



1. The process of forecasting an organizations future demand for, and supply of, the right type of people in the right number 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 ones 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



to occupy

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

Answer: A

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
- C. Job description
- B. Job enrichment
- D. Job specification

Answer: A

33. Whistle-Blowers are

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

Answer: A

34. Transactional Analysis (TA) is related to

- A. Attitudes
- C. Personality
- B. Learning
- D. Perception

Answer: C

35. Need-Hierarchy Theory was propounded by

- A. Elton Mayo
- C. Peter F. Drucker
- B. Mc - Fraland
- D. Abraham Maslow

Answer: D

36. One of the following is not included in job descriptions:

- A. Duties
- C. Location
- B. Job title
- D. Penal actions

Answer: D

37. Which one of the following are the functions of personnel management?

- A. Planning, Organising, Staffing, Directing and Controlling
- C. Perception, Development, Learning,
- B. Planning, Organising, Coordinating, Budgeting and Controlling
- D. Procurement, Development, Compensation,



Organisation and Behaviour

Integration and Maintenance

Answer: D

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



Answer: C

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
- C. Hersey and Blanchard
- B. Fiedler and Garcia
- D. Robert Blake and Jane S. Mouton

Answer: D

92. The case study method of OD was developed by

- A. S.R. Udpa
- C. Udai Pareek
- B. Eric Berne
- D. Christopher C. Longdell

Answer: D

93. The process of comparing actual performance with standards and taking necessary corrective action is called

- A. Communicating
- C. Co-operating
- B. Co-ordinating
- 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
- C. Project
- B. Process
- 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
- C. Havold Koontz
- B. Luther Gullick
- 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



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