

IBPS Specialist Officer (HR) Model Paper

REASONING

1. How many such pairs of letters are there in the word **HORIZONTAL**, each of which has as many letters between them in the word (in both forward and backward directions) as they have between them in the English alphabetical series?

- 1) None
- 2) One
- 3) Two
- 4) Three
- 5) More than three

Directions (2-5): Four of the following five are alike and hence form a group. Which of the following does not belong to the group?

- 2.
 - 1) Cricket
 - 2) Volley ball
 - 3) Chess
 - 4) Table-tennis
 - 5) More than three
- 3.
 - 1) Dogs
 - 2) Cats
 - 3) Goats
 - 4) Giraffes
 - 5) Cows
- 4.
 - 1) Paragraph
 - 2) Sentence
 - 3) Page
 - 4) Words
 - 5) Alphabets
- 5.
 - 1) Talking
 - 2) Blinking
 - 3) Writing
 - 4) Sitting
 - 5) Reading

6. How many meaningful words can be formed with the letters **SLIKL** using each letter only once?

- 1) One
- 2) Two
- 3) Three
- 4) More than three
- 5) None

Directions (7-8): Study the following information carefully and answer the given questions:

Point B is 12 meters south of point A.
Point C is 24 meters east of point B.
Point D is 8 metres south of point C.
Point d is 12 metres east of point E and point F is 8 metres north of point E.

7. If a man has to travel to point E from Point A (through these points by the shortest distance). Which of the following points will he pass through first?

- 1) Point C
- 2) Point D
- 3) Point F
- 4) Point B
- 5) None

8. If a man is standing facing north at point C, how far and in which direction is point F?

- 1) 12 metres west
- 2) 24 metres east
- 3) 12 metres east
- 4) 24 metres west
- 5) None of these

9. In a class of 20 students, Alisha's rank is 15th from the top. Manav is 4 ranks above Alisha. What is Manav's rank from the bottom?

- 1) 10th 2) 11th
- 3) 9th 4) 12th
- 5) None of these

10. If each vowel in the word HABITUAL is changed to the next letter in the English alphabetical series and each consonant is changed to the previous letter in the English alphabetical series, which of the following will be fourth from the left?

- 1) A 2) S
- 3) J 4) H
- 5) None of these

Directions (11-14): Each of the questions below consists of a question and two statements numbered I and II given below it. You have to decide whether the data provided in the statements are sufficient to answer the questions.

Read both the statements and -

Give answer (1) if the data in Statement I alone are sufficient to answer the question, while the data in Statement II alone are not sufficient to answer the question.

Give answer (2) if the data in Statement II alone are sufficient to answer the question, while the data in Statement I alone are not sufficient to answer the question.

Give answer (3) if the data either in Statement I alone or in Statement II alone is sufficient to answer the question.

Give answer (4) if the data even in both the Statements I and II together are not sufficient to answer the question.

Give answer (5) if the data in both the Statement I and II together are necessary to answer the question.

11. In which direction is Raj facing?

- I. Raj and Rohan are facing each other.
- II. Rohan is facing north-west.

12. Who among Deena, Meena, Teena and Reena is the eldest?

- I. Meena is not the eldest.
- II. Teena is younger than Reena.

13. How will 'SOLID' be coded?

- I. All the vowels have to be coded as the alphabet that follows them in the English alphabetical series.
- II. C, R and N are coded as B, Q and M respectively and O, U and I are coded as P, V and J respectively and a similar logic is followed for other alphabets.

14. How is J related to N?

- I. R is the brother of J and N is the son of R.
- II. J is the sister of R and N is the son of R.

15. Which of the following is a possible cause of - The housing society has decided to charge a fine to all those who waste water?

- 1) Some members of the housing society have been wasting a lot of water
- 2) Most members of the society are unwilling to pay a fine
- 3) The charges for water have decreased
- 4) Number of people wasting water has gone down/ reduced in the society
- 5) The housing society has a new management committee

Directions (16-20): Study the following information to answer the given questions:

Seven animated movies - Up, Finding Nemo, Ice Age, Aladdin, Shark Tale, Beauty and the Beast, The Incredibles, were screened during a children's workshop not necessarily in the same order. The workshop started on Monday and ended on Sunday. Only one movie was screened on each day. 'Beauty and the Beast' was screened on Wednesday. 'The Incredibles' was screened on the fourth day after 'Up' was screened. 'Ice Age' was screened before Thursday but not on Monday. 'Shark Tale' and 'Aladdin' were not screened on Saturday but 'Shark Tale' was screened before Saturday.

16. Four of the following five are similar on the basis of their position in the above arrangement and hence form a group. Which of the following does not belong to the group?

- 1) Up - Beauty and the Beast
- 2) The Incredibles - Aladdin
- 3) Shark Tale - Finding Nemo
- 4) Beauty and the Beast – The Incredibles
- 5) Finding Nemo - Aladdin

17. On which day was 'Ice Age' screened?

- 1) Friday
- 2) Tuesday
- 3) Thursday
- 4) Sunday
- 5) None of these

18. Which movie was screened on Saturday?

- 1) Finding Nemo
- 2) Up
- 3) The Incredibles
- 4) Aladdin
- 5) None of these

19. How many movies were screened before 'Shark Tale'?

- 1) 6
- 2) 4
- 3) 2
- 4) 3
- 5) None of these

20. Which of the following combinations is false with respect to the given information?

- 1) 'Up' was not screened on Friday
- 2) 'Shark Tale' was screened immediately after 'Beauty and the Beast'

- 3) 'The Incredibles' was screened on Sunday
- 4) 'Finding Nemo' was not screened on Friday
- 5) All are false

Directions (21-25): Study the following information to answer the given questions:

In a certain code '*colours of the sky*' is written as '*ki la fa so*', '*rainbow colours*' is written as '*ro ki*' and '*sky high rocket*' is written as '*la pe jo*' and '*the rocket world*' is written as '*pe so ne*'.

21. Which of the following is the code for 'colours sky high'?

- 1) ro jo la 2) fa la jo
- 3) la ki so 4) ki jo la
- 5) fa ki jo

22. Which of the following will/may represent 'the'?

- 1) Only 'fa'
- 2) Either 'fa' or 'la'
- 3) Only 'so'
- 4) Only 'la'
- 5) Either 'so' or 'fa'

23. What does 'pe' represent in the code?

- 1) Colours 2) Sky
- 3) High 4) Rainbow
- 5) Rocket

24. How can 'bird of the rainbow sky' be written in this code?

- 1) fa la tu ki jo
- 2) fa so pe la ro
- 3) jo fa ro la tu
- 4) so ro fa tu la

- 5) ki la fa tu ro

25. Which of the following is the code for 'high'?

- 1) Only 'la' 2) Only 'jo'
- 3) Either 'la' or 'jo'
- 4) Only 'ro'
- 5) None of these

Directions (26-30): Study the following information carefully and answer the given questions:

A word and number arrangement machine when given an input line of words and numbers rearranges them following a particular rule. The following is an illustration of input and rearrangement. (Single digit numbers are preceded by a zone. All other numbers are two digit numbers).

Input: are 74 82 we 02 10 saving 56 our own 43 lives.

Step I: we are 74 02 10 saving 86 our own 43 lives 82.

Step II: we saving are 02 10 56 our own 43 lives 74 82

Step III: we saving own are 02 10 our 43 lives 56 74 82

Step IV: we saving own our are 02 10 lives 43 56 74 82

Step V: we saving own our lives are 02 10 43 56 74 82

Step V is the last step of the arrangement of the above input as the intended arrangement is obtained.

26. Which of the following would be step IV for the following input?

Input: 19 there is 81 27 hope 45 for 33 one 49 better day 08.

- 1) There one is hope for 19 27 better day 08 33 45 49 81
- 2) There one is hope 19 27 for better day 08 33 45 49 81
- 3) There one is hope 19 27 for better day 81 49 45 33 08
- 4) There one is hope for 19 27 better day 08 33 49 45 81
- 5) There is one hope 19 27 for better day 08 33 49 45 81

Directions (27-28): The following are the steps I, II, III, IV and V of an input represented by A, B, C, D and E but not necessarily in this order. Rearrange them in the order of the steps and then answer the given questions.

Input: abide the 11 32 laws 50 93 17 of countless 21 nature

- (A) The of nature abide 11 laws 17 countless 21 32 50 93
- (B) The of nature laws abide 11 countless 17 21 32 50 93
- (C) The abide 11 32 laws 50 17 of countless 21 nature 93
- (D) The of nature laws countless abide 11 17 21 32 50 93
- (E) The of abide 11 32 laws 17 countless 21 nature 50 93

27. Which of the following will be step II?

- 1) A
- 2) B
- 3) C
- 4) D
- 5) E

28. Which of the following will be step IV?

- 1) A
- 2) B
- 3) C
- 4) D
- 5) E

Directions (29-30): These questions are based on the following input:

Input: 50 62 the best 67 bargain 42 in stores 17 89 now 75 available

29. Which of the following would be Step III for the input?

- 1) The stores 50 62 best 67 bargain 42 in 17 now available 75 89
- 2) The stores now in 50 best bargain 42 17 available 62 67 75 89
- 3) The stores now 50 62 best bargain 42 in 17 available 67 75 89
- 4) The stores now 50 62 bargain best 42 in 17 available 67 75 89
- 5) The stores now in 50 bargain best 42 17 available 42 67 75 89

30. Which of the words/numbers below would be at the fifth position (from the left end) in Step V of the input?

- 1) In
- 2) Best
- 3) 17
- 4) Bargain
- 5) 42

Directions (31-35): Study the following information carefully and answer the given questions.

Seven persons A, B, C, D, E, F and G are sitting in a straight line (not necessarily in the same order) facing north.

- (a) Only two persons sit between F and G and G sits second to the left of B.
(b) D sits third to the left of C.
(c) E sits exactly between G and B and B sits at the extreme right end of the row.

31. Who amongst the following sits at the extreme left of the line?

- 1) F 2) D
3) C 4) E
5) G

32. Four of the following five are alike in a certain way based on their seating positions in the above arrangement and so form a group. Which is the one that does not belong to that group?

- 1) AG 2) CE
3) DA 4) AF
5) GB

33. How many persons sit between F and E?

- 1) One 2) Two
3) Three 4) Four
5) Five

34. Who amongst the following sits exactly in the middle of the line?

- 1) A 2) C
3) E 4) G
5) F

35. What is the position of E with respect to A?

- 1) Third to the right
2) Second to the right
3) Second to the left
4) Fourth to the right
5) Immediate left

Directions (36-40): In these questions, relationships between different elements are shown in the statements. These statements are followed by two conclusions.

Mark answer if

- 1) Only conclusion I follow.
2) Only conclusion II follows.
3) Either conclusion I or II follows.
4) Neither conclusion I nor II.
5) Both conclusions I and II follow.

36. Statement:

$$W \geq D < M < P < A = F$$

Conclusions:

- I. $F > D$ II. $P < W$

37. Statement:

$$H \geq M > F < A = B > S$$

Conclusions:

- I. $H > B$ II. $F < S$

38. Statement:

$$B > T > Q > R = F$$

Conclusions:

- I. $Q \geq F$ II. $T > F$

39. Statement:

$$S = R \geq Q, P < Q$$

Conclusions:

- I. $S \geq P$ II. $R > P$

40. Statement:

$$S \geq M < Y = Z > F > T$$

Conclusions:

- I. $S > F$ II. $Y > T$

Directions (41-45): In each question below are given a statement followed by two courses of action numbered I and II. A course of action is a practicable and feasible step or administrative decision to be taken for follow-up, improvement, or further action in regard to the problem, policy, etc. On the basis of the information given in the statement, you have to assume everything in the statement to be true, decide which of the suggested courses of action logically follow(s) for pursuing.

Give answer (1) if only I follow.

Give answer (2) if only II follow.

Give answer (3) if either I or II follows.

Give answer (4) if neither I nor II follows.

Give answer (5) if both I and II follow.

41. Statement: Many complaints have been registered lately by commuters regarding unavailability of railway tickets during the peak travelling season.

Courses of action

- I. The commuters should be advised to defer their travel plans till the peak season gets over.
- II. Railways should try to accommodate as many commuters as possible by adding extra coaches to the trains.

42. Statement: Leader of a tribal community residing near a proposed highway project has given an application expressing his community's opposition to construction of the highway through their residential area.

Courses of action

- I. Government should convince the tribal community stating the fact that building of the highway would bring development in their area.
- II. Government should immediately stall the highway project in response to the resistance faced by the tribal community.

43. Statement: More and more farmers have been shifting to cultivation of export quality rice rather than the rice eaten daily by people, as export quality rice helps them earn more profit.

Course of action

- I. Strict action should be taken against the farmers growing only export quality rice in their fields.
- II. Procurement price of other qualities of rice should be increased so as to make their cultivation a profitable venture as well.

44. Statement: According to a recent report, almost 90% students from a premier college in India end up settling in foreign countries for nearly thrice the salary drawn in India.

Courses of action

- I. Indian organisations should pay salaries to students from these colleges which are at par with the foreign organisations.
- II. Signing of a bond which prevents them from taking a job in any foreign country should be made mandatory by the government.

45. Statement: The police reported that two armed terrorists had entered the city a couple of days ago.

Course of action

- I. Police should immediately circulate the photographs of the terrorists using electronic and print media in order to take public's help in nabbing them.
- II. Public should be informed to stay indoors until the terrorists are arrested.

Directions (46-50): In each question below are given a statement followed by two assumptions/ inferences numbered I and II. An assumption is something supposed or taken for granted and an inference is something which can be directly inferred from the given facts. You have to consider the statement and the following assumptions/ inferences and decide which is/are implicit in the statement.

Give answer (1) if only I is implicit.

Give answer (2) if only II is implicit.

Give answer (3) if either I or II is implicit.

Give answer (4) if neither I nor II is implicit.

Give answer (5) if both I and II are implicit.

46. Statement: Please use public transport to avoid traffic congestion during the Trade Fair.

- I. Only private vehicles cause traffic congestion.
- II. Many people possess private vehicles.

47. Statement: For better health have fruits instead of vitamin supplementing tablets.

- I. Vitamins are essential for good health.
- II. Vitamins supplementing tablets do not help at all in attaining good health.

48. Statement: As the day for result declaration for board exams closes by, the students awaiting their results start feeling the heat.

- I. Anxiety levels are more during board exams than any other exam.
- II. Some students are more anxious than other students.

49. Statement: Only first class science graduates are eligible for the job.

- I. Students with graduation in fields other than science are not as intellectual.
- II. Courses other than science are available at the graduation level.

50. Statement: Anyone found smoking in the 'Non-Smoking' area would be penalised.

- I. There are separate smoking and non smoking areas.
- II. There are some people who do not smoke.

ENGLISH LANGUAGE

Directions (51-65): Read the following passage carefully and answer the questions given below it. Certain words have been printed in bold to help you locate them while answering some of the questions.

It is being projected as a boon for the agricultural sector. In reality, it will be the beginning of the end for Indian farmers. It has happened in the West. Ever since big retail - dominated by multi-brand retailers has entered the market, farmers have disappeared and poverty has increased. Today, not more than seven lakh farmers remain on the farms in the West. According to a report, every minute one farmer quits agriculture. Farmer's incomes have come down by more than forty percent. These days low supermarket prices are being cited as the reason for the **exodus** of dairy farmers too. It is therefore futile to expect the supermarkets rescuing farmers in India.

Despite the destruction of farming globally, administrators in India are gung-ho about allowing foreign direct investment in multi-brand retailing. "The agriculture sector needs well functioning markets to **drive** growth, employment and economic prosperity in rural areas," says a discussion paper.

Since 2006, India has allowed a partial opening up of the retail sector. Have these retail units benefited Indian farmers and the consumers? The answer is no. The argument for setting up of big retail chains is that the supermarket chains will squeeze out the middlemen thereby providing higher prices to farmers and at the same time provide large investments for the development of post-harvest infrastructure. All these claims are untrue and big retail has not helped farmers anywhere in the world.

If the supermarkets were so efficient, why is the West providing a massive subsidy for the agriculture? After all, the world's biggest retail giants are based in the West and it should have helped their farmers become economically viable. But it did not happen. Till 1950, a farmer who would receive about seventy percent of what was spent on food receives no more than, 3 to 4 percent today. And that is why the farmers there are being supported in the form of direct income support by the government.

A report by the Organisation for Economic Cooperation and Development (OECD), a group comprising the richest 30 countries in the world, states explicitly that farm subsidies rose by 22 percent in 2009, up from 21 percent in 2008. In just 2009, industrialised countries provided a subsidy of Rs.1, 260 billion. And it is primarily for this reason that farm incomes are lucrative. Take the

Netherlands: the average farm family income is 275 percent of the average household's income. This is because of farm subsidies, not supermarkets. India is therefore importing a **failed** model from the west especially when India is incapable of providing such heavy subsidies to its farmers.

Regarding employment, big retail does not squeeze out middlemen from the food chain. Supermarkets claim that they remove middlemen and therefore are able to provide a higher price to farmers. In reality, what happens is the opposite. Supermarkets are themselves the big middlemen. They replace the small fish. Supermarkets replace the plethora of small middlemen. The muneem clad in a dhoti kurta is replaced by a smartly dressed up middleman. So while the farmer **pauperises**, the profit of supermarkets **multiply**.

Based on biased studies by consultancy firms and some institutes, it is believed that supermarkets will create employment and therefore help in ameliorating poverty. This is a flawed assumption. Lessons need to be drawn from a 2004 study done at Pennsylvania State University. The authors measured the impact of a retail boom on poverty in various adjoining states. The comprehensive study clearly **brings out** that those American states that had more retail stores in 1987, had higher poverty rates by 1999 than the states where fewer stores were set up.

At stake is the livelihood security of 120 lakh small shopkeepers, 4 crore hawkers and at least 20 crore (of the 60 crore) small farmers. What is needed is more public sector investment in setting up a chain of mandis across the country. Providing "an assured market and reasonable procurement price is what Indian farmers need. This has to be supplemented by a network of food grain banks at panchayat level that assure local production and distribution.

51. Why does the author disagree with the idea that "big retail stores can salvage farmers", condition in India?

- 1) The farmers in India still prefer to sell their produce to local middlemen and mandis than to the big retail stores.
- 2) There have been examples throughout the world that the big retail chains further deteriorate the condition of the farmers.
- 3) Big retail chains buy the farmers produce at a much lower cost as compared to the present middlemen.
- 4) The government subsidies to the farmers selling their produce directly to big retail stores is far lesser than the ones who sell their produce to the government itself.
- 5) Selling the produce to small shopkeepers and hawkers saves the farmers of the expenses involved in selling it to big retail stores which are mostly based in big cities.

52. Complete the following sentence by selecting the alternative which is most appropriate in the context of the passage.

Although it was assumed that retail chain giants would squeeze out middlemen from the farming sector _____.

- 1) The retail chain giants helped the farmers get subsidies from the government.
- 2) India is still contemplating allowing foreign direct investment in multi-brand retailing.
- 3) The retail chain giants themselves proved to be a rambling version of the smaller middlemen.
- 4) The government was more concerned about the welfare of the farmers.
- 5) None of these

53. Which of the following is true in context of the passage?

- 1) Noticing the state of farmers in the west owing to the advent of retail giants, Indian administrators are not too keen to allow multi brand retailing in India.
- 2) Supermarket chains have provided large investments for the development of post-harvest infrastructure.
- 3) These days, farmers in the West earn several times more than their earnings half a century ago.
- 4) India is providing heavy subsidies to cover up the losses made by the farmers because of retail chain giants.
- 5) None is true

54. The fact that the West provides enormous subsidies to its farmers proves that _____

- 1) The government in the West lures the farmers into selling their produce to retail chain giants in return of such subsidies.
- 2) Many farmers who had given up farming as a profession are now returning to it
- 3) Supermarkets have indeed helped in making farming a lucrative business.
- 4) The retail chains are arm twisting the government to provide subsidies to the farmers who sell their produce to them.
- 5) The retail chains have failed to benefit the farmers thus forcing the government to come to their rescue.

55. Which of the following have been the arguments for setting up big retail stores in India?

- (A) The retail chains would sell the farmers produce at a comparatively higher price than the smaller shops so as to improve the farmers' profit.
 - (B) The retail chains would drive the middlemen out of the system, thus improving farmers' profit margin.
 - (C) Big retail chains in the West have been taking strides of growth and have been benefiting the farmers.
 - (D) The big retail chains would provide an organized market which would bring about growth in the rural areas.
- 1) Only (A) and (C)

- 2) Only (C) and (D)
- 3) Only (A), (C) and (D)
- 4) Only (B) and (D)
- 5) All (A), (B), (C) and (D)

56. The author of the given passage definitely ____

- 1) Is indicating that the West has completely failed to make agriculture a lucrative sector.
- 2) Is against the argument that retail chain giants can help come to the rescue of farmers in India.
- 3) Is not in favour of removing the local middlemen as they provide a higher price to the farmers.
- 4) Is suggesting that the Indian government must increase farm subsidies emulating some of the western countries.
- 5) Is comparing the successful performance of retail chains in India as opposed to those in the West.

57. Which of the following would be the most appropriate title for the given passage?

- 1) Multi brand retailing – making farming more lucrative.
- 2) Supermarkets – towards employment and growth in rural areas.
- 3) Supermarket - A super risk for farmers.
- 4) Allowing Supermarkets in India - why are administrators unwilling.
- 5) Supermarkets making the farmers rich via subsidies.

58. What, according to the author, are the reasons behind the fact that farmers income in some countries in the West is several times an average household?

- 1) Farming in these countries is lucrative as farmers are provided with a good return for their produce.
- 2) Big retail chains have benefited the farmers enormously.
- 3) Retail chains have completely wiped out the middlemen in these countries and have thus, increased the farmers' profit.
- 4) Huge subsidies are being provided by the government to these farmers.
- 5) None of these

59. Which of the following suggestion/s has/have been made by the author to address the present problems of Indian farmers?

- (A) Increasing the procurement price of their crops to a certain rational limit.
 - (B) Opening more retail chains so as to provide them an assured market for their yield.
 - (C) Assuring the production and distribution of food grains at local level as well.
- 1) Only (A) and (C)
 - 2) Only (B) and (C)
 - 3) Only (A) and (B)
 - 4) Only (C)
 - 5) Only (B)

Directions (60-62): Choose the word / group of words which is most similar in meaning to the word printed in bold as used in the passage.

60. EXODUS

- 1) Loss
- 2) Exit
- 3) Apathy
- 4) Deprivation
- 5) Unemployment

61. BRINGS OUT

- 1) Exits
- 2) Encourages
- 3) Dismisses
- 4) Criticises
- 5) Reveals

62. DRIVE

- 1) Transfer
- 2) Move
- 3) Compel
- 4) Force
- 5) Stimulate

Directions (63-65): Choose the word/phrase which is **most opposite** in meaning to the word printed in **bold** as used in the passage.

63. MULTIPLY

- 1) Reduce
- 2) Divide
- 3) Step-down
- 4) Converge
- 5) Add

64. FAILED

- 1) Passed
- 2) Prominent
- 3) Successful
- 4) Privileged
- 5) Fortunate

65. PAUPERISES

- 1) Wins
- 2) Struggles
- 3) Prevails
- 4) Advances
- 5) Prospers

Directions (66-75): Read each sentence to find out whether there is any grammatical error in it. The error if any will be in one part of the sentence,

the number of that part will be the answer. If there is no error, then mark (5) as the answer (Ignore errors of punctuation, if any).

66. The right to adequate food (1)/ and clean drinking water (2)/ should be regarded as a (3)/basic right of all citizen to India. (4)/ No error (5)

67. A sharp fall in (1)/ international prices of tea (2)/ have lead Tea plantation workers (3)/ in Kerala to face starvation. (4)/ No error. (5)

68. Inspite of freedom of the press is vital to democracy, (1)/ the thin line between reporting facts (2)/ and expressing opinions on them (3)/ is being increasingly crossed. (4)/ No error (5)

69. In India, the teacher has been elevated (1)/ to a position of power (2)/ and a part of that power has been (3)/ to assuming the right to punish the students. (4)/ No error (5)

70. In the flying game, there are a host of (1)/ new low-cost airlines that dare to roar, (2)/ providing a glimmer of hope of (3)/ more cheaper air transport to millions. (4)/ No error (5)

71. A question worth to ask is that (1)/ whether the National Awards represent (2)/ Pan-Indian cinema or (3)/ is the focus on main stream films only. (4)/ No error (5)

72. Indian every single (1)/ expectation from its cricket team (2)/ invariably oscillates between (3)/ a cynical pessimism and an unjustified optimism. (4)/ No error (5)
73. The road widening exercise (1)/ who aims to make National Highway a four-lane highway, (2)/ poses a threat to the (3)/ fragile environment of the Himalayas. (4)/ No error (5)
74. In the aftermath of the Asian tsunami, (1)/ the sporting community have responded (2)/ swiftly to contribute in what every way it could, (3)/ both financially and qualitatively. (4)/ No error (5)
75. Seen as an indicator of the maturity (1)/ of outsourcing business in India, (2)/ the Indian outsourcing market is (3)/ expected to growth to eleven billion dollar by this year. (4)/ No error (5)

Directions (76-80): Which of the phrases (1), (2), (3) and (4) given below each statement should replace the phrase printed in bold in the sentence to make it grammatically correct? If the sentence is correct as it is given and no correction is required, then mark (5) as the answer.

76. MBA is the acme of a student's dreams, but as a post-graduate qualification it has been so

distorted in its execution **so as to lose nearly** all the original intent.

- 1) That it has lost nearly
- 2) To lose almost
- 3) So as to lost nearly
- 4) And has lost nearly
- 5) No correction required

77. British conservationists, **which were in Mumbai on March**, have appealed to their Indian counter parts to make a case for preserving the city's derelict-cotton mills.

- 1) Which were at Mumbai on
- 2) Who was in Mumbai at
- 3) Which were on Mumbai on
- 4) Who were in Mumbai in
- 5) No correction required

78. This drought, **in the fifth consecutive years**, must be used as an opportunity to affect changes in practices for the management of our water resources where every community and household is involved.

- 1) On the five consecutive years
- 2) In fifth consecutive year
- 3) For the fifth consecutive year
- 4) In five consecutive years
- 5) No correction required

79. Medical tourism will not make any difference to Indian healthcare **despite it will mean more great** profits for private hospitals but will not create subsidized treatment for Indians.

- 1) However it will result greater

- 2) Because it will mean more great
- 3) As it will mean greater
- 4) Also it will mean more great
- 5) No correction required

80. With Western fast food and brand name sodas gaining foothold, India is incubating a new public health crisis by being **forced to choose between** eradicating hunger and treating those who are overweight.

- 1) Forced to treat between
- 2) Forcibly choosing between
- 3) Forced to choose for
- 4) Forcing to treat between
- 5) No correction required

Directions (81-85): Rearrange the following sentences (A), (B), (C), (D), (E) and (F) to make a meaningful paragraph and then answer the questions which follows:

- (A) Increased competition, globalisation and the need for enormous resources have nudged priorities which once held the fort.
- (B) In order to achieve these, hype and sensationalism is put in to spice up the news which have robbed news stories of credibility.
- (C) This is only possible if a lot more thought is put into the gathering and presentation of the daily news and delivering it much more sensitively to its receivers/users.
- (D) Technological innovation and economic change have transformed the news industry to

the extent where its original definition as a public service no longer holds good.

- (E) In order to win it back, the media should make full use of the tremendous power that the democracy blesses it with.
- (F) These included public good and social responsibility. But sadly, today, these have made way for a business target of commercial viability and a chase of viewership.

81. Which of the following sentences should be the **SIXTH (LAST)** after rearrangement?

- 1) A
- 2) B
- 3) C
- 4) D
- 5) F

82. Which of the following sentences should be the **THIRD** after rearrangement?

- 1) A
- 2) E
- 3) D
- 4) F
- 5) C

83. Which of the following sentences should be the **FIFTH** after rearrangement?

- 1) A
- 2) B
- 3) E
- 4) C
- 5) F

84. Which of the following sentences should be the **FIRST** after rearrangement?

- 1) A
- 2) B
- 3) C
- 4) D
- 5) E

85. Which of the following sentences should be the **SECOND** after rearrangement?

- 1) A 2) B 3) D
4) E 5) F

Directions (86-95): In the following passage there are blanks, each of which has been numbered. These numbers are printed below the passage and against each, five words/phrases are suggested, one of which fits the blank appropriately. Find out the appropriate word/ phrase in each case.

One big _____(86) between the investments in fossil fuels and those in wind power, solar cells, and geothermal energy is that the latter will supply energy in _____(87). There “wells” will never run dry. If the money spent on oil in one year were _____(88) in wind turbines, the electricity generated would be enough to _____(89) one-fifth of the world’s needs. Investments in infrastructure for the new energy economy, which would eventually have to be made when fossil fuels reserves _____(90), will obviously be huge. These include the transmission lines that _____(91) wind farms with electricity consumers, and the pipelines that link hydrogen supply sources with end-users. To a substantial degree, the infrastructure for the _____(92) energy sources - the transmission lines for electricity from coal and the pipelines for natural gas can be used in the new energy economy as well.

The local pipeline distribution network in various cities for natural gas can easily be _____(93) to hydrogen distribution system. For developing countries, the new energy sources _____(94) to reduce dependence on imported oil, freeing up capital for investment in domestic energy sources. _____(95) Very few countries have their own oil fields, most have wind and solar energy. In terms of economic expansion and job generation, these new energy technologies are a godsend.

86. 1) Argument 2) Change
3) Exception 4) Issue
5) Difference
87. 1) Infinity 2) Perpetuity
3) Extension 4) Reality
5) Renewability
88. 1) Dissipated 2) Applied
3) Drawn 4) Invested
5) Given
89. 1) Involve 2) Meet
3) Attract 4) Complete
5) Cater
90. 1) Deplete 2) Expand
3) Terminate 4) Sustain
5) Cease
91. 1) Provide 2) Include
3) Connect 4) Support
5) Links
92. 1) Existing 2) New
3) Latest 4) Old
5) Renewable
93. 1) Supplied 2) Dispersed
3) Provided 4) Converted

5) Used

94. 1) Predict 2) Promise
3) Pursue 4) Expects
5) Created

95. 1) Despite 2) As
3) Owing to 4) Unless
5) Although

Directions (96-100): Each question below has two blanks, each blank indicating that something has been omitted. Choose the set of words/phrases for each blank that best fits the meaning of the sentence as a whole.

96. _____ is China the world's most populous country, with nearly 1.3 billion people, it is also the world's _____ fastest-growing economy, _____ more than fourfold every year.

- 1) Not only - expanding
2) Merely - developing
3) Hardly - growing
4) Surprisingly - flourishing
5) An example - evolving

97. Bangalore has _____ beyond recognition into an IT - propelled metropolis from a laidback city that it _____.

- 1) Changed, in
2) Developed, should be
3) Constructed, used to be
4) Progressed, claims to be
5) Morphed, once was

98. While the agricultural revolution _____ the earth's surface, the Industrial

Revolution is changing the earth's _____.

- 1) Changed, as well
2) Suffered, air
3) Benefited, condition
4) Transformed, atmosphere
5) Predicted, circumstances

99. The findings of a recent study to _____ the factors which influence successful primary school completion _____ that extreme poverty is responsible for ninety percent of the school dropout cases.

- 1) Study, proves
2) Establish, examine
3) Construct, show
4) Explore, reveal
5) Reveal, object to

100. _____ the concept of environmentally sustainable development _____ a quarter - century ago, there is not a single country today which has a strategy to build an eco-economy.

- 1) Even though, built
2) Although, evolved
3) Besides, took shape
4) After, still
5) Though, created

QUANTITATIVE APTITUDE

Directions (101-105): What will come in place of the question mark (?) in the following questions?

101. $126 \div 14 \times (9)^2 - 53 = (?)^2$

- 1) - 26 2) $\sqrt{26}$

- 3) - 726 4) 27
5) $\sqrt{27}$

102. $\sqrt{529} \div 46 \times 7.4 + (8)^3 - 251 = ?$

- 1) 265.1 2) 246.1
3) 256.4 4) 285.4
5) None of these

103. $(\sqrt{5} - 3)^2 = ? - \sqrt{80} - \sqrt{20}$

- 1) $14 - 2\sqrt{5}$ 2) 14
3) $4 - 5\sqrt{5}$ 4) 15
5) None of these

104. $(16 \times 4)^3 \div (4)^5 \times (2 \times 8)^2 = (4)^?$

- 1) 5 2) 6
3) 3 4) 8
5) None of these

105. $534.58 - 386.89 + 221.45 - 195.42 = ?$

- 1) 162.65 2) 109.65
3) 173.72 4) 164.32
5) None of these

Directions (106-110): What approximate value should come in place of the question mark (?) in the following question? (Note: You are not expected to calculate the exact value)

106. $20.06\% \text{ of } 599 + 10.01\% \text{ of } 901 = ?$

- 1) 150 2) 210
3) 250 4) 280
5) 300

107. $\frac{249}{15} \times \frac{299}{19} \div \frac{14}{99} = ?$

- 1) 1850 2) 1700
3) 1750 4) 1900

- 5) 2000

108. $(11.99)^2 - (8.01)^2 + (5.99)^3 = ?$

- 1) 250 2) 450
3) 300 4) 400
5) 350

109. $1201 \div 14.99 \times 19.91 + 400.01 = ?$

- 1) 1700 2) 1850
3) 1800 4) 1950
5) 2000

110. $251.01 - 429.99 + 549.99 = ?$

- 1) 370 2) 420
3) 340 4) 410
5) 320

Directions (111-15): What will come in place of the question mark (?) in the following number series?

111. **9 15 27 51 99 ?**

- 1) 165 2) 195
3) 180 4) 190
5) None of these

112. **13 21 36 58 87 ?**

- 1) 122 2) 128
3) 133 4) 123
5) None of these

113. **7 9 19 45 95 ?**

- 1) 150 2) 160
3) 145 4) 177
5) None of these

114. **14 15 23 32 96 ?**

- 1) 121 2) 124
3) 152 4) 111
5) None of these

115. **20 24 36 56 84 ?**

- 1) 116 2) 124
3) 120 4) 128

5) None of these

Directions (116-120): In the following questions two equations numbered I and II are given. You have to solve both the equations and

Give answer If

- (1) $x > y$
- (2) $x \geq y$
- (3) $x < y$
- (4) $x \leq y$
- (5) $x = y$ or the relationship cannot be established

116. I. $\sqrt{x+18} = \sqrt{144} - \sqrt{49}$

II. $y^2 + 409 = 473$

117. I. $x^2 - 7x + 12 = 0$

II. $y^2 - 9y + 20 = 0$

118. I. $y^2 - x^2 = 32$

II. $y - x = 2$

119. I. $\sqrt{x} - \frac{\sqrt{5}}{\sqrt{x}}$

II. $y^3 - 5^{(3/2)} = 0$

120. I. $3x + 5y = 28$

II. $8x - 3y = 42$

Directions (121-125): Each of the questions below consists of a question and two statements numbered I and II given below it. You have to decide whether the data provided in the statements are sufficient to answer the question. Read both the statements and **Give answer (1)** if the data in Statement I alone are sufficient to answer the question, while the data in Statement II alone are not sufficient to answer the question.

Give answer (2) if the data in Statement II alone are sufficient to answer the question, while the data in Statement I alone are not sufficient to answer the question.

Give answer (3) if the data in Statement I alone or in Statement II alone are sufficient to answer the question.

Give answer (4) if the data in both the Statements I and II are not sufficient to answer the question.

Give answer (5) if the data in both the Statements I and II together are necessary to answer the question.

121. What is the area of the circle?

I. The breadth of a rectangle is three-fourth of the radius of the circle.

II. The radius of the circle is equal to the side of a square of area 144 sq.cm.

122. What is the cost of three tables and two chairs?

I. Cost of four chairs is twice the cost of three tables.

II. Cost of two tables is equal to cost of one cot, i.e., Rs.500/-?

123. What is Jyoti's annual income?

I. Jyoti's monthly income is Rs.8,500/- more than Amit's monthly income.

II. Rohit's monthly income is Rs.3500 which is half of Amit's monthly income.

124. What will be Suraj's age after eight years?

I. The ratio between Kamyā's and Suraj's present age is 4: 7 respectively.

II. Kamyā is 15 years younger than Suraj.

125. What is the minimum passing percentage in a test?

I. Raju scored 162 marks in a test and failed by 104 marks.

II. The maximum marks of the test are 538 more than the marks obtained by Raju.

Directions (126-130): Study the following information carefully and answer the questions that follow:

A company produces four different products, viz., Mobile phones, Televisions, Refrigerators and Computers. Each of the products has two categories, viz., Category – A and Category - B. The total number of all the products is 900. Twenty five percent of the total number of products is Computers and one-third of the total number of products is Televisions. Thirty two percent of the total products are Refrigerators. Fifty percent of each of the total number of Televisions as well as the total number of refrigerators is of category-A. Forty percent of the total number of Computers is of category-B. One third of the total number of mobile phones is of category-B.

126. What is the total number of Televisions of Category - A, Refrigerators of Category - B and Mobile phones of Category – B together?

- 1) 225 2) 323
3) 325 4) 223
5) None of these

127. Number of Computers of Category-B is approximately what percent of the total number of refrigerators?

- 1) 29 2) 31
3) 37 4) 43
5) 47

128. What is the average number of products of Category-A together?

- 1) 110.25 2) 115.5
3) 121.75 4) 102
5) 106

129. What is the respective ratio between the number of televisions of Category B and the number of computers of Category A?

- 1) 3: 5 2) 5: 3
3) 10: 9 4) 5: 6
5) None of these

130. What is the difference between the number of mobile phones of Category-B and the total number of Computers?

- 1) 146 2) 176
3) 167 4) 156
5) None of these

131. A car covers a distance of 540 km in 9 hours. Speed of a train is double the speed of the car. Two-third of the speed of the train is equal to a bike. How much distance will the bike cover in 5 hours?

- 1) 450 km 2) 360 km
3) 400 km 4) 500 km
5) None of these

132. The ratio between the angles of a quadrilateral is 3: 4: 6: 5. Two third of the largest angle of the quadrilateral is equal to the smaller angle of a parallelogram. What is the value of adjacent angle of the parallelogram?

- 1) 120° 2) 110°
3) 100° 4) 130°
5) None of these

133. What profit/loss percent did Ravi earn if he purchased an item of Rs.5, 600/- and sold it at three-fourth of its cost price?

- 1) Loss of 20 percent
2) Gain of 25 percent
3) Neither gain nor loss
4) Loss of 15 percent
5) None of these

134. The simple interest accrued on a sum of certain principal is Rs.1, 200/- in four years at the rate of a p.c.p.a. What would be the simple interest accrued on thrice of that principal at the rate of 6 p.c.p.a. in 3 years?

- 1) Rs.2, 025 2) Rs.3, 025

- 3) Rs.2, 250 4) Rs.2, 150
5) None of these

135. The area of a square is 196 sq.cm. Whose side is half the radius of a circle. The circumference of the circle is equal to breadth of a rectangle. If perimeter of the rectangle is 712 cm. What is the length of the rectangle?

- 1) 196 cm 2) 186 cm
3) 180 cm 4) 190 cm
5) None of these

Directions (136-140): Study the following table carefully to answer the questions that follow:

Number of Soldiers (in thousands) retired during six different years

Years	Air force	Army	Navy	Coast Guard	BSF
2004	2.5	5.2	1.6	0.6	4.2
2005	3.7	6.1	1.9	1.8	5.1
2006	2.9	6.9	2.4	1.2	3.7
2007	5.4	7.2	2.8	2.7	5.2
2008	4.2	6.4	1.5	5.4	4.4
2009	5.6	8.4	3.5	3.6	6.3

136. What is the difference between the total number of soldiers retired from Air force in the year 2006, 2007 and 2008 and the number of Soldiers retired from Army in the year 2009?

- 1) 4,150 2) 4,100
3) 5,220 4) 4,050
5) None of these

137. Total number of Soldiers retired from BSF in the years 2005 and 2006 together was approximately what percent of

the total number of Soldiers retired from Navy over all the years together?

- 1) 70 2) 54
3) 64 4) 75
5) 80

138. What was the average number of Soldiers retired together in the year 2007?

- 1) 4,660 2) 46,600
3) 23,300 4) 2,330
5) None of these

139. In which force the number of the soldiers retired continuously increased from the year 2004 to 2009?

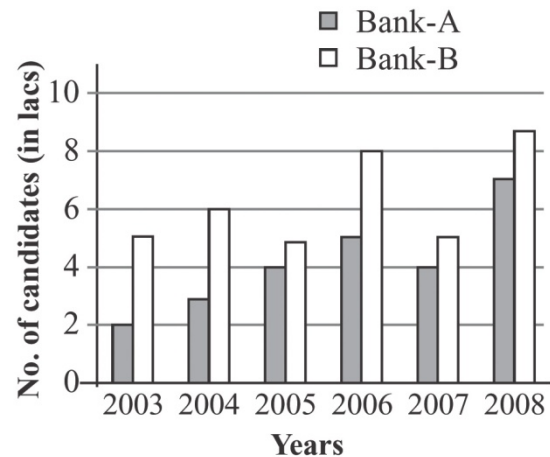
- 1) Air force
2) Army and BSF only
3) Coast Guard
4) Navy only
5) None of these

140. What was the respective ratio between the number of soldiers retired from Army in the year 2004 and number of soldiers retired from Coast guard in the year 2006?

- 1) 13 : 4 2) 13 : 6
3) 3 : 26 4) 26 : 3
5) None of these

Directions (141-145): Study the following graph carefully to answer the questions that follow:

Number of applicants (in lacks) who applied for two different banks during past six years



141. What was the approximate average number of candidates who applied for Bank-A over all the years together?

- 1) 4.1 lakhs 2) 5 lakhs
3) 3.1 lakhs 4) 4.5 lakhs
5) 3.8 lakhs

142. Total number of candidates who applied for Bank-A over all the years together was approximately what percentage of the total number of candidates who applied for Bank-B over all the years together?

- 1) 79 2) 66
3) 70 4) 75
5) 60

143. In which years the total number of candidates who applied for both the banks together is exactly equal?

- 1) 2004, 2005 and 2008
2) 2004, 2006 and 2007
3) 2004, 2005 and 2007
4) 2004, 2006 and 2008
5) 2006, 2007 and 2009

144. If 20 percent of candidates who applied for Bank-B qualified in the year 2008, then what was the number of candidates who have been disqualified in the same year?

- 1) 7.2 lakhs 2) 72,000
- 3) 6.4 lakhs 4) 64,000
- 5) None of these

145. What was the respective ratio between the total number of candidates who applied for Bank-A in the year 2006 and 2008 and the total number of candidates who applied for Bank-B in the year 2005 and 2008 together?

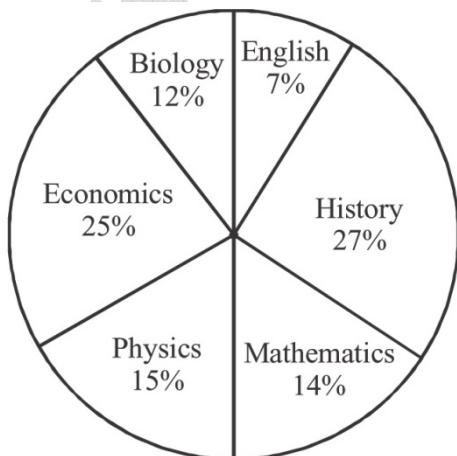
- 1) 6: 7 2) 4: 9
- 3) 5: 12 4) 12: 5
- 5) None of these

Directions (146-150): Study the following Pie-chart carefully to answer the questions that follow:

Percentage-wise Distribution of teachers who teach six different subjects

Total number of Teachers = 2000

Percentage of Teachers



146. If five-seventh of the teachers who teach Mathematics are female, then number of male Mathematics teachers is approximately what percentage of the total number of teachers who teach English?

- 1) 57 2) 42
- 3) 63 4) 69
- 5) 51

147. What is the difference between the total number of teachers who teach English and History together and the total number of teachers who teach Mathematics and Biology together?

- 1) 146 2) 156
- 3) 180 4) 160
- 5) None of these

148. If the percentage of Biology teachers is increased by 40 percent and percentage of History teachers decreased by 20 percent then what will be the total number of Biology and History teachers together?

- 1) 634 2) 654
- 3) 658 4) 778
- 5) None of these

149. What is the approximate average number of teachers teaching Economics, History and Biology together?

- 1) 400 2) 420
- 3) 450 4) 480
- 5) 470

150. What is the respective ratio of the number of teachers who teach Biology and the number of teachers who teach Physics?

- 1) 6: 7
- 2) 4: 7
- 3) 3: 5
- 4) 4: 5
- 5) None of these

HUMAN RESOURCE/ PERSONNEL OFFICER

151. Which of the following statements best describes Human Resource Management?

- 1) It is a set of policies, practices & programme designed to achieve both personal and organisational goals.
- 2) It is the planning, organising, directing and controlling of the procurement of human resources.
- 3) It is the development, compensation, integration, maintenance and reproduction of human resources.
- 4) It is an extension of general management.
- 5) All of the above

152. Which of the following is/are not the managerial functions of Human Resource Management?

- 1) Planning
- 2) Organising
- 3) Job analysis
- 4) Controlling
- 5) Directing

153. Which of the following come under Human Resource development?

- 1) Performance and Potential Appraisal
- 2) Training
- 3) Executive Development
- 4) Career Planning and Development
- 5) All of the above

154. Which of the following can be termed as an Integration Function of Human Resource Management?

- 1) Job Evaluation
- 2) Wage and Salary administration
- 3) Bonus
- 4) Non-financial incentives
- 5) None of these

155. Which of the following is not a maintenance function of Human Resource Management?

- 1) Personnel Records
- 2) Welfare schemes
- 3) Safety
- 4) Social security
- 5) None of these

156. Under Human Resource Management, what are the functions of Personnel managers?

- 1) Placing the right man on the right job
- 2) Orientation of new employees
- 3) Administering various employee benefit programmes
- 4) Training employees on the job
- 5) All of the above

157. Which of the following is/are the functions of Human Resource Development professionals?

- 1) Strengthening of operating and executive levels and consolidating the strengths in an organisation.
- 2) Developing technical, managerial competence among the human resource.
- 3) Planning future manpower, recruiting, utilising, retaining, motivating and integrating people and their role.
- 4) Both 1 and 2
- 5) All of these

158. Who among the following is known as the Father of Welfare Management?

- 1) Robert Owen
- 2) Charles Babbage
- 3) Frederick Taylor
- 4) Kirk Gilbert
- 5) Elton Mayo

159. Who is credited with the concept of Division of Work?

- 1) James Burn
- 2) Tim Clarke
- 3) Charles Babbage
- 4) Alan Turin
- 5) None of these

160. Which of the following statements is/are correct?

- 1) First recorded Labour department was established in "National Cash registry Ltd."

- 2) Scientific management theory was conceptualized by Alfred Noble.

- 3) The Hawthorne studies were conducted in the factories of Western electrical company in Hawthorne near Chicago-USA.

- 4) Both 1 and 2

- 5) Both 1 and 3

161. How is Social Welfare viewpoint of Personnel management viewed?

- 1) Antithetical to the real organizational goal of productivity by few managers even today.

- 2) Placing too much emphasis on productivity and profit.

- 3) Considers that employee satisfaction is not given enough weightage at times.

- 4) Both 2 and 3

- 5) Both 1 and 3

162. The birth of the specialized human resources management as distinct from the day-to-day supervision of personnel by operating managers was marked by creation of a special post called as

- 1) Welfare Personnel

- 2) Welfare Manager

- 3) Welfare Secretary

- 4) Welfare Director

- 5) None of these

163. Which of the following was/were the features of the first phase of development of the people management functions?

- 1) Acquisition
- 2) Integration
- 3) Wage Administration
- 4) Training and placements
- 5) Promotions and compensation

164. Which of the following features is/are typical of the third phase of development of the people management functions?

- 1) Perception of an employee as a resource
- 2) Evaluation
- 3) Training the workers
- 4) Time Keeping
- 5) None of these

165. Who is credited with the viewpoint that Human Resource Management is a progressive reinforcement of values of democracy, liberalism and humanism?

- 1) Sheth
- 2) Robin Williams
- 3) Edgar Schien
- 4) Douglas McGregor
- 5) None of these

166. What was the objective behind the appointment of labour officers in the 1930's?

- 1) To protect the workers from the evils of jobbery and indebtedness.
- 2) To check corrupt practices in recruitment and selection.

3) To act as a spokesman of labour.

4) Both 1 and 3

5) All of the above

167. Which of the following Acts made it mandatory for factories employing 500 or more workers to appoint Welfare Officers?

- 1) Indian Contract Act, 1872
- 2) Industrial Disputes Act, 1947
- 3) Factories Act 1948
- 4) Workers Compensation Act 1951

168. Which of the following professional bodies was/were formed during the 1950s?

- 1) Indian Institute of Personnel Management (IIPM), Calcutta.
- 2) National Institute of Labour Management (NILM) Bombay.
- 3) National Institute of Personnel Management (NIPM) Calcutta.
- 4) Both 1 and 2
- 5) Both 2 and 3

169. Which of the following important measures in the field of Human Resource Management was/were introduced by Tata Steels in India?

- 1) Eight hour working day
- 2) Free medical aid
- 3) Establishment of welfare department
- 4) Both 2 and 3
- 5) All of the above

170. Which of the following Government enactments provided 'Leave with Pay'?

- 1) Industrial Disputes Act 1947
- 2) Factories Act 1948
- 3) Employee State Insurance Act 1948
- 4) Payment of Gratuity Act 1972
- 5) None of these

171. Why has Human Resource Management become very significant in recent decades?

- 1) Increasing proportion of women in the workforce.
- 2) Growth of powerful nationwide trade unions.
- 3) Widening scope of legislation designed to protect the interests of the working class.
- 4) Revolution in information technology that might affect the work force.
- 5) All of these

172. Which of the following is not a characteristic of Human Resource Planning?

- 1) It forecasts the manpower needs in a future time period.
- 2) It is an on-going or continuous process.
- 3) It has not yet become part of corporate planning
- 4) It has both quantitative and qualitative aspects.
- 5) All of these

173. What are the benefits of maintaining Human Resource Records?

- 1) Provide up-to-date information to the management for developing and modifying human resource policies.
- 2) Serve as the basis of personnel decisions.
- 3) Help in Management succession planning.
- 4) Both 1 and 2
- 5) All of the above

174. Which of the following is included in Static Human Resource Data?

- 1) Performance Records
- 2) Leave Records
- 3) Work experience prior to joining the organisation
- 4) Health and safety records
- 5) All of these

175. Which of the following does not define Personnel Human Resource Research?

- 1) Systematic
- 2) Purposive
- 3) Repeatable
- 4) Subjective
- 5) All of these

176. Which of the following is not correct regarding Human Resource Development?

- 1) It is a continuous process
- 2) It is a planned approach
- 3) It has an Intra-Disciplinary approach
- 4) It has both micro and macro aspects
- 5) Both 1 and 2

177. How does Human Resource Development play a vital role in the success and growth of an organisation?

- 1) It improves capabilities
- 2) It improves organizational effectiveness
- 3) It helps in procurement of right people
- 4) It helps in generation of useful data
- 5) All of these

178. According to whom, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job"?

- 1) Edwin Flippo
- 2) Michael Jucius
- 3) Dennis Pennyworth
- 4) Michael Armstrong
- 5) Tim Williams

179. Which of the following cannot be termed as an objective of training?

- 1) To develop capacities and capabilities
- 2) Improvement in level of Performance
- 3) Awareness & Consciousness
- 4) Availability within the organisation
- 5) To beat competition

180. Which of the following is not correct regarding *On the job Training*?

- 1) The trainee learns in real environment of the job.

- 2) It meets the specific requirements of each trainee.
- 3) It is very economical.
- 4) It is not suitable for unskilled and semi-skilled jobs.
- 5) All of these

181. Which of the following is not a feature of Off-the-job training?

- 1) It consists of lectures.
- 2) It is generally used by government and public enterprises.
- 3) Actual job conditions are duplicated in it.
- 4) It explains knowledge and skills to the trainees.
- 5) It is useful for orientations and safety training programmes.

182. Which of the following is a basic component of attitude?

- 1) Cognitive component
- 2) Informational component
- 3) Affective component
- 4) Behavioral component
- 5) All of these

183. Who said that Perception is a process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment?

- 1) S.P. Robins
- 2) Clint McKay
- 3) R. P. Tomlinson
- 4) T.N. Fred
- 5) Stephen Kirk

184. Which of the following cannot be considered as internal factors affecting perception?

- 1) Needs and desires
- 2) Personality
- 3) Experience
- 4) Status
- 5) All of these

185. Judging people on the basis of the characteristics of the group to which they belong is called

- 1) Projection
- 2) Halo Effect
- 3) Impression
- 4) Stereotyping
- 5) Selective perception

186. Which of the following is a very common type of perceptual error committed by managers while evaluating the subordinates?

- 1) Tendency of drawing a general impression about an individual based on a single characteristic.
- 2) Attributing one's own traits or characteristics to the people being judged.
- 3) Forming impression of others on the first sight.
- 4) Tendency to judge others on limited information.
- 5) All of these

187. Who opined that the behaviour of an individual at a particular moment is usually determined by his strongest need?

- 1) Lillis
- 2) Dubin
- 3) Maslow
- 4) Likert
- 5) Botha

188. Which of the following does not explain *Need Hierarchy*?

- 1) Psychological needs
- 2) Safety needs
- 3) Social needs
- 4) Satisfaction needs
- 5) Esteem needs

189. Which of the following statements is/are not correct regarding the *Motivation-Hygiene Theory*?

- 1) Fredrick Herzberg and his associates developed this theory.
- 2) It is also known as the Three Factors Theory.
- 3) According to this theory, there are certain factors that tend to be consistently related to job satisfaction.
- 4) According to this theory, there are some factors, which are consistently related to job dissatisfaction.
- 5) None of these

190. Which of the following statements is/are correct regarding *Theory X and Theory Y in Human Resource Management*?

- 1) These theories were introduced by Douglas Martin.
- 2) These theories are based on two similar views of human beings.
- 3) Theory X is based on the traditional approach to human needs.

- 4) Theory X assumes that management by direction and control is a questionable method for motivation.
- 5) All of these

191. Which of the following statements is/are not correct regarding the *Expectancy Theory*?

- 1) This theory was given by Victor Vroom.
- 2) This theory criticizes the Two Factors Theory.
- 3) According to this theory, person's motivation towards an action at any time would be determined by an individual's perception that a certain type of action would lead to a specific outcome.
- 4) There are four variables in this model.
- 5) None of these

192. Which of the following Acts is known as the first step towards the evolution of wage policy in India?

- 1) Payment of Wages Act, 1936
- 2) Industrial Disputes Act, 1947
- 3) Minimum Wages Act, 1948
- 4) Equal Remuneration Act, 1976
- 5) None of these

193. Which of the following Acts fixed the minimum rates of wages to workers in sweated industries in India?

- 1) Industrial Disputes Act, 1947
- 2) Payment of Wages Act, 1936

- 3) Equal Remuneration Act, 1976
- 4) Minimum Wages Act, 1948
- 5) None of these

194. Which of the following factors is/are considered in the determination of Fair Wage?

- 1) Productivity of labour.
- 2) The prevailing rates of wages in the same or similar occupations in the same region or neighbouring regions.
- 3) The level of national income and its distribution.
- 4) The place of industry in the economy of the country.
- 5) All of these

195. Which of the following type of wage is the highest?

- 1) Minimum wage
- 2) Daily wage
- 3) Fair wage
- 4) Living wage
- 5) None of these

196. Which of the following is not correct regarding *Performance Appraisal*?

- 1) It is the sporadic and intermittent rating of an employee.
- 2) It is the systematic examination of an employee's strengths and weaknesses.
- 3) It is a process consisting of a series of steps.
- 4) It develops positive superior subordinate relations.
- 5) It aims at both judgmental and developmental efforts.

197. Which of the following can be counted as essential(s) of an Effective Performance Appraisal System?

- 1) Mutual Trust
- 2) Clear Objectives
- 3) Feedback and Participation
- 4) Job Relatedness
- 5) All of these

- 1) Easy to understand and administer
- 2) Open and participative
- 3) Built in incentive
- 4) Both 2 and 3
- 5) All of the above

198. In which Performance Appraisal Method, the evaluator assigns relative ranks to all the employees in the same work unit doing the same job?

- 1) Confidential Report Method
- 2) Free Form Method
- 3) Straight Ranking method
- 4) Checklist Method
- 5) Critical Incidents Method

KEY

1. 5	2. 3	3. 4	4. 3
5. 2	6. 2	7. 4	8. 1
9. 1	10. 3	11. 5	12. 4
13. 2	14. 2	15. 1	16. 5
17. 2	18. 1	19. 4	20. 3
21. 4	22. 3	23. 5	24. 4
25. 2	26. 2	27. 5	28. 2
29. 3	30. 2	31. 2	32. 4
33. 3	34. 2	35. 1	36. 1
37. 4	38. 2	39. 2	40. 2
41. 2	42. 1	43. 2	44. 4
45. 1	46. 2	47. 1	48. 1
49. 2	50. 5	51. 2	52. 3
53. 5	54. 5	55. 4	56. 2
57. 3	58. 4	59. 1	60. 2
61. 5	62. 5	63. 1	64. 3
65. 5	66. 4	67. 3	68. 1
69. 4	70. 4	71. 4	72. 1
73. 2	74. 2	75. 4	76. 1
77. 4	78. 3	79. 3	80. 5
81. 3	82. 4	83. 3	84. 4
85. 1	86. 5	87. 2	88. 4
89. 2	90. 1	91. 3	92. 1
93. 4	94. 2	95. 5	96. 1
97. 5	98. 4	99. 4	100. 2
101. 1	102. 5	103. 2	104. 4
105. 3	106. 2	107. 3	108. 3
109. 5	110. 1	111. 2	112. 4
113. 4	114. 1	115. 3	116. 5
117. 4	118. 3	119. 5	120. 1

199. Which performance appraisal technique is understood as systematic collection of performance data on an individual or group, derived from a number of stake-holders-the stake holders being the immediate supervisors, team members, customers, peers and self?

- 1) 360 degree technique
- 2) Group Appraisal technique
- 3) Critical Incidents Technique
- 4) 180 degree technique
- 5) Management by Objectives

200. Which of the following can be listed as the essentials of a Good Appraisal System?

121. 2	122. 5	123. 5	124. 5
125. 5	126. 2	127. 2	128. 3
129. 3	130. 5	131. 3	132. 3
133. 5	134. 1	135. 3	136. 2
137. 3	138. 1	139. 5	140. 5
141. 1	142. 2	143. 3	144. 1
145. 1	146. 1	147. 4	148. 5
149. 2	150. 4	151. 5	152. 3
153. 5	154. 4	155. 5	156. 5
157. 5	158. 1	159. 3	160. 5
161. 5	162. 3	163. 3	164. 1
165. 1	166. 5	167. 3	168. 4
169. 5	170. 2	171. 5	172. 3
173. 5	174. 3	175. 4	176. 3
177. 5	178. 1	179. 5	180. 4
181. 3	182. 5	183. 1	184. 4
185. 4	186. 1	187. 3	188. 4
189. 2	190. 4	191. 4	192. 1
193. 4	194. 5	195. 4	196. 1
197. 5	198. 3	199. 1	200. 5

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