



3. Which country to host the World Sustainable Development Summit – 2018 ?  
(1) South Africa (2) Nepal  
(3) Brazil (4) India
4. Which HRD Ministry-appointed committee is drafting new National Education Policy (NEP)?  
(1) Ram Shanker Kureel committee  
(2) K Kasturirangan committee  
(3) V G S Rathore committee  
(4) KJ Alphonse committee
5. With reference to Paris agreement on climate change, consider the following statements :
- I. It was signed by 195 nations in Dec 2015 at Paris  
II. The main aim is to keep a global temperature rise this century well below 3 degrees Celsius  
III. It further aims to drive efforts to limit the temperature increase even further to 1.5 degrees Celsius above pre-industrial levels
- Which of the above statements are correct ?  
(1) I and II (2) II and III  
(3) I, II and III (4) I and III
6. Which of the following statements are correct?  
a. Parliament cannot alter the name and territory of J&K without the consent of the State legislature  
b. The Union shall have the power to suspend the State Constitution on the ground of failure to comply with the directions given by the Union.  
c. No proclamation of Emergency can be made by the President under Article 352 on the ground of “internal disturbance” in J&K without the concurrence of J&K Government
- Which of the above statements are correct ?  
(1) (a) and (b) (2) (b) and (c)  
(3) (a) and (c) (4) (a), (b), (c)
7. **Assertion (A):** Global warming is the increase in Earth’s near-surface air and ocean temperatures.

**Reason (R):** The greenhouse effect is when water and carbon dioxide absorb outgoing infrared radiation, increasing the planet's temperature

Choose the correct code:

- (1) Both (A) and (R) are correct      (2) Both (A) and (R) are incorrect,  
(3) (A) is true and (R) is true      (4) (A) is false and (R) is true

8. Which of these pairs are correctly matched ?

- a. The Vienna Convention : Protection of Ozone Layer  
b. Montreal Protocol : Substances that Deplete the Ozone Layer  
c. The Minamata Convention : Lead

- (1) a only  
(2) a and b only  
(3) c only

9. Representation of the People (Amendment and Validation) Bill, 2013, brought two key changes. These changes were :

- Even if a person is prohibited from voting due to being in police custody or in jail, he can file nomination for an election.
- Definition of “disqualified” in the Act has been amended. disqualification has to be due to conviction for certain specified offences and can be on no other ground.
- Anyone in prison or on the lawful custody of the police (other than preventive detention) is not entitled to vote.

Select the correct answer using the codes given below.

- (1) I and ii only      (2) I and iii only  
(3) ii and iii only      (4) I, ii, iii

10. Match List – I and List – II and identify the correct code:

- |                         |                   |
|-------------------------|-------------------|
| a. World Health Day     | i. 16th September |
| b. World Population Day | ii. 1st December  |
| c. World Ozone Day      | iii. 11th July    |
| d. World AIDS Day       | iv. 7th April     |

**Codes:**

- |     | a  | b   | c   | d  |
|-----|----|-----|-----|----|
| (1) | i  | ii  | iii | iv |
| (2) | iv | iii | i   | ii |

(3) ii iii iv i

(4) iii iv ii i

11. **Assertion (A):** Water Borne diseases are largely caused by micro-organisms present in human or animal waste

**Reason (R):** Typhoid fever is a Water Borne diseases.

Choose the correct code:

(1) Both (A) and (R) are correct

(2) Both (A) and (R) are incorrect,

(3) (A) is true and (R) is true

(4) (A) is false and (R) is true

12. Which of the following statements regarding the meaning of research are correct

a. Research refers to a series of systematic activity or activities undertaken to find out the solution of a problem

b. It is a systematic, logical and an unbiased process wherein verification of hypothesis data analysis, interpretation and formation of principles can be done

c. It is an intellectual enquiry or quest towards truth

d. It leads to enhancement of knowledge

(1) (a), (b) and (c)

(2) (b), (c) and (d)

(3) (a), (c) and (d)

(4) (a), (b), (c) and (d)

13. Below are given two set – research methods (Set-I) and data collection tools (Set-II). Match the two sets and indicate your answer by selecting the correct code:

A Experimental method

i Using primary secondary sources

B Ex post-facto method

ii Questionnaire

C Descriptive survey method

iii Standardized tests

D Historical method

iv Typical characteristics tests

**Codes:**

A B C D

1. ii i iii iv

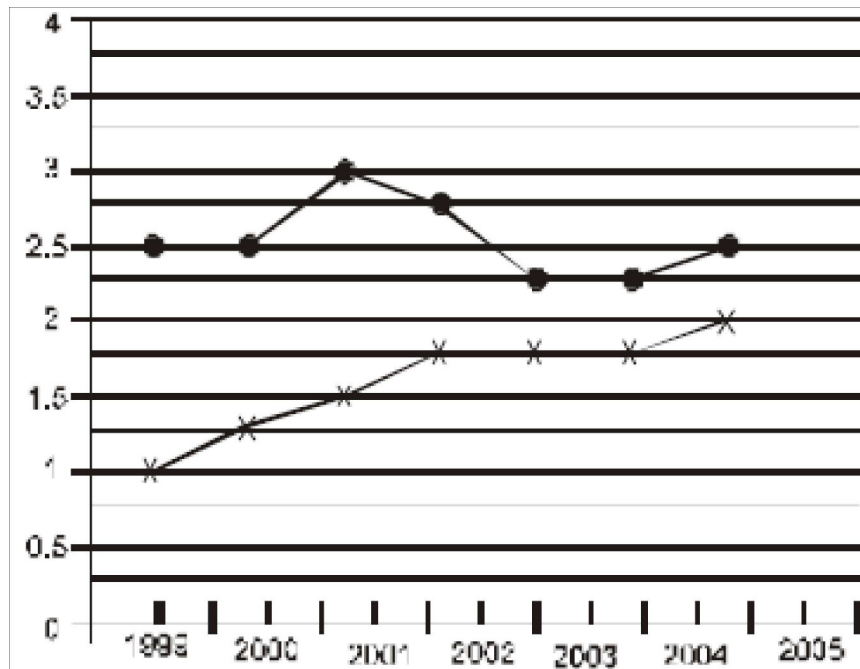
2. iii iv ii i

3. ii iii i iv

4. ii iv iii i



Questions 20-24 Study the following graph carefully to answer the given questions.  
**PRODUCTION OF TWO COMPANIES A AND B ( IN CRORE UNITS) OVER THE GIVEN YEARS**



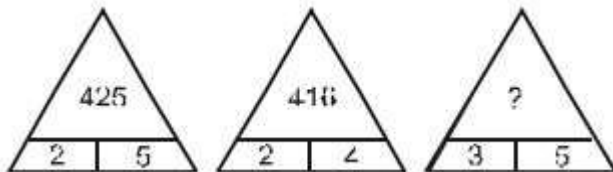
20. For Company A, how much is the percent increase in production in 2000 from 1999?  
 (1) 0.25 (2) 2.5  
 (3) 25 (4) 12.5
21. How many units is the total production of Company A for the given years?  
 (1) 9 crores (2) 17.75 crores  
 (3) 12.25 crores (4) 11 crores
22. What is the difference in units produced by the two companies in 1999?  
 (1) 1,50,000,000 (2) 15,00,00,000  
 (3) 15,00,000 (4) 15,000 7
23. How many units is the approximate average production of Company B for the given years?  
 (1) 3 crores (2) 2.55 crores  
 (3) 2.75 crores (4) 2.25 crores
24. In which year did both the companies have no change in production from the previous year?  
 (1) 2000 (2) 2002 (3) 2003 (4) 2004

25. Which of the following collection techniques were used as the primary research methods for this study?
- (1) Qualitative (2) Quantitative  
(3) Both (1) and (2) (4) None
26. Which of the following problems was India faced with after Independence ?
- (1) Military attack from a country across the border.  
(2) Lack of coordination between the Central and State Governments.  
(3) Improper coordination of various Government policies  
(4) Increasing the production from a very low level
27. Which of the following issues was not appropriately realized by the Central Government.
- (1) Ethnic diversity of the people  
(2) A national language for the country  
(3) Implementation of the formulated policies  
(4) Centre -State relations
28. Why was central economic planning found to be difficult?
- (1) Multiplicity of States and Union Territories  
(2) Lack of coordination in different Government departments  
(3) Autonomy given to the States in certain matters  
(4) Lack of will in implementing land reforms
29. Why was the linguistic reorganization of the State accepted?
- (1) The States were not cooperating with the Central Government  
(2) Non- Congress Governments in the States demanded such a reorganization of the States  
(3) No common national language emerged  
(4) Strong pressure from the States was exerted on the Central Government to create such States
30. Which, according to the passage, can be cited as an exercise in democratic practice in India before Independence?
- (1) The handing over of power by the British to India  
(2) The Indianisation of the Indian Civil Service  
(3) A neutral role played by the Army

- (4) None of the above
31. The information to be collected in survey method are related to
- (1) Present Position
  - (2) Aims of the research
  - (3) The attainment of aim of research
  - (4) All of the above
32. One of the essential characteristics of research is
- (1) Sensitivity
  - (2) Generalizability
  - (3) Usability
  - (4) Replicability
33. Identify the main Principle on which the Parliamentary System operates.
- (1) Responsibility of Executive to Legislature
  - (2) Supremacy of Parliament
  - (3) Supremacy of Judiciary
  - (4) Theory of Separation of power
34. Match list I with list II and select the correct from the code given below :
- | <b>List I ( Institutions )</b>                                   | <b>List II</b>              |
|--|-----------------------------|
| <b>(Locations)</b>   |                             |
| 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 Pannesi and Administrators | vi. Bangalore               |
| (1) 1-ii, 2-i, 3-iv, 4-iii                                       | (2) 1-ii, 2-iv, 3-ii, 4-iii |
| (3) 1-ii, 2-iii, 3- I, 4- iv                                     | (4) 1-iv, 2-iii, 3-ii, 4-i  |
35. The prime minister of India is appointed from \_\_\_\_\_
- (1) The leading Party in Lok Sabha
  - (2) The Leading Party in Rajya Sabha
  - (3) The leading party in Lok Sabha and Rajya Sabha combined
  - (4) None of the above
36. The study of interrelations between Organism and their environment is called \_\_\_\_\_
- (1) Biosphere
  - (2) Ecology
  - (3) Synecology
  - (4) Autecology



37. The term ICT is now also used to refer to the convergence of  
 (1) Audio visual (2) Telephone network  
 (3) Both (1) and (2) (4) None
38. Fossil Fuels include  
 (1) Oil (2) Natural Gas  
 (3) Coal (4) All of the above
39. Noise in excess of \_\_\_\_\_ is called noise pollution  
 (1) 40-65 db (2) 60-70 db  
 (3) 80-100 db (4) None of the above
40. Effectiveness of teaching depends on \_\_\_\_\_  
 (1) Handwriting of Teacher (2) Speaking ability of Teacher  
 (3) Qualification of the Teacher (4) Subject Understanding of the Teacher
41. The participation of students will be maximum if \_\_\_\_\_ method is used for teaching.  
 (1) Text Books (2) Discussion Method  
 (3) Conference Method (4) Lectures
42. 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  
 (1) 252 (2) 62  
 (3) 130 (4) 9
43. Which reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises?  
 (1) Deductive (2) Inductive  
 (3) Abductive (4) All
44. Insert the missing number or letter from among the given alternatives.



- (1) 140 (2) 280  
 (3) 875 (4) 925

45. 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.

- (1) Only assumption I is implicit
- (2) Only assumption II is implicit
- (3) Either I or II is implicit
- (4) 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.

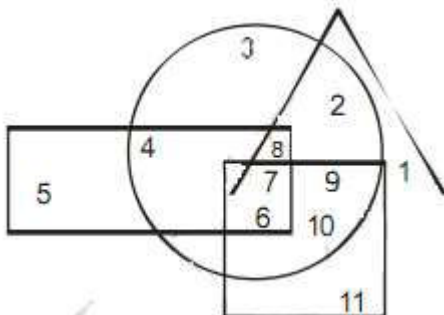
46. What is the latest write-once optical storage media?

- (1) Digital paper
- (2) Magneto-optical disk
- (3) WORM disk
- (4) CD- ROM disk

47. Which of the following identifies a specific web page and its computer on the Web?

- (1) Web site
- (2) Web site address
- (3) URL
- (4) Domain Name

Direction (48-49) 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.



48. Which of the area is cultivated for wheat and maize only?  
(1) 8 (2) 6  
(3) 5 (4) 4
49. Which of the area is cultivated for maize only?  
(1) 10 (2) 2  
(3) 3 (4) 4
50. 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?  
(1) Nephew (2) Brother  
(3) Father (4) Maternal Uncle

VPM CLASSES

## PAPER-II

1. In the \_\_\_\_\_ method of performance appraisal, the appraiser prepares a document analyzing and describing the performance of an employee.  
(1) Ranking      (2) Essay      (3) MBO      (4) Critical Incident.
2. Training loses its meaning if learning is not applicable at work. Which of the following alternatives is not a method of minimizing the transfers of learning problem?  
(1) Modifying training programs to incorporate the latest advancement in the area.  
(2) Increasing similarity between training and job.  
(3) Standardizing training sessions for all employees in the organization.  
(4) One of the ways in which the transfer-of-learning problem can be minimized is by customizing training sessions to match the requirements of participants.
3. \_\_\_\_\_ takes place in the real job environment where the trainee is exposed to actual work situation.  
(1) On-the-job training      (2) Case exercise.  
(3) Off-site-training      (4) Job Instruction training
4. According to JH Richardson, \_\_\_\_\_ takes place when a number of workers enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people ?  
(1) Voluntary arbitration      (2) Adjudication  
(3) Workers participation      (4) Collective bargaining.
5. In collective bargaining, the negotiation process starts with \_\_\_\_\_.  
(1) Understanding and interpreting on existing contract.  
(2) Submission of demand of the trade union to the management.  
(3) Circulation of the terms of the contract and agreement reached to all the employees.  
(4) Intervention of the government or its representative to help resolve the dispute.

6. Autocratic manager in an organization encourages \_\_\_\_\_ ?  
 (1) True Participation (2) Pseudo - participation  
 (3) Ego - involved participation (4) Both (1) and (3)
7. The favorable outcomes of participation in an organization are all of the following except \_\_\_\_\_ ?  
 (1) Improvement in the quality and quantity of output.  
 (2) Discovery of innovative ways of doing things.  
 (3) Use of employees creativity.  
 (4) All of the above.
8. \_\_\_\_\_ can be defined as a process in which a formerly neutral stimulus, when paired with an unconditional stimulus, becomes a conditioned stimulus that elicits a conditional response.  
 (1) Classical conditioning (2) Operant conditioning  
 (3) Instrumental conditioning (4) None of these
9. Ravi was playing in the play ground adjacent to his house with a ball. Suddenly he stepped on a nail and started screaming. This is an example of \_\_\_\_\_.  
 (1) Classical conditioning (2) Instrumental conditioning  
 (3) Operant conditioning (4) None of these.
10. Mr. Prakash Mehta is the customer relations manager at a telecom services company. He is known for his ability to deal with clients and employees in an effective manner. What is this quality of Mr. Mehta known as?  
 (1) Conceptual skills (2) Technical skills  
 (3) Human skills (4) Both (1) and (2)
11. One of the benefit of quality of work life programs is that employees can balance their work life and personal life better thereby reducing \_\_\_\_\_.  
 (1) Stress (2) Job Security  
 (3) Employee participation (4) Personal/ Professional development.
12. Indian Infotech Ltd. has officers in Mumbai and New York. Its compensation structure is such that software developers working in these two locations have different wage packages. This wage differentiation may be termed as an example of \_\_\_\_\_ differences.

- (1) Location differences                      (2) Cultural differences  
(3) Time zone differences                    (4) None of these

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

- (1) Intrinsic reward                              (2) Non - Financial reward  
(3) Benefits                                        (4) Incentives.

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

- (1) Arbitrations                                  (2) Lock - out  
(3) Amicable settlement                      (4) Conflicts

15. Helix creative works gives more importance to the quality of work done by its employees rather 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 \_\_\_\_.

- (1) Time - wage plan                              (2) Broad Banding  
(3) Skill - based pay                              (4) Competency based pay.

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

- (1) Non - financial                                (2) Intrinsic  
(3) Extrinsic                                        (4) Total

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

- (1) Noise    (2) Stress  
(3) Radiation                                        (4) Improper atmospheric condition.

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

- (1) Carbon dioxide                                (2) Asbestos  
(3) Steel    (4) Carbon monoxide.

19. Identify the factor which is not a determinant of safety & health program to be formulated in a company.
- (1) Size of the plant
  - (2) Nature of industry
  - (3) Production technology
  - (4) Market share of the company's product.
20. \_\_\_\_\_ may be defined as "a formal method of providing an opportunity to every member of the organization to contribute his/her brain and ingenuity as well as his/her physical efforts to the improvement organizational effectiveness."
- (1) Collective bargaining
  - (2) Trade Unionism
  - (3) Worker's participation in management
  - (4) Industrial dispute prevention machinery.
21. The \_\_\_\_\_ provided for the setting up of "works committees" consisting of representatives of both the management and the workers.
- (1) Industrial Disputes Act, 1949.
  - (2) Industrial policy Resolution, 1956.
  - (3) Indian Labor conference, 1957.
  - (4) Indian Trade Unions Act, 1926.
22. A/An \_\_\_\_\_ can be defined as a sequence of positions, roles of jobs held dry one person over a relatively long time span.
- (1) work
  - (2) profession
  - (3) Occupation
  - (4) Career
23. There are certain distinct elements of career planning. These include \_\_\_\_\_.
- i) Career Polarization
  - ii) Need opportunity alignment
  - iii) Individual assessment and need analysis
  - iv) Organizational assessment and need analysis
- (1) i, ii & iii
  - (2) i, ii & iv
  - (3) ii, iii & iv
  - (4) all of the above

24. \_\_\_\_\_ can be defined as logical progression between jobs, or from one job to target position.
- (1) Need analysis (2) Career Counseling  
(3) Career path (4) Opportunity analysis
25. MBO is more useful for appraising the performance of a particular category of employee. Who are they?
- (1) Shop floor workers (2) Contract workers  
(3) Clerical staff (4) Managers & Professional
26. \_\_\_\_\_ is described as a method of human interaction involving realistic behavior in imaginary situations.
- (1) Experimental Exercise (2) Role Playing  
(3) Vestibule training (4) Apprenticeship
27. \_\_\_\_\_ is an important activity in any business as it helps in making a roadmap for achieving organizational objectives.
- (1) Communications (2) Planning  
(3) Training (4) Monitoring Performance
28. Analytical skills help a manager to \_\_\_\_\_
- (1) Make public presentation effectively.  
(2) Evaluate the available opportunities in the external environment.  
(3) Co-Ordinate the activities of group of employees.  
(4) Motivate team & employees.
29. The behavior that is expected from an individual associated with a particular job is known as
- (1) Role (2) Value (3) Duty (4) Norm.
30. Every work group has its own Norms. Norms are \_\_\_\_\_
- (1) The unwritten rules that convey to the members what they ought to do and ought not to do under given circumstances.  
(2) A positive perception of the employer in the mind of employee.  
(3) Shared meaning held by members that distinguish one organization from the other  
(4) None of above



31. An employee who rejects most of the organizational norms and rules is known as a/an \_\_\_\_\_.  
(1) Radical (2) Rebel  
(3) Insurgent (4) Conformist
32. Rajesh works as a data entry operator in a small firm. Everyday he reaches office ten minutes late. This act of misconduct of Rajesh can be classified as a/an  
(1) Minor infraction (2) Major infraction  
(3) In tolerable offence (4) Disciplinary action
33. Name the Act which aimed at providing uniform and stable conditions of service by making a set of certified standing orders binding on the employer and the employees, in every industrial establishment.  
(1) Factories Act, 1948  
(2) Code of discipline  
(3) Model Standing orders  
(4) Industrial employment Act, 1946
34. Under \_\_\_\_ functions, trade unions fight with employers to protect and further the economic interest of their members  
(1) Fraternal (2) Social  
(3) Instramural (4) Ancillary
35. \_\_\_\_ refers to an employee's answerability while using authority in discharging a responsibility.  
(1) Delegation. (2) Authority  
(3) Accountability (4) Responsibility.
36. Career \_\_\_\_ is the degree to which employee can cope with problems affecting their work.  
(1) Insight (2) Values  
(3) Identity (4) Resilience.
37. \_\_\_\_ is a managerial function of the HR department that channelizes all the available resources towards the common organizational goals, and also involves coordination between different departments to ensure maximum utilization of all resources.

- (1) Planning (2) Staffing  
(3) Directing (4) Controlling.

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

- (1) Career drift (2) Career anchor  
(3) Career path (4) Career plateau

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

- (1) Career Counseling  
(2) Need opportunity alignment.  
(3) Individual assessment and need analysis.  
(4) Organizational assessment and opportunity analysis.

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

- (1) Craft unions (2) General unions  
(3) Industrial unions (4) Staff unions.

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

- (1) Compliance organization (2) Club organization  
(3) Exclusionary organization (4) Affirmative action organization.

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

- (1) Premium Priced Options (2) Combination plan.  
(3) Phantom stock (4) Employee Stock Purchase Plan.

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

- (1) Accommodation
- (2) Suppression
- (3) Arbitration
- (4) Problem solving

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

- (1) Immediate
- (2) Personalized.
- (3) Consistent
- (4) Foreseeable.

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

- (i) Reduction of absenteeism.
- (ii) Reduction in employee turnover.
- (iii) Enhancement of workers' skill.
- (iv) Improvement in work environment.

- (1) (i) & (ii)
- (2) (ii) & (iii)
- (3) (iii) & (iv)
- (4) (i) & (iv)

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

- (1) Dismissal
- (2) Suspension.
- (3) Written warning
- (4) Demotion.

47. If employee grievances are not dealt with immediately and in accordance with a procedure that secures 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.

- (1) Only (i), (ii) & (iii)
- (2) Only (ii), (iii) & (iv)
- (3) Only (i), (iii) & (iv)
- (4) All of the above.

48. Which of the following structure is characterized by small span of control, large no. of layers in the management and complex organizational structure?
- (1) Tall Structure (2) Flat Structure  
(3) Simple structure (4) Both (2) & (3)
49. In which of the following organizations is upward communication nominal?
- (1) Simple structured organization  
(2) Bureaucratic organization.  
(3) Matrix organization  
(4) Both (1) and (3)
50. The R-S connection in learning deals with.
- (1) Classical conditioning (2) Respondent conditioning  
(3) Operant conditioning (4) Either (1) & (2)
51. Interest free loans provided by companies to their employees, are an example of \_\_\_\_\_.
- (1) Benefits (2) Incentives  
(3) Bonus (4) Performance based rewards.
52. Some accidents take place as a result of defects in the machinery at the work place. Such accidents are attributed to \_\_\_\_\_ errors.
- (1) Human (2) Technical  
(3) Training (4) Psychological
53. \_\_\_\_\_ is not among the popular techniques used by quality circles to identify, analyze and solve the various problems that come across in the workplace.
- (1) Fish bone diagram  
(2) Brain storming session  
(3) Sampling charting method  
(4) Critical incident technique
54. Acc. to which approach industrial relations, most of the problems in industrial relations arise due to the difference in perceptions and attitudes of the management and the workers?
- (1) Gandhian (2) Human relations  
(3) Psychological (4) Sociological

55. MPDQ stands for ?
- (1) Managers position description questionnaire.
  - (2) Management position description questionnaire.
  - (3) Managers performance description questionnaire
  - (4) None of these.
56. Which of the following statement is false?
- (1) The ERP operates in a client server environment.
  - (2) ERP streamlines the organization from the back office to the board room.
  - (3) The ERP solution providers are only MNCs in India.
  - (4) SAP leads the ERP market with 65% market share in India.
57. The \_\_\_\_ function in human resource management is concerned with providing a work environment which is conducive to the employees and nurturing them to make them feel committed and attached to the organization.
- (1) Retention
  - (2) Development
  - (3) Motivation
  - (4) Acquisition
58. Acquiring employees is one of the important functions of the entire human resource management process,. What is the final step involved in the acquiring function of the organization?
- (1) Planning
  - (2) Staffing
  - (3) Motivating
  - (4) Retaining
59. HR Policies are a set of guidelines that determine the way in which employees are to be treated in the organization. Identify the factors which an organization takes into consideration while framing its HR policies.
- (1) External environment
  - (2) Organizational culture
  - (3) Organizational objectives
  - (4) All of the above
60. People who hate confrontations that might lead to anger, sarcasm, rejection and unpleasantness,adopt this strategy for conflicts resolution. Name the strategy.
- (1) Avoidance
  - (2) Win - lose
  - (3) Arbitration
  - (4) Problem solving.

61. The main objective of \_\_\_\_\_ is to conserve that capitalist society to continue the employer -employee relationship, and the competitive system of production.
- (1) Reformist Unions (2) Anarchist Unions  
(3) Political unions (4) Predatory unions
62. The federation of Eastern Indian Cinema Employees (Kolkatta) and Cotton Mills workers Federation (Mumbai) are examples of \_\_\_\_\_.
- (1) Craft unions (2) General Unions  
(3) Staff unions (4) Industrial Unions
63. Career \_\_\_\_\_ is the extent to which employees are aware, of their interests, skills and strengths and weaknesses and how these perceptions relate to their career goals.
- (1) Values (2) Insight  
(3) Reliance (4) Identity
64. In \_\_\_\_\_ promotion, when a vacancy arises for a position, employees at the next lower level are assessed based on is promoted to the vacant position.
- (1) Seniority based (2) Merit based  
(3) Time bound (4) Vacancy based
65. A/ An \_\_\_\_\_ gives an overview of the present incumbents and the prospective replacement, and forms the basis for the process of succession planning.
- (1) Planned self development model.  
(2) Career development model  
(3) Organizational replacement model.  
(4) Human - resource information system.
66. \_\_\_\_\_ can be defined as the degree of accomplishment of tasks by an employee in his/her job.
- (1) Appraisal (2) Capability (3) Performance (4) Competence
67. \_\_\_\_\_ is pitfall of the performance appraisal system which involve an appraisal based on the group to which he/she belong and the appraiser's reception of the group.
- (1) Perceptual Set (2) Primacy effect  
(3) Stereotyping (4) Fundamental Attribution error

68. In the job evaluation process, \_\_\_\_\_ provides the basic foundation and helps in understanding the tasks and responsibilities associated with a job and the competency set required to perform tasks and fulfill the responsibilities.
- (1) Job Analysis (2) Job Classification  
(3) The job dimensions (4) The job evaluation plan
69. When an employee joins an organization he has to accept the new work culture, work activities, different work activities, a new boss, etc. This process of adoption is known as \_\_\_\_\_.
- (1) Induction (2) Placement  
(3) Employment (4) None of above
70. The \_\_\_\_\_ socialization strategy assumes that, regardless of an individual's age on experience, every person starts out as the same.
- (1) Contest (2) Tournament  
(3) Divestiture (4) Investiture
71. In career planning, \_\_\_\_\_ is carried out to identify the training and development exercises that will help the individual to meet his career planes as well as organizational objectives
- (1) Career counseling (2) Need analysis  
(3) Organizational assessment (4) Opportunity analysis
72. Through there are different approaches to industrial relations, the basics of management of good relations remain the same across all the approaches. \_\_\_\_\_ is not a standard approach to industrial relations.
- (1) Psychological approach (2) Gandhian approach  
(3) Human relations approach (4) Human resources approach
73. \_\_\_\_\_ is not among the popular techniques used by quality circles to identify, analyze and solve the various problems they come across in the workplace.
- (1) Fish bone diagram  
(2) Brain storming session  
(3) Sampling and charting method  
(4) Critical incident techniques

74. The development made in the 1950s paved the way for promoting physical and psychological safety of workers through better layout of plants and improved equipment design
- (1) Environmental conditions (2) Quality circles  
(3) Quality of work life (4) Ergonomics
75. \_\_\_\_\_ are responsible for initiating and managing change within an organization.
- (1) Change agents. (2) Innovators.  
(3) Team leaders. (4) Consultants.
76. "Succession planning should not just be an annual event - instead, it should be an ongoing process within the organization. Every manager should have at least one potential replacement." The element of succession planning being referred to here is \_\_\_\_\_.
- (1) Continuity (2) Long term perspective  
(3) Turnover Management (4) Emphasis on results.
77. In works committees set up to sort out differences on employment related issues, the president is \_\_\_\_\_ and the vice - president is \_\_\_\_\_.
- (1) Nominated by the government, representative of the workers.  
(2) Representative of the workers, nominated by the government.  
(3) Nominated by the employer, representative of the workers.  
(4) Nominated by the employer, nominated by the government.
78. \_\_\_\_\_ as a method of quality of work life improvement helps the employee gain cross - functional knowledge.
- (1) Flexi place (2) Job rotation  
(3) Job Enlargement (4) Apprenticeship.
79. Misconduct on an act of indiscipline impairs the organization, tarnishes its reputation and leads to employee unrest. The basic acts of misconduct or indiscipline in an organization can be categorized as \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.
- (i) Attendance related.  
(ii) Dishonesty  
(iii) On - the - job behavior



(iv) Infractions.

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

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

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

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

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

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

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

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

(4) Is managed by qualified personnel.

**81.** In the selection process \_\_\_\_\_ 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 -

(1) Interest tests

(2) Personality tests

(3) Polygraph tests

(4) Aptitude tests

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

(1) Preliminary interview

(2) Decision making interview

(3) Exit interview

(4) Selection interview

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

(1) Social

(2) Ancillary

(3) Intramural

(4) Fraternal

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

(1) Flex time

(2) Part - time employment

(3) Compressed workweek

(4) Alternative work schedule.

85. 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.
- (1) Specialist (2) Facilitator  
(3) Change agent (4) Controller
86. Quality-oriented organization primary concern centers around
- (1) Coordination (2) Communication  
(3) Human Resources (4) Discipline
87. Demand for human resources and management is created by:
- (1) Expansion of industry (2) Shortage of labor  
(3) Abundance of capital (4) Consumer preferences
88. Union function arises as a result of employees
- (1) Problem of communication  
(2) Longing for belonging  
(3) Dissatisfaction  
(4) Change in technology
89. Under Plantation Labour Act, creche is to be set up where \_\_\_\_\_ women workers are employed or the no. of children of women workers exceeds \_\_\_\_\_
- (1) 50 and 20 (2) 30 and 20  
(3) 50 and 30 (4) 30 and 5
90. An adult worker under the Factories Act is eligible for leave with wages @ 1 day for every \_\_\_\_\_ days worked during the preceding year
- (1) 50 (2) 20 (3) 15 (4) 240
91. Under the Factories Act no worker is permitted to work for more than \_\_\_\_\_ hours in a day
- (1) 8 (2) 9 (3) 10 (4) 24
92. ....is included in Integration Policy?
- (1) Interview (2) Communication system  
(3) Disputes (4) Source of Recruitment.

- 93.** The characteristics of personnel management is -  
 (1) It is management of man power resources  
 (2) It is not related with employees  
 (3) Both A & B  
 (4) None of these
- 94.** Which function is included in operative functions?  
 (1) Procurement (2) Planning  
 (3) Controlling (4) Both A & B
- 95.** Which is the correct statement about personnel policies?  
 (1) Policies should be written  
 (2) Policies must not be very flexible  
 (3) Policy is not an expression of belief  
 (4) None of these.
- 96.** Which of the following is a method of performance appraisal -  
 (1) Grading (2) Case study (3) Lecture (4) A & C Both
- 97.** Which function is not included in staffing?  
 (1) Transfer (2) Recruitment  
 (3) Induction & orientation (4) Organization planning & development.
- 98.** A good personnel Manager is a mix of many.  
 (1) Shortages (2) Talents (3) Hindrances (4) none
- 99.** Bottom-line of HRM is :  
 (1) Management of organization  
 (2) Management of persons  
 (3) Management of person & things  
 (4) Management of requirements
- 100.** Stan is trying to implement a new organizational structure at his company. A group of key employees is resisting the change. In an attempt to “buy off” the leaders, Stan is giving them a key role in the change decision. He doesn’t really value their opinion, but wants their endorsement. Stan is using the change strategy of \_\_\_\_.  
 (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	4	1	4	2	4	3	1	2	1	2	1	4	3	4	1	1	4	2	3	3
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	4	1	2	4	1	4	1	3	4	2	4	3	1	1	1	2	3	4	3	4
Question	41	42	43	44	45	46	47	48	49	50										
Answer	2	2	1	4	1	4	4	4	3	4										

## PAPER-I

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

## HINTS AND SOLUTIONS

1.(4) Eklavya schools will be established for scheduled caste (SC) and schedule tribe students by 2022 on the lines of Navodaya schools.

They will be model residential schools set up in each Block. It will in areas with more than 50% tribal areas and 20,000 tribal people.

These schools will be part of Navodaya Vidyalayas. It will provide training in sports and skill development.

It has special facilities for preserving local art and culture.

2.(1) Revitalising Infrastructure and Systems in Education (RISE) Scheme :

RISE scheme aims to lend low-cost funds to government higher educational institutions. It will be launched with a total investment of Rs. 1 lakh crore in the next four years. It will be financed via restructured higher education financing agency (HEFA), a non-banking financial company.

**3.(4)** The World Sustainable Development Summit–2018 was held in New Delhi on February 16.

The summit will address a wide variety of issues, including combating land degradation and air pollution, effective waste management and create financial mechanisms to enable effective climate change mitigation.

The theme of the 2018 Summit is–Partnerships for a Resilient Planet, which seeks to create action frameworks to resolve some of the most urgent challenges facing developing economies in the backdrop of climate change.

It seeks to bring together on a common platform, global leaders and thinkers in the fields of sustainable development, energy and environment sectors.

**4.(2)** The 9-member committee, headed by former ISRO chief K Kasturirangan, was constituted by the Union HRD Ministry to draft new National Education Policy (NEP) on June 2017. The committee will submit its report by March 31, 2018. The existing NEP was framed in 1986 and revised in 1992.

**5.(4)** An historic agreement to combat climate change and unleash actions and investment towards a low carbon, resilient and sustainable future was agreed by 195 nations in Paris in Dec 2015.

The Paris Agreement for the first time brings all nations into a common cause based on their historic, current and future responsibilities.

The universal agreement's main aim is to keep a global temperature rise this century well below 2 degrees Celsius and to drive efforts to limit the temperature increase even further to 1.5 degrees Celsius above pre-industrial levels.

The 1.5 degree Celsius limit is a significantly safer defense line against the worst impacts of a changing climate.

**6.(3)** Under Part XXI of the Constitution of India, which deals with “Temporary, Transitional and Special provisions”, the State of Jammu and Kashmir has been accorded special status under Article 370. Even though included in 1st Schedule as 15th state, all the provisions of the Constitution which are applicable to other states are not applicable to J&K.

Special Features- J&K is the only state in India which has a Constitution of its own. The Constitution of J&K was enacted by a separate Constituent Assembly set up by the State and it came into force on 26th January 1957.

7.(1) Global warming is the increase in Earth's near-surface air and ocean temperatures.

The greenhouse effect is when water and carbon dioxide absorb outgoing infrared radiation, increasing the planet's temperature. Greenhouse gases contribute to global warming. What is determined to be a greenhouse gas is any heat-trapping gas present in the Earth's atmosphere.

The two most common greenhouse gases are water vapor and carbon. These gases help absorb infrared radiation and regulate the Earth's climate. However, the increase in industrial production has increased the amount of greenhouse gases present in the atmosphere.

The increase in carbon dioxide emissions has made it difficult for heat to escape the atmosphere which in turn contributes to the warming effect.

8.(2) **The Vienna Convention** for the Protection of the Ozone Layer is a Multilateral Environmental Agreement. It was agreed upon at the Vienna Conference of 1985 and entered into force in 1988.

It acts as a framework for the international efforts to protect the ozone layer.

**The Montreal Protocol** on Substances that Deplete the Ozone Layer (a protocol to the Vienna Convention for the Protection of the Ozone Layer) is an international treaty designed to protect the ozone layer by phasing out the production of numerous substances that are responsible for ozone depletion.

**The Minamata Convention on Mercury** is an international treaty designed to protect human health and the environment from anthropogenic emissions and releases of mercury and mercury compounds.

The Convention was signed by delegates representing close to 140 countries on 19 January 2013 in Geneva and adopted later that year on 10 October 2013 on a Diplomatic Conference held in Kumamoto, Japan. The Convention is named after the Japanese city Minamata.

9.(1) In July 2013, Supreme Court had ruled that a person, who is in jail or in police custody, cannot contest elections to legislative bodies.

Representation of the People (Amendment and Validation) Bill, 2013 however, brought two key changes:

Firstly, even if a person is prohibited from voting due to being in police custody or in jail, as long as his name is entered on the electoral roll he shall not cease to be

an elector. This implies that he can file nomination for an election. Secondly, definition of “disqualified” in the Act has been amended.

Prior to this act, the definition of disqualified means disqualified for either being chosen as or being a MP or MLA.

Secondly, definition of “disqualified” in the Act has been amended.

The amendment adds a ground to the definition that the disqualification has to be due to conviction for certain specified offences and can be on no other ground.

Conviction for only these certain offences would result in the person’s name being removed from the electoral roll and he would cease to be an elector.

#### **10.(2)**

**11.(1)** Water Borne diseases are largely caused by micro-organisms present in human or animal waste, which find their way into human body.

These diseases are infectious, which means that they can spread from one person to another.

So high standards of hygiene and sanitation are needed to stop the disease from spreading.

Waterborne diseases include:

- (i) Typhoid fever
- (ii) Giardia
- (iii) Dysentery
- (iv) Cholera
- (v) Diarrhoea (caused by a variety of pathogens)
- (vi) Hepatitis
- (vii) Polio
- (viii) Worms

**12.(4)** Research has been defined in a number of different ways.

A broad definition of research is given by Godwin Colibao: “In the broadest sense of the word, the definition of research includes any gathering of data, information, and facts for the advancement of knowledge.”

Another definition of research is given by John W. Creswell, who states that “research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue”.

It consists of three steps: pose a question, collect data to answer the question, and present an answer to the question.

The Merriam-Webster Online Dictionary defines research in more detail as “a studious inquiry or examination; especially investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws.

**13.(3) In descriptive survey method-** we've to use questionnaires (Because it's 'survey).

Descriptive research is all about describing people who take part in the study.

There are three ways a researcher can go about doing a descriptive research project, and they are: Observational, Case study and Survey, defined as a brief interview or discussion with an individual about a specific topic

**Historical method-** we have to use primary and secondary sources.

Historical method comprises the techniques and guidelines by which historians use primary sources and other evidence, including the evidence of archaeology, to research and then to write histories in the form of accounts of the past.

In **experimental method-** we can collect data in a way that permit standardized tests. The experimental method is a systematic and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables.

**An ex post facto research design** is a method in which groups with qualities that already exist are compared on some dependent variable.

Also known as “after the fact” research, an ex post facto design is considered quasi-experimental because the subjects are not randomly assigned - they are grouped based on a particular characteristic or trait.

**14.(4)** According to Burton, Teaching is the stimulation, guidance, direction and encouragement of learning.

Good teaching requires some basics that a teacher should follow to achieve the main goal of teaching.

Good teaching is as much about passion as it is about reason. It's about not only motivating students to learn, but teaching them how to learn, and doing so in a manner that is relevant, meaningful, and memorable.



It's about caring for your craft, having a passion for it, and conveying that passion to everyone, most importantly to your students. Good teaching is also about bridging the gap between theory and practice. It is about listening, questioning, being responsive, and remembering that each student and class is different. It is about caring, nurturing, and developing minds and talents.

Diagnosis, Remedy, Direction and Feedback are required for good teaching.

**15.(1)** The National Institution for Transforming India, also called NITI Aayog, was formed via a resolution of the Union Cabinet on January 1, 2015.

NITI Aayog is the premier policy 'Think Tank' of the Government of India, providing both directional and policy inputs. While designing strategic and long term policies and programmes for the Government of India, NITI Aayog also provides relevant technical advice to the Centre and States.

The Government of India, in keeping with its reform agenda, constituted the NITI Aayog to replace the Planning Commission instituted in 1950.

An important evolutionary change from the past, NITI Aayog acts as the quintessential platform of the Government of India to bring States to act together in national interest, and thereby fosters Cooperative Federalism.

**The Prime minister is its Chairperson.**

**16.(1)** Horizontal communication is the communication where information or messages flows among the similar or same level statuses of people in the organizational structure.

Horizontal communication is the communication that flows laterally within the organization, involves persons at the same level of the organization. Horizontal communication normally involves coordinating information and allows people with the same or similar rank in an organization to cooperate or collaborate. Thus in terms of statuses horizontal method is used.

**17.(4)** Spam is an irrelevant or unsolicited messages sent over the Internet, typically to large numbers of users, for the purposes of advertising, phishing, spreading malware, etc.

Spam is flooding the Internet with many copies of the same message, in an attempt to force the message on people who would not otherwise choose to receive it.

Most spam is commercial advertising, often for dubious products, get-rich-quick

schemes, or quasi-legal services.

**18.(2)** Propositions are contradictory when the truth of one implies the falsity of the other, and conversely.

if 'All thieves are poor' is false, then the proposition 'Some thieves are not poor' must be true.

**19.(3)** Non verbal communication is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.

$$\begin{aligned} 20.(3) \text{ \% increase} &= \frac{0.25 \text{ crore}}{1 \text{ crore}} \times 100 \\ &= 25\% \end{aligned}$$

**21.(4)** For company A

$$\begin{aligned} &1 + 1.25 + 1.5 + 1.75 + 1.75 + 1.75 + 2 \\ &= 11 \text{ crore} \end{aligned}$$

$$\begin{aligned} 22.(1) (2.5 - 1) \text{ crores} &= 1.5 \times 100 \text{ 00 000} \\ &= 150 \text{ 00 000} \end{aligned}$$

**23.(2)** Total production of B

$$\begin{aligned} &= 2.5 + 2.5 + 3 + 2.75 + 2.25 + 2.25 + 2.5 \\ &= 17.75 \end{aligned}$$

$$\text{Average production} = \frac{17.75}{7} = 2.55$$

**24.(4)** In year 2004.

**25.(1)** 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.

**26.(4)** Production was at very low level.

**27.(1)** Ethnic diversity of the people was not appropriately realized by the Central Government.

**28.(3)** Central economic planning found to be difficult because autonomy was given to the States in certain matters

**29.(4)** Because that time no common language emerged.

**30.(2)** "The Indianisation of the Indian Civil Service", can be cited as an exercise in democratic practice in India before Independence

**31.(4)** The information to be collected in survey method are related to present position, aims of the research & the attainment of aim of research. 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)

**32.(3)** One of the essential characteristics of research is usability.

**33.(1)** 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.

**34.(1)** IVRI is situated in Izat Nagar.

IAT is situated in Pune

IISc is situated in Bangalore

NIEPA is situated in Delhi.

**35.(1)** The prime minister of India is appointed from the leading Party in Lok Sabha.

**36.(2)** The study of interrelations between Organism and their environment is called ecology.

**37.(3)** 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.

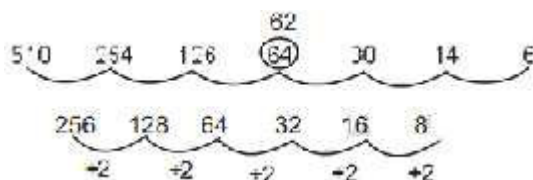
**38.(4)** Fossil fuels are fuels made by natural processes such as anaerobic decomposition of buried dead organisms. Ex. Oil, Natural gas, coal etc.

**39.(3)** Noise in excess of 80-100DB is called noise pollution.

**40.(4)** Effectiveness of teaching depends on Subject Understanding of the Teacher

**41. (2)** The participation of students will be maximum if Discussion Method is used for teaching.

**42.(2)**



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

- 43.(1)** Deductive reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises.
- 44.(4)**  $(2)^2 = 4$ ,  $(5)^2 = 25 \Rightarrow 425$   
 $(2)^2 = 4$ ,  $(4)^2 = 16 \Rightarrow 416$   
 $(3)^2 = 9$ ,  $(5)^2 = 25 \Rightarrow 925$ .
- 45.(1)** 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.
- 46.(4)** CD-ROM disk is the latest write-once optical storage media
- 47.(4)** Domain Name identifies a specific web page and its computer on the Web.
- 48.(4)** 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
- 49.(3)** The required region is the one which lies inside the circle but outside the rectangle, square and triangle,
- 50.(4)** 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.

## **PAPER-II**

1. **(2)** In the essay appraisal method, questions and guidelines are provided to the appraiser, based on which he analyzes and describes the performance of an employee being evaluated.
2. **(3)** Standardizing training sessions for all employees in the organization will create unbalanced learning situations for different employees.
3. **(1)** On-the-job training takes place in the real job environment. The trainee gets direct experience which help him to understand and imbibe the training lessons better.
4. **(4)** The term “Collective bargaining” was coined by Sydney web and Beatrice Webb, who believed that collective bargaining was the collective equivalent to individual bargaining, whose primary aim was achieving economic advantage. According to J.H. Richardson, “Collective bargaining takes place when a number of work people enter into a negotiation as a bargaining unit with an employer or group of employers with the objective of reaching an agreement on the conditions of the employment of the work people.
5. **(2)** The negotiation process begins with submission of demands of the trade union to the management. The demands are usually on the higher side, a little more than what employees actually want. The management usually respect to these demands by offering something less than what is actually demanded.
6. **(2)** Autocratic managers in an org. encourage pseudo - participation rather than true participation. The autocratic nature of the managers prevents their subordinates from becoming ego involved in the activities because they know that managers are not receptive to their ideas.
7. **(4)** The favourable outcomes of participation in an organization are improvement in the quality and quantity of output, discovery of innovative ways of doing things and use of employee’s creativity.
8. **(1)** Classical Conditioning can be defined as a process in which a formerly neutral stimulus when paired with an unconditioned stimulus becomes a conditioned stimulus elicits a conditioned response.

- 9. (1)** Classical conditioning can be defined as a process in which a formerly neutral stimulus, when paired with an unconditioned stimulus that elicits a conditioned response, determine the behavior that results in learning.
- 10. (3)** Human skills involve dealing with people. Conceptual skills relate to idea generation and analytical processing of information. Finally, technical skills involve handling machines, tools and tasks.
- 11.(1)** One of the benefits of quality of work life programs is that employees can balance their work life and personal life in a better way. This in turn results in stress reduction.
- 12.(1)** Wage differentials can be defined as the difference in wage paid for same or similar work because of various reasons like differences in work schedules, hazards involved, cost of living or other factors. Wages differentials between Indian and the US and other developed nations are an example of regional/ location differences.
- 13.(2)** Benefits are the rewards an employee receives for termed as membership based reward.
- 14.(4)** If there is incompatibility in the goals and expectations of the management might result in conflicts. For an org. to work smoothly and effectively, there is a need for goal congruence and expectation match between the organization and individual employees.
- 15.(3)** Under the typical skill based system of wage payments, companies hire people at below market rates. Once the employees gain extensive knowledge new skills, they are promoted and are rewarded with an increased pay.
- 16. (3)** Organization rewards are those that an employee earn as a result of his employment with the org. extrinsic rewards are tangible in nature are normally under the control of the org. and its examples are promotion or a bonus etc.
- 17. (2)** The environmental hazards of improper safety measures are noise, radiation and improper atmospheric condition stress can be a result of personal or professional problems.
- 18. (2)** Asbestos is the largest known cause of occupational diseases.
- 19. (4)** For implementing an effective safety and health program, an organization should formulate a safety & health policy and convey it all the employees .this policy

depends on the size of the plant, the nature of the industry, the production technology and the attitude of the top management.

- 20.(3)** The concept of workers participation aims at providing an opportunity to the workers to take part in managerial decision making.
- 21.(1)** In Accordance with the Industrial Dispute act,1949, "works committees " were set up in organizations employing 100 or more workers. The basic objective of setting up these work committees was to promote measures for maintaining harmonious relations in the workplace..
- 22. (4)** A career is defined as a sequence of positions, roles or jobs held by one person over a relatively long time span. It can also be defined as a sequence of separate but related or connected work /life. Activities that provide continuity, order, and meaning in a persons life career are not confined with one organization.
- 23.(4)** All of the above points are the distinct elements of career planning.
- 24. (3)** Career paths chart the possible directions and paths of advancement in an organization. The traditional paths, tend to be limited to advancements within a single function on organizational units,such as purchasing, sales or customer relations.
- 25. (4)** The main aspect of MBO are clear & well defined goals, a definite time - span to achieve the goals, an action plan and finally, timely and constructive feedback. Also called the goal setting approach, MBO is more commonly used managers & professionals.
- 26.(2)** In Role playing, the trainee assumes the role of different characters in the org. context.
- 27.(2)** Planning is an important activity is any business as it aids in making a map to the destination i.e., achieving organizational objectives.
- 28.(2)** A manager should posses good analytical skills to evaluate the available opportunities in the external environment. He must be able to take risks to make the best of the available opportunities.In the new age, a manager is required to upgrade his skills to keep pace with the continues changes in the environment.
- 29.(1)** Every employee in an org. is expected to perform as per the specifications of his job. The behavior that is expected of an individual associated with a particular job in called the role. These roles are specific to the job being performed.

- 30.(1)** The work group of the new employee will have its own norms and standards of acceptable behavior. These norms are unwritten rules and convey to the members what they ought to do and ought not to do under a given circumstances. Some of the norms may include confirming to informal production standards set by the group, celebrating major achievement of the department etc.
- 31.(2)** An employee who rejects most of the organizational norms and rules is also known as a 'Rebel'.
- 32.(1)** Minor infractions are acts of misconduct that cause very little harm if neglected, can accumulate and result in serious problems for the organization.
- 33. (4)** The Industrial employment (standing orders) Act, 1946, ensured protection of labor by providing uniform and stable conditions of service. It requires employers of certain industrial 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.
- 34. (3)** 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.
- 35. (3)** Accountability is a basic concept of delegation which refers to the employee's answerability while using authority in discharging a responsibility. Accountability is from the subordinate (employee) to the supervisor (manager), in a direction opposite to that of responsibility and authority.
- 36. (4)** Career Resilience is the degree to which employees can cope with problems affecting their work.
- 37. (3)** In the process of directing all the available resources towards the common organizational goals. Direction is a vital management function which 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.



- 38. (4)** The situation in which an individual feels that there is nothing left to achieve is termed as a career plateau. Challenges like lack of motivation, high level of stress, personal problems, lack of requisite knowledge, and opportunities or a slow moving business, have to be taken care of, to avoid such career plateaus and put the career on growth path.
- 39. (1)** During career counseling the supervisor and the HR department answer the employee's questions, let him know of the available opportunities in the organization and discuss his aspirations and competencies.
- 40. (1)** The workers in a craft union are experienced and work on a single trade or possess similar skills and specialization.
- 41. (2)** In club organizations, persons who have traditionally held power, continue to do so. These organizations may seem to comply with the law by hiring and promoting women and minorities, however, they manage to maintain the club organization by selecting only those who possess the 'right' credentials and perspectives.
- 42. (2)** A combination plan is not a type of employee stock plan. It is a combination of the distribution and deferred plan.
- 43. (2)** A traditional way of dealing with conflicts was to suppress them. The seven primary ways, conflicts may be ideally dealt with are: avoidance, accommodation, win/lose, arbitration, mediation, compromise, and problem solving.
- 44. (3)** Every time a person touches a red-hot stove, he/she receives burns. That is the results are consistent. In the same way discipline should be enforced and ensured across every employee and every situation.
- 45. (1)** The execution of health programs in the organization helps reduce absenteeism of employees and also brings down employee turnover. Enhancement of workers' skill and improvement in work environment are not direct result of organizational health programs.
- 46. (3)** Written warning is the first stage in formal disciplinary procedure and is administered when oral warning fails.
- 47. (3)** Factors which might lead to employee grievance are unpleasant relationships with supervisor (s) and other colleagues, job assignments that do not match employee aptitude or skill, denial of leave, overtime or other benefits, unhealthy

working conditions, dissatisfaction with compensation, disappointment from denial of promotion and lack of adequate resources to achieve objectives.

48. (1) In tall structure, managers exercise tight control over subordinates.
49. (2) Due to excessive emphasis on power and authority, upward communication is nominal in bureaucratic organizations.
50. (3) The R - S connection in learning deals with operant conditioning, whereas the S - R connection deals with classical conditioning or respondent conditioning.
51. (1) Interest free loans provided by companies to their employees are an example of benefits. Benefits are fringe advantages that accrue to an employee over and above his salary as a result of his employment and position in the organization and which are not related to his performance.
52. (2) Accidents, which take place as a result of defects in the machinery at the workplace, are attributed to technical errors.
53. (4) Critical incident technique is a method which is usually used in job analysis.
54. (3) Perception of both the parties (workers & managers) regarding a particular aspect varies and as a result, some minor issues get aggravated into major problems. Differing personalities and strained to inter - group and interpersonal relationships act as an impetus for such issues to arise and get aggravated.
55. (2) MPDQ Management position description questionnaire.
56. (3) All the given statements are true except option (3) as in India ERP providers are not only MNCs but SMEs also provide ERP.
57. (1) Retention function is a process in human resources management which is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.
58. (2) Acquiring, developing, motivating and retaining human resources are the four 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.
59. (4) An organization frames its HR policies based on the external environment, organizational culture and organizational objective.

- 60. (1)** Avoidance is a conflict resolution strategy which is adopted by people who hate confrontation that might lead to anger, sarcasm, rejection and unpleasantness.
- 61. (1)** Reformist unions only intend to modify the existing social, economic or political make-up of the state and not eliminate it. It aims at increasing the level of productivity and workers share in it. They use collective bargaining to achieve, objectives like improvement in workers wage, quality of work life and working conditions.
- 62. (4)** Industrial unions 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.
- 63. (2)** Career insight is defined as the extent to which employees are aware of their interest, skills, strengths and weakness and how these perceptions relate to their career goals
- 64. (4)** Vacancy based promotions are similar to merit - cum seniority promotions. Employees at the same level are judged based on their performance and service, and the best one from the lot is promoted to the vacant position at the next level.
- 65. (3)** An 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.
- 66. (3)** Performance can be defined as the degree of accomplishment of tasks by an employee in his/her job. It is a measure of the result achieved and targets accomplished, it could also be a measure of employee effort and behavior.
- 67. (3)** Stereotyping is a potential error in personality analysis that can distort performance appraisal. It involves judging someone based on the group he/she belongs to and the appraiser's perception of the group.
- 68. (1)** Job analysis provides the basis foundation for job evaluation and helps in understanding the tasks and responsibilities.
- 69. (1)** When an employee joins an org. he has to adopt to the new environment - a new work culture, different work activities, a new boss, a different group of co -

workers and a different set of procedures and systems. This process of adoption is commonly termed orientation or induction.

- 70. (1)** The contest socialization strategy assumes that regardless of an individual's age or experience every person starts out as the same.
- 71. (2)** The purpose of need analysis for the organization is to identify the training and development exercises that will help the individual to meet his career plans as well as organization objectives.
- 72. (4)** The different approaches to industrial relations are psychological approach, sociological approach, socio-ethical approach, Gandhian approach, human relation approach and systems approach. Human resource approach is an approach to human resource management.
- 73. (4)** Several techniques like 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.
- 74. (4)** To meet legal and humanitarian standards, organizations should maintain the physical and psychological health of the work environment for the workers. The development made in Ergonomics in the 1950s paved the way for promoting the physical and psychological safety of workers through the better layout of plants and improved equipment design.
- 75.(1)** “Forces for Change” Change agents are responsible for initiating and managing change within an organization. These individuals can be managers or non - managers, either insiders or third parties.
- 76. (1)** Succession planning should not be an annual event. The management should rather create an environment to facilitate continuous success ‘thinking’. Regular and continuous communication can help the management in reaching this stage of organizational development.
- 77. (3)** Work committees have a president, a vice - president, a secretary and a joint secretary. The president is nominated by the employer and the vice - president is a representative of the workers.
- The works committee performs the role of a consultant.

- 78. (3)** In order to reduce monotony in work, employees are periodically given different kind of work assignments. This also help them gain multi - job and multi functional knowledge and skills.
- 79. (1)** The basic act of misconduct may be categorized as attendance, dishonesty, on-the-job behavior and activities that are harmful for the organization. The act or an instance of infringing or a violation is termed as infractions which may be major or minor with respect to an organization.
- 80. (1)** A selection method is considered to be reliable, if it produces consistent results across different situations and times. If a test produces significantly different results when taken by the same individual at different times, the test is considered to be unreliable.
- 81. (3)** Polygraph tests the validity and truthfulness of an applicant's answer by monitoring the physical changes in his/her body as he/she answer a series of questions. On the other hand, interest tests, personality tests and aptitude tests are the tests conducted to test the genuine interest of an individual for a job, his/her personality and his/her ability to learn a given job respectively.
- 82. (3)** During the selection process, interviews help in asse ssing the applicant's profile and comparing them with the job profile for suitability. There are three types of interviews in the selection process, viz., interview, selection interview and decision making interview. Exit interview are held for people leaving the organization.
- 83. (2)** Communicating to members about the present status of the issues concerned, their programs, decisions etc. through newsletters and magazines is important for the effective functioning of a trade union. Trade union encourage their members and families to go in for higher education and helps them in achieving their goals. Other ancillary functions performed by the unions are conducting research programs that help in preparing reports required for collective bargaining drafting notes for court cases etc.
- 84. (2)** Part - time employment option - either has fixed days and hours each week or a flexible schedule. Part time employees work for less than 35 hours per week. The types of part - time employment are: permanent part - time, job - sharing, temporary part - time and progressive, phased retirement.

- 85. (4)** The HR department acts as a “Controller” to ensure compliance with legislation and with the values and Philosophy of the organization. It plays an active role in developing the values of the organization, framing the policies and monitoring for adherence.
- 86. (3)** Human Resources
- 87. (1)** Expansion of industry
- 88. (3)** Dissatisfaction
- 89. (1)** 50 and 20
- 90. (2)** 20
- 91. (2)** 9
- 92. (2)** Communication system
- 93. (1)** It is management of man power resources
- 94. (1)** The first operative function of personnel management is concerned with procuring and employing people who possess necessary skill, knowledge and aptitude.
- 95. (2)** Policies must not be very flexible
- 96. (1)** 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.
- 97. (4)** Organization planning & development.
- 98. (2)** Talents
- 99. (2)** Management of persons
- 100. (2)** “Overcoming Resistance to Change”.Stan is using the change strategy of cooptation. Once people discover Stan’s motives, this strategy may backfire