answer: A

74. When Human Relations training is given to managers the method adopted is:
A. Role-play method  B. Sensitivity Training
C. In-Basket Exercise  D. Managerial Grid Training
Answer: B

75. Which one of the following is not the characteristic of planning?
A. It is pervasive  B. It deals with future
C. It is not strategic  D. It involves selection of particular course of action
Answer: C
76. Premature evaluation is a type of
A. personal barrier  
B. semantic barrier  
C. psychological barrier  
D. organisational barrier  
Answer: C

77. Which of the following is not a feature of systems approach?
A. A system is a combination of parts  
B. System transforms inputs into outputs  
C. Parts and sub-parts are related to one another  
D. It is not necessary for a system to have a boundary  
Answer: D

78. Which of the following organisations is a two-dimensional structure?
A. Line structure  
B. Matrix structure  
C. Functional structure  
D. Divisional structure  
Answer: B

79. Job description includes information about
A. Job responsibilities, duties and working conditions.  
B. Job responsibilities and qualifications for performance.  
C. Job responsibilities, duties and qualifications for performance.  
D. Job responsibilities, duties and worth in terms of wage and salary.  
Answer: A

80. Differentiation between line and staff functions is necessary because it helps in
A. maintaining accountability  
B. providing specialized services  
C. maintaining adequate checks and balances  
D. all the above  
Answer: D

81. Which of the following refers to analysis of handwriting to determine writer’s basic personality
traits?
A. Kinesics  B. Polygraphy
C. Graphology  D. None of these

Answer: C

82. The five basic features of Scanlon plan of incentive payment are
A. cooperation, identity, control, involvement and sharing of profits.
B. control, individuality, competence, involvement and sharing of benefits.
C. cooperation, identity, competence, involvement and sharing of benefits.
D. control, individuality, commitment, involvement, and sharing of benefits.

Answer: C

83. Which of the following is a process of systematically identifying, assessing and developing organisational leadership to enhance performance?
A. Career planning  B. Succession planning
C. Manpower planning  D. Human Resource planning

Answer: B

84. Which of the following training programmes is meant for a new employee?
A. Induction training  B. Sensitivity training
C. In-basket exercise  D. Apprenticeship training

Answer: A

85. Which of the following statements is not true about benchmarking strategy of TQM?
A. It is a people driven activity.
B. It is related to the efforts of Kaizen.
C. It is related to the raising of criteria for selection.
D. It is raising the performance standards of the organization.

Answer: C
86. Which of the following is not a type of HRM strategy?
A. Task focused strategy  
B. Placating HRM strategy  
C. Turnaround HRM strategy  
D. Development oriented strategy

Answer: B

87. Which of the following is not a 'lab' in the sensitivity training, also known as Laboratory training?
A. Cousin lab  
B. Family lab  
C. Stranger lab  
D. Organizational lab

Answer: D

88. Which of the following statements about the recent trends in HRM is not correct?
A. Performance and Knowledge Management are not related to strategic HRM.  
B. Employer branding is attempted to be achieved through HRM practices.  
C. Measurement of HR through balanced scorecard has taken shape.  
D. Competency mapping is a recent trend in HRM.

Answer: A

89. Which of the following is not a method of dealing with resistance to change?
A. Participation  
B. Facilitation and Support  
C. Coercion and Punishment  
D. Education and Communication

Answer: C

90. Which one of the following statements is wrong about OD?
A. It is a diagnostic process  
B. It is a punitive mechanism  
C. It is a value driven mechanism  
D. It is an intervention mechanism

Answer: B

91. The ‘Managerial Grid’ model was developed by
A. Lawler and Porter  
B. Fiedler and Garcia  
C. Hersey and Blanchard  
D. Robert Blake and Jane S. Mouton  

Answer: D

92. The case study method of OD was developed by  
A. S.R. Udpa  
B. Eric Berne  
C. Udai Pareek  
D. Christopher C. Longdell  

Answer: D

93. The process of comparing actual performance with standards and taking necessary corrective action is called  
A. Communicating  
B. Co-ordinating  
C. Co-operating  
D. Controlling  

Answer: D

94. An aggregate of several related action plans that have been designed to accomplish a mission within a specified time period is known as  
A. Programme  
B. Process  
C. Project  
D. Policy  

Answer: A

95. Principle of direct contact, reciprocal relationships and principle of continuity as principles of coordination are advanced by  
A. Henry Fayol  
B. Luther Gullick  
C. Havold Koontz  
D. Mary Parker Follette  

Answer: D

96. Which one of the following is not a function of the Personnel Department?  
A. Grievance Handling  
B. Quality Management  

A. Grievance Handling  
B. Quality Management
C. Manpower Adjustment  D. Employment Activities
Answer: B

97. Which one of the following is not time based incentive plan?
A. Halsey Plan  B. Merrick Plan
C. Rowan Plan  D. Emerson Plan
Answer: B

98. The concept of “End spurt” is associated with which of the following?
A. Morale  B. Fatigue
C. Monotony  D. Job satisfaction
Answer: C

99. Which of the following is not a part of the Scheme of Workers’ Participation in Management in India?
A. Industrial Level Councils  B. Shop Level Councils
C. Joint Level Councils  D. Unit Level Councils
Answer: A

100. Which of the following is a reason for supporting a wider span of control?
A. To reduce a process of delaying  B. To reduce opportunities for delegations
C. To have tighter control within the organisation  D. To increase contact between managers and employees
Answer: D