

## UGC NET - HUMAN RESOURCE MANAGEMENT MOCK TEST PAPER

- **PAPER - I** *This paper contains 50 objective type questions. Each question carries 2 marks.  
Attempt all the questions.*
- **PAPER - II** *This paper contains 50 objective type questions. Each question carries 2 marks.  
Attempt all the questions.*
- **PAPER - III** *This paper contains 75 objective type questions. Each question carries 2 marks.  
Attempt all the questions.  
(According to the NEW PATTERN)*
- *Pattern of questions : MCQs*
- *Total marks (PAPER I & II) : 350*
- *Duration of test : Paper I & II - 2.5 Hours  
: Paper III - 2.5 Hours*

# VPM CLASSES

For IIT-JAM, JNU, GATE, NET, NIMCET and Other Entrance Exams

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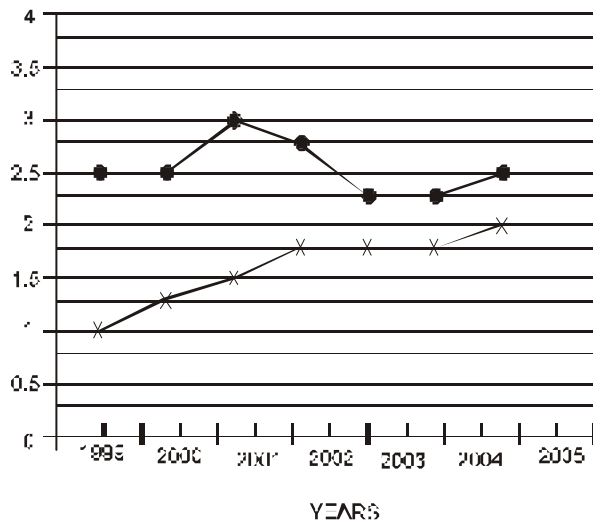
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## PAPER – I

1. A manager must discover various ..... analyze the reasons for their occurrence and take preventive steps.  
(A) Cause to communication  
(B) Barrier to communication  
(C) Both (a) and (b)  
(D) None
2. "It is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc." which type of communication is this?  
(A) Oral communication  
(B) Written communication  
(C) Non verbal communication  
(D) None
3. Which of the following is a part of the English language which helps us to understand sounds of various alphabets?  
(A) Phonetics  
(B) Homophones  
(C) Both (a) and (b)  
(D) None

Questions 4-8 Study the following graph carefully to answer the given questions.

PRODUCTION OF TWO COMPANIES A AND B (IN CRORE UNITS) OVER THE GIVEN YEARS



4. For Company A, how much is the percent increase in production in 2000 from 1999?  
 (A) 0.25  
 (B) 2.5  
 (C) 25  
 (D) 12.5
5. How many units is the total production of Company A for the given years?  
 (A) 9crores  
 (B) 17.75 crores  
 (C) 12.25 crores  
 (D) 11 crores
6. What is the difference in units produced by the two companies in 1999?  
 (A) 1,50,000,000  
 (B) 15,00,00,000  
 (C) 15,00,000  
 (D) 15,000
7. How many units is the approximate average production of Company B for the given years?  
 (A) 3crores

- (B) 2.55 crores  
(C) 2.75 crores  
(D) 2.25 crores
8. In w hich year did both the companies have no change in production from the previous year?  
(A) 2000  
(B) 2002  
(C) 2003  
(D) 2004
9. If sampled in reconnaissance mode, data limitation requires use of  
(A) Maximum  
(B) Mnimum  
(C) Both (a) and (b)  
(D) None
10. If estimating average concentrations is planned  
(A) Exposure units must be defined  
(B) Sufficient samples are required  
(C) Both (a) and (b)  
(D) None
11. Which Can be used to evaluate if constituents in subsurface are correlated and have the same or different sources?  
(A) Scatter plots  
(B) Ratio plots  
(C) Multivariate plots  
(D) None
12. Which of the following Can be used to evaluate if ratios of constituents in subsurface are similar or different from those in indoor/outdoor air?  
(A) Scatter plots  
(B) Ratio plots

- (C) Multivariate plots  
(D) None
13. Which of the following collection techniques were used as the primary research methods for this study?  
(A) Qualitative  
(B) Quantitative  
(C) Both (a) and (b)  
(D) None
14. In order to organize, classify and analyze the gathered information, used  
(A) Graphs  
(B) Statistics  
(C) Both (a) and (b)  
(D) None

**Direction (15-19)** The strength of Indian Democracy lies in its tradition, in the fusion of the ideas of democracy and national independence which was the characteristic of the Indian Nationalist Movement long before independence. Although the British retained supreme authority in India until 1947, the provincial elections of 1937 provided real exercise in democratic practice before national independence. During the Pacific war India was not overrun or seriously invaded by the Japanese and after the war was over, the transfer of power to a government of the Indian Congress Party was a peaceful one as far as Britain was concerned. By 1947 'Indianisation' had already gone far in the Indian Civil Service and Army, so that the new government could start with effective instruments of central control. After independence, however, India was faced with two vast problems; the first, that of economic growth from a very low level of production and the second was that of ethnic diversity and the aspirations of sub nationalities. The Congress leadership was more aware of the former problem than of the second. As a new political elite which had rebelled not only against the British Raj but also against India's old social order, they were conscious of the need to initiate economic development and undertake social reforms, but as nationalists who had led a struggle against the alien rule on behalf of all parts of India,

they took the cohesion of the Indian nation too much for granted and underestimated the centrifugal forces of ethnic division, which were bound to be accentuated rather than diminished as the popular masses were more and more drawn into politics. The Congress party was originally opposed to the idea of recognizing any division of India on a linguistic basis and preferred to retain the old provinces of British India which often cut across linguistic boundaries. However, this was later conceded as the basis for a federal 'Indian Union'. The rights granted to the States created new problems for the Central Government. The idea of making Hindi the national language of a united India was thwarted by the recalcitrance of the speakers of other important Indian languages and the autonomy of the States rendered central economic planning extremely difficult. Land reforms remained under the control of the States and many large-scale economic projects required a degree of cooperation between the Central Government and one or more of the States which, it was found, was impossible to achieve. Coordination of policies was difficult even when the Congress party was in power both in the State and at the Centre. When a Congress Government in Delhi was confronted with non-Congress parties in office in the States, it became much harder.

15. Which of the following problems was India faced with after Independence ?
- (A) Military attack from a country across the border.
  - (B) Lack of coordination between the Central and State Governments.
  - (C) Improper coordination of various Government policies
  - (D) Increasing the production from a very low level
16. Which of the following issues was not appropriately realized by the Central Government.
- (A) Ethnic diversity of the people
  - (B) A national language for the country
  - (C) Implementation of the formulated policies
  - (D) Centre -State relations
17. Why was central economic planning found to be difficult?
- (A) Multiplicity of States and Union Territories

- (B) Lack of coordination in different Government departments  
(C) Autonomy given to the States in certain matters  
(D) Lack of will in implementing land reforms
18. Why was the linguistic reorganization of the State accepted?  
(A) The States were not cooperating with the Central Government  
(B) Non-Congress Governments in the States demanded such a reorganization of the States  
(C) No common national language emerged  
(D) Strong pressure from the States was exerted on the Central Government to create such States
19. Which, according to the passage, can be cited as an exercise in democratic practice in India before Independence?  
(A) The handing over of power by the British to India  
(B) The Indianisation of the Indian Civil Service  
(C) A neutral role played by the Army  
(D) None of the above
20. The information to be collected in survey method are related to  
(A) Present Position  
(B) Aims of the research  
(C) The attainment of aim of research  
(D) All of the above
21. Research is done for  
(A) Knowledge of research process  
(B) Solving a business problem  
(C) Interest in research  
(D) Experience
22. A research problem is feasible only when  
(A) It is researchable



- (B) It has some utility  
(C) It is new  
(D) All of the above
23. One of the essential characteristics of research is  
(A) Sensitivity  
(B) Generalizability  
(C) Usability  
(D) Replicability
24. Identify the main Principle on which the Parliamentary System operates.  
(A) Responsibility of Executive to Legislature  
(B) Supremacy of Parliament  
(C) Supremacy of Judiciary  
(D) Theory of Separation of power
25. The reservation of seats for women in the Panchayat Raj Institutions is :  
(A) 30% of the total seats  
(B) 33% of the total seats  
(C) 33% of the total population  
(D) None
26. Match list I with list II and select the correct from the code given below :
- | List I (Institutions)   | List II (Locations) |
|---|---------------------|
| 1. Indian Veterinary Research Institute                           | i. Pune             |
| 2. Institute of Armament Technology                               | ii. Izat Nagar      |
| 3. Indian Institute of Science                                    | iii. Delhi          |
| 4. National Institute for Educational Planning and Administrators | vi. Bangalore       |
- (A) 1-ii, 2-i, 3-iv, 4-ii  
(B) 1-ii, 2-iv, 3-ii, 4-iii  
(C) 1-ii, 2-iii, 3-i, 4-iv  
(D) 1-iv, 2-iii, 3-ii, 4-i

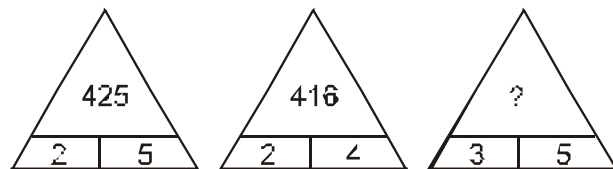


27. Who was chairman of the UGC committee 1969 appointed for administrative legislation of the universities?
- (A) Dr. Zakir Hussain  
(B) Dr. P B Gajendragadkar  
(C) Dr. L S Mudaliar  
(D) Dr. Radha Krishnan
28. UGC has launched career oriented program in
- (A) 1964-65  
(B) 1994-95  
(C) 1997-98  
(D) 1980-81
29. The prime minister of India is appointed from \_\_\_\_\_
- (A) The leading Party in Lok Sabha  
(B) The Leading Party in Rajya Sabha  
(C) The leading party in Lok Sabha and Rajya Sabha combined  
(D) None of the above
30. The study of interrelations between Organism and their environment is called\_\_\_\_
- (A) Biosphere  
(B) Ecology  
(C) Synecology  
(D) Autecology
31. The term ICT is now also used to refer to the convergence of
- (A) Audio visual  
(B) Telephone network  
(C) Both (a) and (b)  
(D) None

- 32** Which was the first National Park established in India?  
(A) Anshi National Park  
(B) Gir National Park  
(C) Kanha National Park  
(D) Jim Corbett National Park
- 33** Fossil Fuels include  
(A) Oil  
(B) Natural Gas  
(C) Coal  
(D) All of the above
- 34** Noise in excess of \_\_\_\_\_ is called noise pollution  
(A) 40-65 db  
(B) 60-70 db  
(C) 80-100 db  
(D) None of the above
- 35** Effectiveness of teaching depends on \_\_\_\_\_  
(A) Handwriting of Teacher  
(B) Speaking ability of Teacher  
(C) Qualification of the Teacher  
(D) Subject Understanding of the Teacher
- 36** Verbal Guidance is least effective in the learning of \_\_\_\_\_  
(A) Aptitudes  
(B) Skills  
(C) Attitudes  
(D) Relationship
- 37** The participation of students will be maximum if \_\_\_\_\_ method is used for teaching.  
(A) Text Books

- (B) Discussion Method  
(C) Conference Method  
(D) Lectures
38. The primary responsibility of the teacher's adjustment lies with
- (A) The Students  
(B) The Principal  
(C) The Community  
(D) The Teacher himself
39. The First Kindergarten was started by
- (A) William James  
(B) A D Clinton  
(C) Freidrich Forebel  
(D) J H Hills
40. In following questions, number series is given. One of the numbers in each series is wrong. After searching wrong number find the correct number in its place.
- 510, 254, 126, 64, 30, 14, 6
- (A) 252  
(B) 62  
(C) 130  
(D) 9
41. Which reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises?
- (A) Deductive  
(B) Inductive  
(C) Abductive  
(D) All

42. Insert the missing number or letter from among the given alternatives.



- (A) 140  
(B) 280  
(C) 875  
(D) 925
43. In the following question assuming the given statements to be true, find out which of the two assumptions I and II given below them is/are definitely true give answer as.

- (A) Only assumption I is implicit  
(B) Only assumption II is implicit  
(C) Either I or II is implicit  
(D) Neither I nor II is implicit  
(E) Both I and II are implicit

**Statement:** The State government has decided to appoint four thousand primary school teachers during the next financial year.

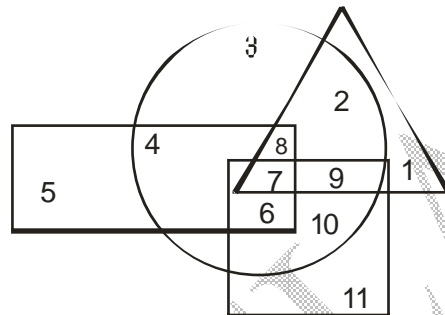
**Assumptions:**

- I. There are enough schools in the state to accommodate four thousand additional primary school teachers.  
II. The eligible candidates may not be interested to apply as the government may not finally appoint such a large number of primary school teachers.

44. What is the latest write-once optical storage media?
- (A) Digital paper  
(B) Magneto-optical disk  
(C) WORM disk  
(D) CD-ROM disk

45. Which of the following identifies a specific web page and its computer on the Web?
- (A) Web site  
(B) Web site address  
(C) URL  
(D) Domain Name

**Direction (46-47)** In the following figure, rectangle, square, circle and triangle represents the regions of wheat gram, maize and rice cultivation respectively. On the basis of the figure, answer the following questions.



46. Which of the area is cultivated for wheat and maize only?
- (A) 8  
(B) 6  
(C) 5  
(D) 4
47. Which of the area is cultivated for maize only?
- (A) 10  
(B) 2  
(C) 3  
(D) 4
48. Pointing to a photograph. Bajpai said, "He is the son of the only daughter of the father of my brother." How Bajpai is related to the man in the photograph?

- (A) Nephew
  - (B) Brother
  - (C) Father
  - (D) Maternal Uncle
49. Light Year is a unit of:
- (A) Intensity of light
  - (B) Distance
  - (C) Time
  - (D) Planetary motion
50. Tsunamis are huge sea waves caused by :
- (A) Earthquakes
  - (B) Volcanoes
  - (C) Winds
  - (D) Icebergs

## PAPER – II

1. In the \_\_\_\_\_ method of performance appraisal, the appraiser prepares a document analyzing and describing the performance of an employee.
- (A) Ranking
  - (B) Essay
  - (C) MBO
  - (D) Critical Incident.
2. Training loses its meaning if learning is not applicable at work. Which of the following alternatives is not a method of minimizing the transfers of learning problem?

- (A) Modifying training programs to incorporate the latest advancement in the area.
- (B) Increasing similarity between training and job.
- (C) Standardizing training sessions for all employees in the organization.
- (D) One of the ways in which the transfer -of-learning problem can be minimized is by customizing training sessions to match the requirements of participants
3. \_\_\_\_takes place in the real job environment where the trainee is exposed to actual work situation.
- (A) On -the-job training
- (B) Case exercise.
- (C) Off-site-training
- (D) Job Instruction training
4. According to JH Richardson, \_\_\_\_takes place when a number of workers enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people ?
- (A) Voluntary arbitration
- (B) Adjudication
- (C) Workers participation
- (D) Collective bargaining.
5. The inclusion of members in quality circles is \_\_\_\_ whereas in taskforce membership is \_\_\_\_.
- (A) Voluntary, by appointment
- (B) By votes, voluntary
- (C) Mandatory, optional
- (D) Appointment, by Votes.



6. In collective bargaining, the negotiation process starts with \_\_\_\_.
- (A) Understanding and interpreting on existing contract.  
(B) Submission of demand of the trade union to the management.  
(C) Circulation of the terms of the contract and agreement reached to all the employees.  
(D) Intervention of the government or its representative to help resolve the dispute.
7. The mother scolding her son for bad behavior is an example of?
- (A) Negative reinforcement  
(B) Punishment  
(C) Positive reinforcement  
(D) Both (A) and (B)
8. Autocratic manager in an organization encourages \_\_\_\_\_ ?
- (A) True Participation  
(B) Pseudo - participation  
(C) Ego - involved participation  
(D) Both (A) and (C)
9. The favorable outcomes of participation in an organization are all of the following except \_\_\_\_\_ ?
- (A) Improvement in the quality and quantity of output.  
(B) Discovery of innovative ways of doing things.  
(C) Use of employees creativity.  
(D) All of the above.
10. \_\_\_\_\_ can be defined as a process in which a formerly neutral stimulus, when paired with an unconditional stimulus, becomes a conditioned stimulus that elicits a conditional response.
- (A) Classical conditioning  
(B) Operant conditioning

- (C) Instrumental conditioning
- (D) None of these
11. Ravi was playing in the play ground adjacent to his house with a ball. Suddenly he stepped on a nail and started screaming. This is an example of \_\_\_\_.
- (A) Classical conditioning
- (B) Instrumental conditioning
- (C) Operant conditioning
- (D) None of these.
12. Mr. Prakash Mehta is the customer relations manager at a telecom services company. He is known for his ability to deal with clients and employees in an effective manner. What is this quality of Mr. Mehta known as?
- (A) Conceptual skills
- (B) Technical skills
- (C) Human skills
- (D) Both (A) and (B)
13. Flexi tour, gliding and variable day are classifications of.
- (A) Flex time
- (B) Flexi place
- (C) Part - time employment
- (D) Compressed work week.
14. \_\_\_\_ is a type of flex time in which the employee is given the freedom to opt for the start and quit time for a particular period.
- (A) Flexitour
- (B) Gliding time

- (C) Part - Time employment
- (D) Job - Sharing
15. One of the benefit of quality of worklife programs is that employees can balance their worklife and personal life better thereby reducing \_\_\_\_\_ .
- (A) Stress
- (B) Job Security
- (C) Employee participation
- (D) Personal/ Professional development.
16. Indian Infotech Ltd. has officers in Mumbai and New York. Its compensation structure is such that software developers working in these two locations have different wage packages. This wage differentiation may be termed as an example of \_\_\_\_\_ differences.
- (A) Location differences
- (B) Cultural differences
- (C) Time zone differences
- (D) None of these
17. \_\_\_\_\_ are the rewards an employee receives for his/ her employment and position in the organization. They include scholarship for employee's children, reimbursement of medical expenses incurred by the employee and family, paid vacations for the employee with his family.
- (A) Intrinsic reward
- (B) Non - Financial reward
- (C) Benefits
- (D) Incentives.
18. If there is incompatibility in the goals and expectations of the management, the employees, and the union, then grievances might result in \_\_\_\_\_.

- (A) Arbitrations
- (B) Lock - out
- (C) Amicable settlement
- (D) Conflicts
19. Helix creative works gives more importance to the quality of work done by its employees rather than the quantity. The nature of work in the company is such that it can not be easily standardized. A basic wage plan that would be appropriate for the company is a \_\_\_\_\_.
- (A) Time - wage plan
- (B) Broad Banding
- (C) Skill - based pay
- (D) Competency based pay.
20. Under variable compensation programs, there are different systems of rewarding an employee for his/her performance. VC is paid at three different levels. Identify the level in the Org. which is not relevant for such compensation.
- (A) Worker level
- (B) Manages level
- (C) Group level
- (D) Activity level
21. X Ltd. decides to promote Ravi Sharma, a software developer, to the position of senior software developer and also pay him a bonus, for having successfully completed a very challenging project. This is an example of \_\_\_\_\_ reward.
- (A) Non - financial
- (B) Intrinsic

- (C) Extrinsic
- (D) Total
22. Which of the following is not an environmental hazard resulting from improper safety measures?
- (A) Noise
- (B) Stress
- (C) Radiation
- (D) Improper atmospheric condition.
23. \_\_\_\_\_ is the largest known cause of occupational disease like being cancer and mesothelioma.
- (A) Carbon dioxide
- (B) Asbestos
- (C) Steel
- (D) Carbon monoxide.
24. Identify the factor which is not a determinant of safety & health program to be formulated in a company.
- (A) Size of the plant
- (B) Nature of industry
- (C) Production technology
- (D) Market share of the company's product.
25. \_\_\_\_\_ may be defined as "a formal method of providing an opportunity to every member of the organization to contribute his/her brain and ingenuity as well as his/her physical efforts to the improvement organizational effectiveness."
- (A) Collective bargaining
- (B) Trade Unionism
- (C) Worker's participation in management

(D) Industrial dispute prevention machinery.

26. The\_\_\_\_\_ provided for the setting up of “works committees” consisting of representatives of both the management and the workers
- (A) Industrial Disputes Act, 1949.  
(B) Industrial policy Resolution, 1956.  
(C) Indian Labor conference, 1957.  
(D) Indian Trade Unions Act, 1926.
27. A/An \_\_\_\_\_ can be defined as a sequence of positions, roles of jobs held by one person over a relatively long time span.
- (A) work  
(B) profession  
(C) Occupation  
(D) Career
28. There are certain distinct elements of career planning. These include \_\_\_\_\_.
- i) Career Polarization  
ii) Need opportunity alignment  
iii) Individual assessment and need analysis  
iv) Organizational assessment and need analysis
- (A) i, ii & iii  
(B) i, ii & iv

- (C) ii, iii & iv
- (D) all of the above

29. \_\_\_\_ can be defined as logical progression between jobs, or from one job to target position.
- (A) Need analysis
  - (B) Career Counseling
  - (C) Career path
  - (D) Opportunity analysis
30. There are several factors that pose challenges in career planning, \_\_\_\_ is not one such factor.
- (A) Dual career families
  - (B) Training opportunities
  - (C) Work - family issue
  - (D) Organization restructuring
31. In the \_\_\_\_\_ method of performance appraisal the appraiser prepares a document analyzing and describing the performance of an employee.
- (A) Ranking
  - (B) Essay
  - (C) MBO
  - (D) Critical
32. MBO is more useful for appraising the performance of a particular category of employee. Who are they?
- (A) Shop floor workers
  - (B) Contract workers
  - (C) Clerical staff
  - (D) Managers & Professionals



33. In the \_\_\_\_\_ method of performance appraisal, the appraisal makes a note of all the significant incidents that reflects the performance or behavior of the employee during the appraise period.
- (A) Critical Incident
  - (B) Significant Happening
  - (C) Balanced Score card
  - (D) Memorable performance
34. \_\_\_\_\_ is described as a method of human interaction involving realistic behavior in imaginary situations.
- (A) Experimental Exercise
  - (B) Role Playing
  - (C) Vestibule training
  - (D) Apprenticeship
35. \_\_\_\_\_ is an important activity in any business as it helps in making a roadmap for achieving organizational objectives.
- (A) Communications
  - (B) Planning
  - (C) Training
  - (D) Monitoring Performance
36. Analytical skills help a manager to \_\_\_\_\_
- (A) Make public presentation effectively.
  - (B) Evaluate the available opportunities in the external environment.
  - (C) Co- Ordinate the activities of group of employees
  - (D) Motivate team & employees.

37. The behavior that is expected from an individual associated with a particular job is known as \_\_\_\_\_
- (A) Role
  - (B) Value
  - (C) Duty
  - (D) Norm.
38. Every work group has its own Norms. Norms are \_\_\_\_\_
- (A) The unwritten rules that convey to the members what they ought to do and ought not to do under given circumstances.
  - (B) A positive perception of the employer in the mind of employee.
  - (C) Shared meaning held by members that distinguishes one organization from the other
  - (D) None of above
39. An employee who rejects most of the organizational norms and rules is known as a/an \_\_\_\_\_.
- (A) Radical
  - (B) Rebel
  - (C) Insurgent
  - (D) Conformist
40. Rajesh works as a data entry operator in a small firm. Everyday he reaches office ten minutes late. This act of misconduct of Rajesh can be classified as a/an \_\_\_\_\_
- (A) Minor infraction
  - (B) Major infraction
  - (C) Intolerable offence
  - (D) Disciplinary action

41. Name the Act which aimed at providing uniform and stable conditions of service by making a set of certified standing orders binding on the employer and the employees, in every industrial establishment.
- (A) Factories Act, 1948
  - (B) Code of discipline
  - (C) Model Standing orders
  - (D) Industrial employment Act, 1946
42. Under \_\_\_\_ functions, trade unions fight with employers to protect and further the economic interest of their members
- (A) Fraternal
  - (B) Social
  - (C) Inframural
  - (D) Ancillary
43. \_\_\_\_ refers to an employee's answerability while using authority in discharging a responsibility.
- (A) Delegation.
  - (B) Authority
  - (C) Accountability
  - (D) Responsibility.
44. Career \_\_\_\_ is the degree to which employee can cope with problems affecting their work.
- (A) Insight
  - (B) Values
  - (C) Identity
  - (D) Resilience.

45. \_\_\_\_\_ is a managerial function of the HR department that channelizes all the available resources towards the common organizational goals, and also involves coordination between different departments to ensure maximum utilization of all resources.
- (A) Planning
  - (B) Staffing
  - (C) Directing
  - (D) Controlling.
46. Some employees may reach a stage in their careers when they feel that there is nothing left to achieve, this situation is also known as \_\_\_\_\_.
- (A) Career drift
  - (B) Career anchor
  - (C) Career path
  - (D) Career plateau
47. Final and the most important step of a career planning program is \_\_\_\_\_, where the supervisor, along with the HR department, communicates to the employee the available opportunities and discusses the employee's aspirations and competencies.
- (A) Career Counseling
  - (B) Need opportunity alignment.
  - (C) Individual assessment and need analysis.
  - (D) Organizational assessment and opportunity analysis.
48. The workers in \_\_\_\_\_ are experienced and work on a single trade or possess similar skills, training and specialization.
- (A) Craft unions
  - (B) General unions

- (C) Industrial unions
- (D) Staff unions.
49. In \_\_\_\_\_ type of organization, people who have traditionally held power continue to do so.
- (A) Compliance organization
- (B) Club organization
- (C) Exclusionary organization
- (D) Affirmative action organization.
50. Which among the following steps should be taken by organizations to create a conducive work environment free from sexual Harassment?
- (A) It should obtain the support of top management for such an initiative.
- (B) It should develop and implement programs that would bring about a change in the behavior and attitude the individual.
- (C) It should implement a program which addresses the personal biases of individuals that may lead to sexual harassment.
- (D) All of the above.

## PAPER - III

1. The basic premise of employee stockplans is that, giving a stake in the company is the best way of rewarding employees so that they put in their best performance, when they own a part of the company. Which of the following is not an employee stock plan.
- (A) Premium Priced Options
- (B) Combination plan.

- (C) Phantom stock
- (D) Employee Stock Purchase Plan.
2. Grievances of the employees, if not dealt immediately, can hamper the work progress in an organization by leading to conflicts \_\_\_\_ is not a primary way in which conflicts may be ideally dealt with.
- (A) Accommodation
- (B) Suppression
- (C) Arbitration
- (D) Problem solving
3. Administering discipline, according to Mc-Gregor's red-hot stove rule, should be \_\_\_\_ implying that discipline should be enforced and ensured across every employee and every situation.
- (A) Immediate
- (B) Personalized.
- (C) Consistent
- (D) Foreseeable.
4. Design and implementation of organizational health programs to educate employees on ways to improve and maintain their health has a direct impact on the organization in terms of \_\_\_\_.
- (i) Reduction of absenteeism.
- (ii) Reduction in employee turnover.
- (iii) Enhancement of workers' skill.
- (iv) Improvement in work environment.
- (A) (i) & (ii)
- (B) (ii) & (iii)

(C) (iii) & (iv)

(D) (i) & (iv)

5. Different acts of indiscipline require different types of disciplinary actions based on their severity and gravity. Which of the following is the first stage in formal disciplinary procedure and is administered when oral warning fails?
- (A) Dismissal  
(B) Suspension.  
(C) Written warning  
(D) Demotion.
6. If employee grievances are not dealt with immediately and in accordance with a procedure that secures respect to all parties, it can result in a climate of industrial conflict. Identify the factors that might lead to employee grievance.
- (i) Unpleasant relationships with supervisor (s) and other colleagues.  
(ii) Job assignments that match employee aptitude of skill.  
(iii) Denial of leave, overtime, or other benefits.  
(iv) Unhealthy/ harmful working condition.
- (A) Only (i), (ii) & (iii)  
(B) Only (ii), (iii) & (iv)  
(C) Only (i), (iii) & (iv)  
(D) All of the above.
7. Which of the following structure is characterized by small span of control, large no. of layers in the management and complex organizational structure?
- (A) Tall Structure  
(B) Flat Structure



- (C) Simple structure
- (D) Both (B) & (C)
8. In which of the following organizations is upward communication nominal?
- (A) Simple structured organization
- (B) Bureaucratic organization
- (C) Matrix organization
- (D) Both (A) and (C)
9. Which of the following involves reinforcement and punishment?
- (A) Social learning
- (B) Cognitive learning
- (C) Associative learning
- (D) Instrumental learning
10. The R-S connection in learning deals with.
- (A) Classical conditioning
- (B) Respondent conditioning
- (C) Operant conditioning
- (D) Either (A) & (B)
11. Interest free loans provided by companies to their employees, are an example of \_\_\_\_\_.
- (A) Benefits
- (B) Incentives
- (C) Bonus
- (D) Performance based rewards.
12. Some accidents take place as a result of defects in the machinery at the work place. Such accidents are attributed to \_\_\_\_\_ errors.

- (A) Human
- (B) Technical
- (C) Training
- (D) Psychological
13. A quality circle should consist of a minimum of \_\_\_\_\_ members.
- (A) 6
- (B) 12
- (C) 4
- (D) 2
14. \_\_\_\_\_ is not among the popular techniques used by quality circles to identify, analyze and solve the various problems that come across in the workplace.
- (A) Fish bone diagram
- (B) Brain storming session
- (C) Sampling charting method
- (D) Critical incident technique
15. Among the various roles in the quality circle organizational structure, \_\_\_\_\_ is at highest level of a unit/ division and looks after the activities of the quality circles (QCs) in the that particular unit/ division.
- (A) Facilitator
- (B) Steering Committee.
- (C) Coordinator
- (D) Ad - hoc committee
16. Acc. to which approach industrial relations, most of the problems in industrial relations arise due to the difference in perceptions and attitudes of the management and the workers?

- (A) Gandhian
- (B) Human relations
- (C) Psychological
- (D) Sociological
17. MPDQ stands for ?
- (A) Managers position description questionnaire.
- (B) Management position description questionnaire.
- (C) Managers performance description questionnaire
- (D) None of these.
18. Which of the following statement is false?
- (A) The ERP operates in a client server environment.
- (B) ERP streamlines the organization from the back office to the board room.
- (C) The ERP solution providers are only MNCs in India.
- (D) SAP leads the ERP market with 65% market share in India.
19. The \_\_\_ function in human resource management is concerned with providing a work environment which is conducive to the employees and nurturing them to make them feel committed and attached to the organization.
- (A) Retention
- (B) Development
- (C) Motivation
- (D) Acquisition
20. Acquiring employees is one of the important functions of the entire human resource management process. What is the final step involved in the acquiring function of the organization?
- (A) Planning

- (B) Staffing
- (C) Motivating
- (D) Retaining

21. HR Policies are a set of guidelines that determine the way in which employees are to be treated in the organization. Identify the factors which an organization takes into consideration while framing its HR policies.
- (A) External environment
  - (B) Organizational culture
  - (C) Organizational objectives
  - (D) All of the above
22. People who hate confrontations that might lead to anger, sarcasm, rejection and unpleasantness, adopt this strategy for conflicts resolution. Name the strategy.
- (A) Avoidance
  - (B) Win - lose
  - (C) Arbitration
  - (D) Problem solving.
23. The main objective of \_\_\_\_\_ is to conserve that capitalist society to continue the employer - employee relationship, and the competitive system of production.
- (A) Reformist Unions
  - (B) Anarchist Unions
  - (C) Political unions
  - (D) Predatory unions
24. The federation of Eastern Indian Cinema Employees (Kolkatta) and Cotton Mills workers Federation (Mumbai) are examples of \_\_\_\_\_.

- (A) Craft unions
- (B) General Unions
- (C) Staff unions
- (D) Industrial Unions

25. Career \_\_\_\_\_ is the degree to which employees can cope with problems affecting their work.
- (A) Values
  - (B) Identity
  - (C) Insight
  - (D) Resilience
26. Career \_\_\_\_\_ is the extent to which employees are aware, of their interests, skills and strengths and weaknesses and how these perceptions relate to their career goals.
- (A) Values
  - (B) Insight
  - (C) Reliance
  - (D) Identity
27. A/An \_\_\_\_\_ can be defined as a sequence of positions, roles of jobs held by one person over relatively long time span.
- (A) Work
  - (B) Profession
  - (C) Occupation
  - (D) Career
28. In \_\_\_\_\_ promotion, when a vacancy arises for a position, employees at the next lower level are assessed based on is promoted to the vacant position.

- (A) Senioritybased
- (B) Merit based
- (C) Time bound
- (D) Vacancybased

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

- (A) Planned self development model.
- (B) Career development model
- (C) Organizational replacement model.
- (D) Human - resource information system.

30. \_\_\_\_\_ can be defined as the degree of accomplishment of tasks by an employee in his/her job.

- (A) Appraisal
- (B) Capability
- (C) Performance
- (D) Competence

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

- (A) Perceptual Set
- (B) Primacy effect
- (C) Stereotyping
- (D) Fundamental Attribution error

32. \_\_\_\_\_ can be described as the process of developing new knowledge, skills, attitude and values through

participation in formally organized learning situations and natural social interaction.

- (A) Teaching
- (B) Socialization
- (C) Learning
- (D) Development.
33. Training loses its meaning if the learning is not applicable at work. This is known as the \_\_\_\_\_.
- (A) Stereotyping problem
- (B) Stringency problem
- (C) Lack - of - relevance
- (D) Transfer -of- learning problem
34. \_\_\_\_\_ is the systematic process of analyzing and assessing job to determine the relative worth of each job in an org and forms the basis for designing the compensation management system in the organization.
- (A) Job grading
- (B) Job evaluation
- (C) Job Analysis
- (D) Performance appraisal.
35. In the job evaluation process \_\_\_\_\_ provides the basic foundation and helps in understanding the tasks and responsibilities associated with a job and the competency set required to perform tasks and fulfill the responsibilities.
- (A) Job Analysis
- (B) Job Classification
- (C) The job dimensions
- (D) The job evaluation plan

36. When an employee joins an organization he has to accept the new work culture, work activities, different work activities, a new boss, etc. This process of adoption is known as \_\_\_\_\_.
- (A) Induction  
(B) Placement  
(C) Employment  
(D) None of above
37. In the \_\_\_\_\_ socialization strategy, the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform later in next stage, even if he did not perform as expected in the preceding stage.
- (A) Journal  
(B) Contest  
(C) Tournament  
(D) Sequential
38. The \_\_\_\_\_ socialization strategy assumes that, regardless of an individual's age or experience, every person starts out as the same.
- (A) Contest  
(B) Tournament  
(C) Divestiture  
(D) Investiture
39. In career planning, \_\_\_\_\_ is carried out to identify the training and development exercises that will help the individual to meet his career plans as well as organizational objectives
- (A) Career counseling  
(B) Need analysis



- (C) Organizational assessment
- (D) Opportunity analysis
40. Through there are different approaches to industrial relations, the basics of management of good relations remain the same across all the approaches. \_\_\_\_ is not a standard approach to industrial relations.
- (A) Psychological approach
- (B) Gandhian approach
- (C) Human relations approach
- (D) Human resources approach
41. \_\_\_\_\_ is not among the popular techniques used by quality circles to identify, analyze and solve the various problems they come across in the workplace.
- (A) Fish bone diagram
- (B) Brain storming session
- (C) Sampling and charting method
- (D) Critical incident techniques
42. The development made in the 1950s paved the way for promoting physical and psychological safety of workers through better layout of plants and improved equipment design
- (A) Environmental conditions
- (B) Quality circles
- (C) Quality of work life
- (D) Ergonomics
43. \_\_\_\_\_ are responsible for initiating and managing change within an organization.
- (A) Change agents.
- (B) Innovators.

- (C) Team leaders.
- (D) Consultants.
44. What is the PAQ dimension that is characterized by activities that involve considerable movement of the entire body or major parts of it and by work setting like those found in factories and shop?
- (A) Performing skilled activities.
- (B) Operating vehicles/ equipment
- (C) Processing information
- (D) Being physically active and related environmental conditions.
45. "Succession planning should not just be an annual event - instead, it should be an ongoing process within the organization. Every manager should have at least one potential replacement." The element of succession planning being referred to here is \_\_\_\_\_.
- (A) Continuity
- (B) Long term perspective
- (C) Turnover Management
- (D) Emphasis on results.
46. In works committees set up to sort out differences on employment related issues, the president is \_\_\_\_\_ and the vice-president is \_\_\_\_\_.
- (A) Nominated by the government, representative of the workers.
- (B) Representative of the workers, nominated by the government.
- (C) Nominated by the employer, representative of the workers
- (D) Nominated by the employer, nominated by the government.
47. \_\_\_\_\_ as a method of quality of work life improvement helps the employee gain cross-functional knowledge.
- (A) Flexi place

- (B) Job rotation
- (C) Job Enlargement
- (D) Apprenticeship.

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

- (i) Attendance related
- (ii) Dishonesty
- (iii) On - the -job behavior
- (iv) Infractions.

- (A) (i), (ii), & (iii)
- (B) (ii), (iii) & (iv)
- (C) (i), (ii) & (iv)
- (D) (i), (ii) & (iv)

49. The selection method is considered to be reliable if it \_\_\_\_\_.

- (A) Produces consistent results across different situations and times.
- (B) Is not challenged in a court of law.
- (C) Is administered by the same manager, every time.
- (D) Is managed by qualified personnel.

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

- (A) Interest tests
- (B) Personality tests

(C) Polygraph tests

(D) Aptitude tests

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

(A) Preliminary interview

(B) Decision making interview

(C) Exit interview

(D) Selection interview

52. Communication of the union ideology, welfare activities, education and research are the important \_\_\_\_\_ functions of a trade union.

(A) Social

(B) Ancillary

(C) Intramural

(D) Fraternal

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

(A) Flex time

(B) Part-time employment

(C) Compressed workweek

(D) Alternative work schedule

54. The HR department assumes the role of a \_\_\_\_\_ when it tries to ensure compliance with employment laws and regulations and with the values and philosophy of the organization.
- (A) Specialist
  - (B) Facilitator
  - (C) Change agent
  - (D) Controller
55. Quality- oriented organization primary concern centers around
- (A) Coordination
  - (B) Communication
  - (C) Human Resources
  - (D) Discipline
56. Quality goals require alignment with
- (A) Production
  - (B) Human Resources
  - (C) Finance
  - (D) Purchase
57. Demand for human resources and management is created by:
- (A) Expansion of industry
  - (B) Shortage of labor
  - (C) Abundance of capital
  - (D) Consumer preferences
58. Management function arises as a result of
- (A) Consumer preferences
  - (B) Abundance of capital

(C) Expansion of industry

(D) Shortage of labor

59. Union function arises as a result of employees

(A) Problem of communication

(B) Longing for belonging

(C) Dissatisfaction

(D) Change in technology

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

(A) 50 and 20

(B) 30 and 20

(C) 50 and 30

(D) 30 and 5

61. Under Plantation Labour Act, canteen is compulsory where \_\_\_\_\_ workers are working.

(A) 100

(B) 250

(C) 500

(D) 150

62. An adult worker under the Factories Act is eligible for leave with wages @ 1 day for every \_\_\_\_\_ days worked during the preceding year

(A) 50

(B) 20

(C) 15

(D) 240

63. Under the Factories Act no worker is permitted to work for more than \_\_\_\_\_ hours in a day
- (A) 8
  - (B) 9
  - (C) 10
  - (D) 24
64. Under the Factories Act, white washing of the factory building should be carried out in every \_\_\_\_\_ months
- (A) 12
  - (B) 24
  - (C) 26
  - (D) 14
65. ....is included in Integration Policy?
- (A) Interview
  - (B) Communication system
  - (C) Disputes
  - (D) Source of Recruitment.
66. The characteristics of personnel management is -
- (A) It is management of man power resources
  - (B) It is not related with employees
  - (C) Both A & B
  - (D) None of these
67. Which function is included in operative functions?
- (A) Procurement
  - (B) Planning

(C) Controlling

(D) Both A & B

68. Which is the correct statement about personnel policies?

(A) Policies should be written

(B) Policies must not be very flexible

(C) Policy is not an expression of belief

(D) None of these.

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

(A) Grading

(B) Case study

(C) Lecture

(D) A & C Both

70. Which function is not included in staffing?

(A) Transfer

(B) Recruitment

(C) Induction & orientation

(D) Organization planning & development.

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

(A) Shortages

(B) Talents

(C) Hindrances

(D) none

72. Bottom-line of HRM is :

(A) Management of organization



- (B) Management of persons
- (C) Management of person & things
- (D) Management of requirements

73. Source of policy is?

- (A) Forming policy
- (B) Tradition
- (C) By default
- (D) All of above

74. In Manpower needs.

- (A) Qualitative calculation of manpower needs.
- (B) Quantitative calculation of manpower needs.
- (C) A & B both.
- (D) None of these.

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

- (A) Education
- (B) Cooptation
- (C) Negotiation
- (D) Coercion

## ANSWER KEY

### PAPER-I

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	B	C	A	C	D	A	B	D	A	C	A	B	A	C	D	A	C	D	B	D
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	B	D	C	A	D	A	B	B	A	B	C	D	D	C	D	D	B	D	C	B
Question	41	42	43	44	45	46	47	48	49	50										
Answer	A	D	A	D	D	D	C	D	B	A										

### PAPER - II

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	B	C	A	D	A	B	B	B	D	A	A	C	A	A	A	A	B	D	C	D
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	C	B	B	D	C	A	D	D	C	B	B	D	A	B	B	B	A	A	B	A
Question	41	42	43	44	45	46	47	48	49	50										
Answer	D	C	C	D	C	D	A	A	B	A										

### PAPER - III

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	B	B	C	A	C	C	A	B	D	C	A	B	A	D	B	C	B	C	A	B
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	D	A	A	D	D	B	D	D	C	C	C	C	D	B	A	A	B	A	B	D
Question	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
Answer	D	D	A	D	A	C	C	A	A	C	C	B	B	D	C	B	A	D	C	A
Question	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75					
Answer	D	B	B	D	B	A	A	B	A	D	B	B	A	B	B					

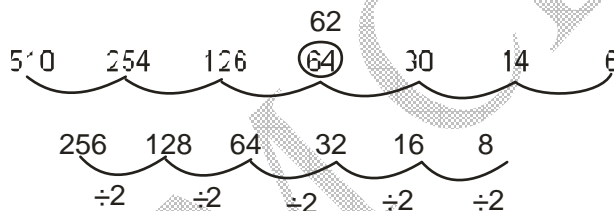
## HINTS AND SOLUTIONS PAPER – I

1. (B) An effective and efficient communication system requires managerial proficiency in delivering and receiving messages. A manager must discover various barriers to communication, analyze the reasons for their occurrence and take preventive steps to avoid those barriers. Thus, the primary responsibility of a manager is to develop and maintain an effective communication system in the organization.
2. (C) non verbal communication is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.
3. (A) Phonetics is a part of the English language which helps us to understand sounds of various alphabets. How an alphabet should sound is taught to us with the help of Phonetics.
- 4.(C) % increase =  $\frac{0.25\text{crore}}{1\text{ crore}} \times 100$   
= 25 %
- 5.(D) for company A  
 $1 + 1.25 + 1.5 + 1.75 + 1.75 + 1.75 + 2$   
= 11 crore
- 6.(A)  $(2.5 - 1)$  crores =  $1.5 \times 100,00,000$   
= 150,00,000
- 7.(B) Total production of B  
=  $2.5 + 2.5 + 3 + 2.75 + 2.25 + 2.25 + 2.5$   
= 17.75  
Average production =  $\frac{17.75}{7} = 2.55$
- 8.(D) In year 2004.

- 9.(A)** If sampled in reconnaissance mode, data limitation requires use of maximums. Results are screening level- not definitive.
- 10.(C)** If estimating average concentrations is planned  
Exposure units must be defined Must be considered in developing DQOs for project, or results may not be accepted.  
Sufficient samples are required 8-10 samples when contaminant concentrations vary within a narrow range 10-15 sample when concentrations are less predictable  
Calculate 90th Upper Confidence Limit (UCL)
- 11.(A)** Scatter plots Can be used to evaluate if constituents in subsurface are correlated and have the same or different sources.
- 12.(B)** Ratio plots Can be used to evaluate if ratios of constituents in subsurface are similar or different from those in indoor/outdoor air, potentially informing decisions about confounding ambient sources.
- 13.(A)** Qualitative data collection techniques were used as the primary research methods for this study. Participant and direct observation plus note taking were the most important techniques used.
- 14.(C)** qualitative data collection techniques were used as primary research methods. However in order to organize, classify and analyze the gathered information, we used graphs and statistics as a way to measure the students' level of improvement through the use of reading strategies
- 15.(D)** Production was at very low level.
- 16.(A)** Ethnic diversity of the people was not appropriately realized by the Central Government.
- 17.(C)** Central economic planning found to be difficult because autonomy was given to the States in certain matters
- 18.(D)** Because that time no common language emerged.

- 19.(B)** "The Indianisation of the Indian Civil Service" , can be cited as an exercise in democratic practice in India before Independence
- 20.(D)** The information to be collected in survey method are related to present position, aims of the research & the attainment of aim of research
- 21. (B)** Research is done for solving a business problem
- 22. (D)** A research problem is feasible only when it is researchable, it has some utility, and it is new .
- 23. (C)** One of the essential characteristics of research is usability.
- 24.(A)** A parliamentary system is a system of democratic government in which the ministers of the Executive Branch derive their legitimacy from and are accountable to a Legislature or parliament; the Executive and Legislative branches are interconnected. It is a political system in which the supreme power lies in a body of citizens who can elect people to represent them.
- 25.(D)** The Cabinet approved the proposal for enhancing reservation for women in Panchayats on from the present 33 per cent to 50 per cent with the provision being applicable to all seats filled through direct election, office of chairpersons and of offices reserved for SC/ST.
- 26.(A)** IVRI is situated in Izat Nagar.  
IAT is situated in Pune  
IISc is situated in Bangalore  
NIEPA is situated in Delhi.
- 27.(B)** Dr. P B Gajendragadkar was chairman of the UGC committee 1969 appointed for administrative legislation of the universities.
- 28.(B)** UGC has launched career oriented program in 1994-95.
- 29.(A)** The prime minister of India is appointed from the leading Party in Lok Sabha.
- 30.(B)** The study of interrelations between Organism and their environment is called ecology.

- 31.(C) The term ICT is now also used to refer to the convergence of audio-visual and telephone networks with computer networks through a single cabling or link system.
- 32.(D) Jim Corbett National Park was the first National Park established in India.
- 33.(D) Fossil fuels are fuels made by natural processes such as anaerobic decomposition of buried dead organisms.  
Ex. Oil, Natural gas, coal etc.
- 34.(C) Noise in excess of 80-100DB is called noise pollution.
- 35.(D) Effectiveness of teaching depends on Subject Understanding of the Teacher
- 36.(D) Verbal Guidance is least effective in the learning of Relationship.
37. (B) The participation of students will be maximum if Discussion Method is used for teaching.
- 38.(D) The primary responsibility of the teacher's adjustment lies with The Teacher himself
- 39.(C) The First Kindergarten was started by Freidrich Forebel
- 40.(B)



30, 64 is wrong & must be replaced by 62.

- 41.(A) Deductive reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises.
- 42.(D)  $(2)^2 = 4$ ,  $(5)^2 = 25 \Rightarrow 425$   
 $(2)^2 = 4$ ,  $(4)^2 = 16 \Rightarrow 416$   
 $(3)^2 = 9$ ,  $(5)^2 = 25 \Rightarrow 925$ .

43. (A) Such decisions as given in the statement are taken only after taking the existing vacancies into consideration. So, I implicit while II does not implicit.
44. (D) CD-ROM disk is the latest write-once optical storage media
45. (D) Domain Name identifies a specific web page and its computer on the Web.
46. (D) The required region is the one which is common only to the rectangle and circle and is not a part of either the triangle or square
47. (C) The required region is the one which lies inside the circle but outside the rectangle, square and triangle,
48. (D) The man in the photo is the son of the sister of Bajpai. Hence, Bajpai is the maternal uncle of the man in the photograph.
49. (B) Light Year is a unit of distance.
50. (A) Tsunamis are huge sea waves caused by earthquakes.

## PAPER – II

1. (B) In the essay appraisal method, questions and guidelines are provided to the appraiser, based on which he analyzes and describes the performance of an employee being evaluated.
2. (C) Standardizing training sessions for all employees in the organization will create unbalanced learning situations for different employees.
3. (A) On-the-job training takes place in the real job environment. The trainee gets direct experience which help him to understand and imbibe the training lessons better.
4. (D) The term "Collective bargaining" was coined by Sydney web and Beatrice Webb, who believed that collective bargaining was the collective equivalent to individual bargaining, whose primary aim was achieving economic advantage. According to J.H. Richardson, "Collective bargaining takes place



when a number of work people enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people.

5. (A) In quality circles, members participate voluntarily whereas in task forces, the management appoints a set of highly skilled people from various functional departments.
6. (B) The negotiation process begins with submission of demands of the trade union to the management. The demands are usually on the higher side, a little more than what employees actually want. The management usually respect to these demands by offering something less than what is actually demanded.
7. (B) It is an example of punishment. This is because the child begins to associate that he is punished because of bad behavior. The child does not want to be punished and hence in order to avoid it, he will stop behaving in that manner. Thus punishment reduces and weakens the probability of occurrence of a particular behavior.
8. (B) Autocratic managers in an org. encourage pseudo-participation rather than true participation. The autocratic nature of the managers prevents their subordinates from becoming ego-involved in the activities because they know that managers are not receptive to their ideas.
9. (D) The favourable outcomes of participation in an organization are improvement in the quality and quantity of output, discovery of innovative ways of doing things and use of employee's creativity.
10. (A) Classical Conditioning can be defined as a process in which a formerly neutral stimulus when paired with an unconditioned stimulus becomes a conditioned stimulus elicits a conditioned response.
11. (A) Classical conditioning can be defined as a process in which a formerly neutral stimulus, when paired with an unconditioned stimulus that elicits a conditioned response. Conversely, according to operant or instrumental conditioning, consequences determine the behavior that results in learning.



12. (C) Human skills involve dealing with people. Conceptual skills relate to idea generation and analytical processing of information. Finally, technical skills involve handling machines tools and tasks
13. (A) Alternative work schedule may be classified into compressed workweek and flexible work schedule. Flexible work schedule/ flex time may in turn be classified as flexi tour, giding, variable day and variable week.
14. (A) Flexi tour is a type of flex time in which the employee is given the freedom to opt for the start the quit time for a particular period, say a month.
15. (A) One of the benefits of quality of worklife programs is that employees can balance their worklife and personal life in a better way. This in turn results in stress reduction.
16. (A) Wage differentials can be defined as the difference in wage paid for same or similar work because of various reasons like differences in work schedules, hazards involved, cost of living or other factors. Wages differentials between Indian and the US and other developed nations are an example of regional/ location differences.
17. (B) Benefits are the rewards an employee receives for termed as membership based reward.
18. (D) If there is incompatibility in the goals and expectations of the management might result in conflicts. For an org. to work smoothly and effectively, there is a need for goal congruence and expectation match between the organization and individual employees.
19. (C) Under the typical skill based system of wage payments, companies hire people at below market rates. Once the employees gain extensive knowledge new skills, they are promoted and are rewarded with an increased pay.
20. (D) Variable compensation is paid at three different levels, namely, worker level, manager level & group level.

21. (C) Organization rewards are those that an employee earn as a result of his employment with the org. extrinsic rewards are tangible in nature are normally under the control of the org. and its examples are promotion or a bonus etc.
22. (B) The environmental hazards of improper safety measures are noise, radiation and improper atmospheric condition stress can be a result of personal or professional problems.
23. (B) Asbestos is the largest known cause of occupational diseases
24. (D) For implementing an effective safety and health program, an organization should formulate a safety & health policy and convey it all the employees. this policy depends on the size of the plant, the nature of the industry, the production technology and the attitude of the top management.
25. (C) The concept of workers participation aims at providing an opportunity to the workers to take part in managerial decision making.
26. (A) In Accordance with the Industrial Dispute act, 1949, "works committees" were set up in organizations employing 100 or more workers. The basic objective of setting up these work committees was to promote measures for maintaining harmonious relations in the workplace..
27. (D) A career is defined as a sequence of positions, roles or jobs held by one person over a relatively long time span. It can also be defined as a sequence of separate but related or connected work /life. Activities that provide continuity, order, and meaning in a persons life career are not confined with one organization.
28. (D) All of the above points are the distinct elements of career planning.
29. (C) Career paths chart the possible directions and paths of advancement in an organization. The traditional paths, tend to be limited to advancements within a single function or organizational units, such as purchasing, sales or customer relations.

30. (B) The issue which act as challenges to career planning are dual career families low ceiling career, dedining opportunities, restructuring , career stages, career plateaus and work family issues.
31. (B) In the essay appraisal method, questions and guidelines are provided to the appraiser, based on which he analyses and describes the performances of employee being evaluated.
32. (D) The main aspect of MBO are clear & well defined goals, a definite time - span to achieve the goals, an action plan and finally, timely and constructive feedback. Also called the goal setting approach, MBO is more commonly used managers & professionals.
33. (A) In the critical incident method, the appraiser makes notes of all the critical incidents that reflect the performance or behavior of the employee during the appraisal period. These are recorded as and when the two occur and can demonstrate eight positive or negative traits or performance. At the end, this record forms the basis for evaluation of the performance of the employee.
34. (B) In Role playing, the trainee assumes the role of different characters in the org. context.
35. (B) Planning is an important activity in any business as it aids in making a map to the destination i.e., achieving organizational objectives.
36. (B) A manager should possess good analytical skills to evaluate the available opportunities in the external environment. He must be able to take risks to make the best of the available opportunities. In the new age, a manager is required to upgrade his skills to keep pace with the continuous changes in the environment.
37. (A) Every employee in an org. is expected to perform as per the specifications of his job. The behavior that is expected of an individual associated with a particular job is called the role. These roles are specific to the job being performed.
38. (A) The work group of the new employee will have its own norms and standards of acceptable behavior. These norms are unwritten rules and convey to the members what they ought to do and

ought not to do under a given circumstances. Some of the norms may include confirming to informal production standards set by the group, celebrating major achievement of the department etc

39. (B) An employee who rejects most of the organizational norms and rules is also known as a 'Rebel'.
40. (A) Minor infractions are acts of misconduct that cause very little harm if neglected, can accumulate and result in serious problems for the organization.
41. (D) The Industrial employment (standing orders) Act, 1946, ensured protection of labor by providing uniform and stable conditions of service. It requires employers of certain industrial establishments to define clearly and with adequate precision, the conditions of employment, i.e. standing order or service rules and to make them known to the workmen employed by them.
42. (C) As part of their intramural functions, trade unions may fight with employees on many economic issues such as better working conditions, fair wages, job security, balancing work hours etc. They may opt for collective bargaining and negotiations in the initial stages and for strikes and boycotts (if required) in the later stages.
43. (C) Accountability is a basic concept of delegation which refers to the employee's answerability while using authority in discharging a responsibility. Accountability is from the subordinate (employee) to the supervisor (manager), in a direction opposite to that of responsibility and authority.
44. (D) Career Resilience is the degree to which employees can cope with problems affecting their work.
45. (C) In the process of directing all the available resources towards the common organizational goals. Direction is a vital management function which ensures maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different departments to ensure maximum utilization of all resources including human resources.
46. (D) The situation in which an individual feels that there is nothing left to achieve is termed as a career plateau. Challenges like lack of motivation, high level of stress, personal problems, lack of requisite

knowledge, and opportunities or a slow moving business, have to be taken care of, to avoid such career plateaus and put the career on growth path.

47. (A) During career counseling the supervisor and the HR department answer the employee's questions let him know of the available opportunities in the organization and discuss his aspirations and competencies.
48. (A) The workers in a craft union are experienced and work on a single trade or possess similar skills and specialization.
49. (B) In club organizations, persons who have traditionally held power, continue to do so. These organizations may seem to comply with the law by hiring and promoting women and minorities, however, they manage to maintain the club organization by selecting only those who possess the 'right' credentials and perspectives.
50. (A) The steps to be taken by organizations to create a conducive work environment free from sexual harassment include obtaining the support of top management for such an initiative, developing and implementing programs that would bring about a change in the behavior and attitude of individuals and implementing a program which addresses the personal biases of individuals that may lead to sexual harassment

## PAPER – III

1. (B) A combination plan is not a type of employee stock plan. It is a combination of the distribution and deferred plan.
2. (B) A traditional way of dealing with conflicts was to suppress them. The seven primary ways, conflicts may be ideally dealt with are: avoidance, accommodation, win/lose, arbitration, mediation, compromise, and problem solving.
3. (C) Every time a person touches a red-hot stove, he/she receives burns. That is the results are consistent. In the same way discipline should be enforced and ensured across every employee and every situation.

4. (A) The execution of health programs in the organization helps reduce absenteeism of employees and also brings down employee turnover. Enhancement of workers' skill and improvement in work environment are not direct result of organizational health programs.
5. (C) Written warning is the first stage in formal disciplinary procedure and is administered when oral warning fails.
6. (C) Factors which might lead to employee grievance are unpleasant relationships with supervisor (s) and other colleagues, job assignments that do not match employee aptitude or skill, denial of leave, overtime or other benefits, unhealthy working conditions, dissatisfaction with compensation, disappointment from denial of promotion and lack of adequate resources to achieve objectives.
7. (A) In tall structure, managers exercise tight control over subordinates.
8. (B) Due to excessive emphasis on power and authority, upward communication is nominal in bureaucratic organizations.
9. (D) Instrumental learning involves reinforcement and punishment which is an informal learning.
10. (C) The R - S connection in learning deals with operant conditioning, whereas the S-R connection deals with classical conditioning or respondent conditioning.
11. (A) Interest free loans provided by companies to their employees are an example of benefits. Benefits are fringe advantages that accrue to an employee over and above his salary as a result of his employment and position in the organization and which are not related to his performance.
12. (B) Accidents, which take place as a result of defects in the machinery at the workplace, are attributed to technical errors.
13. (A) A quality circle should consist of 6 to 12 members from different work places in the org. These members should either be from the same work area or work on the same projects.
14. (D) Critical incident technique is a method which is usually used in job analysis.



15. (B) Steering committee is at the highest level of a unit/ division and looks after the activities of the QCs in that particular unit/division. It also acts as an advisory board.
16. (C) Perception of both the parties (workers & managers) regarding a particular aspect varies and as a result, some minor issues get aggravated into major problems. Differing personalities and strained inter - group and interpersonal relationships act as an impetus for such issues to arise and get aggravated.
17. (B) MPDQ → Management position description questionnaire.
18. (C) All the given statements are true except option (C) as in India ERP providers are not only MNCs but SMEs also provide ERP.
19. (A) Retention function is a process in human resources management which is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.
20. (B) Acquiring, developing, motivating and retaining human resources are the four functions in the human resource management process. The acquisition function in human resource management starts with planning (for the no. and categories of employees required) and ends with staffing.
21. (D) An organization frames its HR policies based on the external environment, organizational culture and organizational objectives.
22. (A) Avoidance is a conflict resolution strategy which is adopted by people who hate confrontation that might lead to anger, sarcasm, rejection and unpleasantness.
23. (A) Reformist unions only intend to modify the existing social, economic or political make-up of the state and not eliminate it. It aims at increasing the level of productivity and workers' share in it. They use collective bargaining to achieve objectives like improvement in workers' wage, quality of work life and working conditions.

24. (D) Industrial unions are based on the industry in which the members work rather than the craft, grade, skills, position or sex and includes all craftsmen and skilled workers in that industry.
25. (D) Career resilience is the degree to which employees can cope with problems affecting their work.
26. (B) Career insight is defined as the extent to which employees are aware of their interest, skills, strengths and weakness and how these perceptions relate to their career goals.
27. (D) A career is defined as a sequence of positions, roles or jobs held by one person over a relatively long time span. It can also be defined as a sequence of separate but related or connected work /life. Activities that provide continuity, order, and meaning in a person's life career do not remain confined with one organization.
28. (D) Vacancy based promotions are similar to merit - cum seniority promotions. Employees at the same level are judged based on their performance and service, and the best one from the lot is promoted to the vacant position at the next level.
29. (C) An organization's replacement chart forms the basis for the process of succession planning. It gives an overview of the present incumbents and the prospective replacements.
30. (C) Performance can be defined as the degree of accomplishment of tasks by an employee in his/her job. It is a measure of the result achieved and targets accomplished, it could also be a measure of employee effort and behavior.
31. (C) Stereotyping is a potential error in personality analysis that can distort performance appraisal. It involves judging someone based on the group he/she belongs to and the appraiser's perception of the group.
32. (C) Learning is an essential ingredient of any training programme and determines its success. It can be described as the process of developing new knowledge, skills, attitude and values through participation in formally organized learning situations and natural social interaction.



33. (D) One of the main reasons for employee indifference towards training is the lack of conviction that the learning can be applied in their work. Transfer of learning problem is especially critical in off set instruction. This problem is not very severe for technical training because similar technology is used on the job as well as during training.
34. (B) Job evaluation is a systematic process of analyzing and evaluating job to determine the relative worth of each job in an org. forms the basis for designing the compensation management system in an org.
35. (A) Job analysis provides the basis foundation for job evaluation and helps in understanding the tasks and responsibilities.
36. (A) When an employee joins an org. he has to adopt to the new environment - a new work culture, different work activities, a new boss, a different group of co-workers and a different set of procedures and systems. This process of adoption is commonly termed orientation or induction.
37. (B) In the 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 did not perform as expected in the proceeding stage which produces a more cooperative and participative spirit among people in an organization as they help on another when they face obstacles.
38. (A) The contest socialization strategy assumes that regardless of an individual's age or experience every person starts out as the same.
39. (B) The purpose of need analysis for the organization is to identify the training and development exercises that will help the individual to meet his career plans as well as organization objectives.
40. (D) The different approaches to industrial relations are psychological approach, sociological approach, socio-ethical approach, Gandhian approach, human relation approach and systems approach. Human resource approach is an approach to human resource management.

41. (D) Several techniques like fish bone diagrams, brainstorming sessions and sampling and charting methods are used by problems they come across in the workplace. Critical incident technique is a method which is usually used in job analysis.
42. (D) To meet legal and humanitarian standards, organizations should maintain the physical and psychological health of the work environment for the workers. The development made in Ergonomics in the 1950s paved the way for promoting the physical and psychological safety of workers through the better layout of plants and improved equipment design.
43. (A) "Forces for Change"  
Change agents are responsible for initiating and managing change within an organization. These individuals can be managers or non-managers, either insiders or third parties.
44. (D) Being physically active/ related environmental conditions is the PAQ dimension that is characterized by activities that involve considerable movement of the entire body or major parts of it, and by environments like those found in factories and shop.
45. (A) Succession planning should not be an annual event. The management should rather create an environment to facilitate continuous success 'thinking'. Regular and continuous communication can help the management in reaching this stage of organizational development.
46. (C) Work committees have a president, a vice-president, a secretary and a joint secretary. The president is nominated by the employer and the vice-president is a representative of the workers. The work committee performs the role of a consultant.
47. (C) In order to reduce monotony in work, employees are periodically given different kind of work assignments. This also helps them gain multi-job and multi-functional knowledge and skills.
48. (A) The basic act of misconduct may be categorized as attendance, dishonesty, on-the-job behavior and activities that are harmful for the organization. The act or an instance of infringing or a violation is termed as infractions which may be major or minor with respect to an organization.

49. (A) A selection method is considered to be reliable, if it produces consistent results across different situations and times. If a test produces significantly different results when taken by the same individual at different times, the test is considered to be unreliable.
50. (C) Polygraph tests the validity and truthfulness of an applicant's answer by monitoring the physical changes in his/her body as he/she answers a series of questions. On the other hand, interest tests, personality tests and aptitude tests are the tests conducted to test the genuine interest of an individual for a job, his/her personality and his/her ability to learn a given job respectively.
51. (C) During the selection process, interviews help in assessing the applicant's profile and comparing them with the job profile for suitability. There are three types of interviews in the selection process, viz., interview, selection interview and decision making interview. Exit interview are held for people leaving the organization.
52. (B) Communicating to members about the present status of the issues concerned, their programs, decisions etc. through newsletters and magazines is important for the effective functioning of a trade union. Trade unions encourage their members and families to go in for higher education and help them in achieving their goals. Other ancillary functions performed by the unions are conducting research programs that help in preparing reports required for collective bargaining, drafting notes for court cases etc.
53. (B) Part-time employment option - either has fixed days and hours each week or a flexible schedule. Part-time employees work for less than 35 hours per week. The types of part-time employment are: permanent part-time, job-sharing, temporary part-time and progressive, phased retirement.
54. (D) The HR department acts as a "Controller" to ensure compliance with legislation and with the values and Philosophy of the organization. It plays an active role in developing the values of the organization, framing the policies and monitoring for adherence.
55. (C) Human Resources

56. (B) Human Resources
57. (A) Expansion of industry
58. (D) Shortage of labor
59. (C) Dissatisfaction
60. (A) 50 and 20
61. (D) 150
62. (B) 20
63. (B) 9
64. (D) 14
65. (B) Communication system
66. (A) It is management of man power resources
67. (A) The first operative function of personnel management is concerned with procuring and employing people who possess necessary skill, knowledge and aptitude.
68. (B) Policies must not be very flexible
69. (A) Grading system is similar to the assessment review, the manager is given a list of categories to be assessed. this is done by selecting a grade which matches the employee's performance.
70. (D) Organization planning & development.
71. (B) Talents
72. (B) Management of persons
73. (A) Forming policy
74. (B) Quantitative calculation of manpower needs.
75. (B) "Overcoming Resistance to Change".
- Stan is using the change strategy of cooptation. Once people discover Stan's motives, this strategy may backfire.



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