

# Question Paper

## Human Resource Management - I (MB2D3): January 2009

- Answer all 100 questions.
- Each question carries one mark.

1. Job analysis helps management in evaluating the relative worth of each job, which would be one of the basic inputs in designing the compensation system. The process of job evaluation consists of four steps. Which of the following is the **correct** sequence of these steps? [<Answer>](#)
- I. Developing a job description.
  - II. Developing a job specification.
  - III. Information gathering.
  - IV. Job-specific competency determination.
- (a) (I), (III), (IV), (II)
  - (b) (II), (IV), (III), (I)
  - (c) (III), (IV), (I), (II)
  - (d) (III), (II), (IV), (I)
  - (e) (IV), (II), (I), (III).
2. Responsibility is the obligation of a manager to carry out the duties assigned to him. Which of the following is/are the key principle(s) which need to be considered in delegating responsibility? [<Answer>](#)
- I. The delegation should improve organizational working and should contribute positively to the organization.
  - II. No two employees should be assigned the same responsibility. That is, the manager has to ensure that their responsibilities do not overlap.
  - III. The boundaries or limits of the responsibility need not be fixed.
  - IV. The organization cannot afford any gaps in the delegation chain as this would result in an unaccomplished task.
- (a) Only (III) above
  - (b) Both (I) and (II) above
  - (c) Both (III) and (IV) above
  - (d) (I), (II) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
3. An application form is a formal record of an individual's appeal or intention for employment. In which of the following items that usually appear on the application form, applicants are required to state their professional goals – both long-term and short-term? [<Answer>](#)
- (a) Educational qualification
  - (b) Personal information
  - (c) Personality items
  - (d) Work experience
  - (e) Reference checks.
4. There are three different approaches to internationalization or globalization. Which of the following approaches is based on optimization? [<Answer>](#)
- (a) Ethnocentric approach
  - (b) Gandhian approach
  - (c) Polycentric approach
  - (d) Behavioristic approach
  - (e) Geocentric approach.

5. Career development is the process by which employees' progress through a series of stages, each characterized by a different set of developmental tasks, activities, and relationships. Which of the following is **not true** regarding maintenance stage of career development? [<Answer>](#)
- (a) The employee at this stage strives to maintain a reputation
  - (b) The employee at this stage likes others to perceive him as one who is a major contributor to the organization
  - (c) Employees at this stage have enough job experience
  - (d) Employees at this stage try to update his/her knowledge and skills
  - (e) Employees at this stage try to identify their likes and dislikes.
6. The managerial function which involves establishing an intentional structure of roles for people in an organization is [<Answer>](#)
- (a) Leading
  - (b) Controlling
  - (c) Organizing
  - (d) Planning
  - (e) Communicating.
7. The objectives of recruitment are more likely to be achieved if the recruiting sources used are suitable for the kind of position that is to be filled. An organization will have a much greater choice in human resources if it decides to go in for external recruitment. In this context, which of the following statements is/are **true** regarding interested applicants? [<Answer>](#)
- I. Applicants apply not in response to any advertisement or announcement of a vacancy.
  - II. Such candidates can send their applications to the management either through post or e-mail but not in person.
  - III. It is important that these applications are categorized and maintained in a proper way.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
8. Human Resource Planning (HRP) is done at various levels in the organization to meet the resource requirement. In which of the following levels, planning is done at the strategic business unit level? [<Answer>](#)
- (a) Intermediate-level planning
  - (b) Operations planning
  - (c) Corporate-level planning
  - (d) Planning short-term activities
  - (e) Macro level.
9. International Human Resource Management (IHRM) is the management of the human resources of an organization in the context of international business. According to Morgan, IHRM is defined as 'the interplay among human resource activities, type of employees and countries of operations.' Which of the following is/are the category(ies) of Human Resource (HR) activities? [<Answer>](#)
- I. Procurement of human resource.
  - II. Allocation of human resource.
  - III. Utilization of human resource.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) All (I), (II) and (III) above.
10. In which of the following job analysis methods, individuals performing the job are observed and relevant points are noted? [<Answer>](#)
- (a) Dairy method
  - (b) Observation method
  - (c) Questionnaire method
  - (d) Individual interview method
  - (e) Group interview method.

11. The basic convictions that differentiate between right or wrong, good or bad, desirable or undesirable in organizational culture is known as [<Answer>](#)
- (a) Values
  - (b) Norms
  - (c) Roles
  - (d) Rules
  - (e) Assumptions.
12. Accountability is the basic concept of delegation. Which of the following statements is/are **true** regarding accountability? [<Answer>](#)
- I. The employee's answerability on using the authority in discharging a responsibility is termed as accountability.
  - II. It is from the employee to the manager, in a direction opposite to responsibility and authority which are delegated by the manager to the employee.
  - III. An employee has to be made accountable to many managers, in the discharge of his responsibilities.
- (a) Only (III) above
  - (b) Both (I) and (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
13. Which of the following is the element of a career planning program that is needed for the people entering an unrelated job career due to the reasons such as financial needs, family needs, family background, inadequate knowledge and improper guidance? [<Answer>](#)
- (a) Individual assessment
  - (b) Organizational assessment
  - (c) Need-Opportunity alignment
  - (d) Career counseling
  - (e) Environmental assessment.
14. A well-planned and well executed job analysis exercise results in many effective tools for the HR function. Which of the following tools provide the information regarding the location of the job, its physical setting, the degree of supervision required for the job, union jurisdiction, the hazards and discomforts involved in the job? [<Answer>](#)
- (a) What a typical worker does
  - (b) Significant characteristics of a job
  - (c) Required personal attributes
  - (d) Job identification
  - (e) Job relationship.
15. Application forms are evaluated to analyze the information provided by the applicants, and select the suitable candidates. There are two methods for evaluating the application forms. Which of the following is/are **false** regarding weighted method? [<Answer>](#)
- I. In this method of evaluation, all the information furnished by the applicant in the application form is analyzed and inferences are made about the applicant's personality.
  - II. It is a statistical technique.
  - III. In this method, certain points are assigned to each item in the application form.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.

16. Arun Textiles Ltd., an Indian based MNC, appointed Mr. Solomon, a citizen of South Africa presently working in Arun Textiles USA, in Arun Textiles South Africa. If Mr. Solomon joins Arun Textiles in South Africa, he can be categorized as [<Answer>](#)
- I. Parent-Country Nationals (PCNs).
  - II. Host-Country Nationals (HCNs).
  - III. Third-Country Nationals (TCNs).
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
17. Socialization, as a process, is based on a few assumptions that relate to the effect of external factors on it. According to which of the following assumptions, the new employee fits well in the organization? [<Answer>](#)
- (a) Influence on employee performance
  - (b) Influence on organizational stability
  - (c) Handling new employee anxiety
  - (d) Role of co-workers
  - (e) Work environment in socialization.
18. Which of the following involves identifying and grooming a successor for a vacancy that would arise in the future? [<Answer>](#)
- (a) Career planning
  - (b) Training and development
  - (c) Promotion and transfer
  - (d) Compensation management
  - (e) Succession planning.
19. The model for planned self-development for an individual consists of six different stages. It starts with the assessment of self by the individual to understand his strengths, weaknesses, competencies and aspirations. Which of the following is the second step in the planned self development model? [<Answer>](#)
- (a) Opportunity analysis
  - (b) Continuous assessment
  - (c) Decision making
  - (d) Leverage network
  - (e) Venturing.
20. Every year Natural Foods Ltd. share a part of the profit with its employees. This benefit that the employees receive is directly related to the organizations performance. Natural Foods Ltd. feels that it is rewarding its employees every year because they are contributing to its success. Which of the following benefits is Natural Foods Ltd. giving its employees? [<Answer>](#)
- (a) Fringe benefits
  - (b) Performance appraisal benefits
  - (c) Management development benefits
  - (d) Bonus
  - (e) Incentives.

21. According to Van Maanen J. Schien, “Organizational socialization is the process by which an individual acquires the attitudes behavior and knowledge she/he needs to participate as an organization member.” According to them the process of socialization can be divided into various stages. Which of the following is/are **true** regarding the encounter stage? [<Answer>](#)
- I. In this stage, the employee is given the insight of his/her job.
  - II. In this stage, the employee experiences the realities of his/her new job.
  - III. In this stage, the employee tries to compare his/her expectations with the realities of the job.
  - IV. In this stage, the individual tries to reorient himself/herself and work towards fulfilling organizational objectives by following organizational norms.
- (a) Only (IV) above
  - (b) Both (I) and (II) above
  - (c) Both (II) and (III) above
  - (d) (I), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
22. An interviewer should understand which of the following during the selection process apart from evaluating the applicant’s knowledge and skill levels? [<Answer>](#)
- I. Applicant’s emotional stability.
  - II. Applicant’s attitudes and values.
  - III. Applicant’s personal background.
- (a) Only (II) above
  - (b) Both (I) and (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
23. To deal with the surplus manpower, Marshall Ltd. used one of the popular techniques employed to avoid retrenchment/lay-off during difficult times. Marshall Ltd. is cohesive and works to develop strong feelings of camaraderie among their employees. Thus the employees agreed to be paid less to avoid their colleagues being retrenched. Marshall Ltd. used which of the following techniques to deal with surplus manpower? [<Answer>](#)
- (a) Work sharing
  - (b) Reduced work hours
  - (c) Attrition
  - (d) Early retirement
  - (e) Leave of absence without pay.
24. Effective succession planning incorporates which of the following element in order to develop appropriate action plans to avoid positions becoming blocked? [<Answer>](#)
- (a) Continuity
  - (b) Long-term perspective
  - (c) Organizational need perspective
  - (d) Turnover management
  - (e) Emphasis on results.
25. International Human Resource Management (IHRM), as a unique concept, has gained importance in recent times. There are various factors that influence and cause a change in IHRM. Which of the following factors have an impact on the educational system in the country? [<Answer>](#)
- (a) National culture
  - (b) Political forces
  - (c) Market forces
  - (d) Technology changes
  - (e) Corporate culture.

26. In a manufacturing unit, Anurudh, who is performing well, is promoted as a supervisor. His promotion is on the basis of his ability. Which of the following socialization strategies did the company consider in the above example? [<Answer>](#)
- (a) Individual socialization strategy
  - (b) Non-sequential socialization strategy
  - (c) Variable socialization strategy
  - (d) Tournament socialization strategy
  - (e) Divesture socialization strategy.
27. Whenever Ketan Ltd. did a job analysis exercise, its employees viewed with suspicion because the employees felt that job analysis is used for downsizing and re-evaluating jobs for wage administration. Since Ketan Ltd. has no such intentions it can use which of the following to deal with this issue? [<Answer>](#)
- (a) Should have detailed and elaborate job description
  - (b) Communicating all the details of the exercise in a simple and transparent manner
  - (c) The management should convey the proposed changes in jobs
  - (d) Ask the supervisors to make an annual review of the changes
  - (e) Changes should be updated in the job analysis information.
28. Once all the candidates are evaluated and the final decision taken, the offer is made to the candidate. Before the candidate joins the organization, the HR function has to do which of the following? [<Answer>](#)
- (a) Reference check
  - (b) Placement
  - (c) Training
  - (d) Medical examination
  - (e) Final interview.
29. Formal and informal organizations basically define the path of communication and mode of information sharing and are part of a whole organization. Which of the following is/are **false** regarding formal organization? [<Answer>](#)
- I. It is the defined set-up of roles for the achievement of organizational goals and objectives.
  - II. The formal organization is the basic framework according to which the work flows.
  - III. The rapport employees share in a formal organization may come handy when they have a common task.
  - IV. Care should be taken when designing a formal organization, to ensure that no bottlenecks are created in the work flow.
- (a) Only (III) above
  - (b) Both (I) and (II) above
  - (c) (I), (II) and (IV) above
  - (d) (I), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
30. Career anchors are the basic attitudinal characteristics that guide people throughout their careers. In this context, individuals who desire for which of the following career anchors, want to be free from any anxiety of uncertainty or insecurity? [<Answer>](#)
- (a) Autonomy and independence
  - (b) Security and stability
  - (c) Technical and functional competence
  - (d) General management
  - (e) Entrepreneurial creativity.
31. Employee productivity and satisfaction are the two important concerns of a human resource management. Which of the following is a process of structuring work and designating the specific activities at individual or group level? [<Answer>](#)
- (a) Job evaluation
  - (b) Job enrichment
  - (c) Job design
  - (d) Job enlargement
  - (e) Job analysis.

32. Some organizations use brief and concise application blanks, while some others have elaborate and cumbersome ones. In this regard, personal information in an application form normally includes which of the following? [<Answer>](#)
- I. Details of assertiveness.
  - II. Details of emotional stability.
  - III. Occupations of other family members.
  - IV. Annual income of the family.
- (a) Both (I) and (II) above
  - (b) Both (II) and (III) above
  - (c) Both (III) and (IV) above
  - (d) (I), (II) and (III) above
  - (e) (II), (III) and (IV) above.
33. Which of the following basic features of international HRM that differentiates it from domestic HRM, is more important than technical expertise for expatriates to succeed? [<Answer>](#)
- (a) Increased complexity of HR activities
  - (b) Cultural awareness and tolerance
  - (c) Stronger relationship with employees and their families
  - (d) Management of cross-cultural teams
  - (e) Diluted risk on the business front and increased risk on people front.
34. Edgar Schein, a professor at MIT, developed the idea of career anchors and came up with eight career anchors. People with pure challenge career anchor [<Answer>](#)
- (a) Desire to have freedom to operate
  - (b) Exhibit strong inclination to develop something which they can call their own
  - (c) Just love solving difficult problems
  - (d) Have good planning, organizing, managing and controlling skills
  - (e) Are often successful as artists, free-lancers, entrepreneurs and innovators.
35. Based on the type of clientele they serve, employment agencies can be broadly classified into public or state agencies, private agencies and head hunters. Which of the following is/are **not true** regarding public or state agencies? [<Answer>](#)
- (a) Employment exchanges are initially established to handle the problem of unemployment in the country
  - (b) Employment exchanges are extremely popular today
  - (c) It was and still is mandatory for any company to register its vacancy positions in the employment exchange
  - (d) The exchange facilitates communication between the candidates it finds suitable, and the company
  - (e) Employment exchanges are state sponsored placement agencies.
36. While analyzing the future requirements in comparison with the current inventory, which of the following source(s) of supply/separation should be considered? [<Answer>](#)
- I. Transfers, which might not effect the organizational balance, but would change the employee strength of different units within the organization.
  - II. Separations from the organization due to retirement, resignation, disciplinary action, death or sickness have to be considered after planning.
  - III. Changing demographics do not have an effect on the external supply of human resources.
  - IV. Promotions and demotions have an effect on the human resource plan.
- (a) Only (II) above
  - (b) Both (I) and (IV) above
  - (c) (I), (III) and (IV) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
37. The process of socialization helps employees adapt to the organizational culture. In which of the following socialization strategies, organizations follow strict time schedule for the completion of a particular task? [<Answer>](#)
- (a) Fixed socialization strategy
  - (b) Sequential socialization strategy
  - (c) Serial socialization strategy
  - (d) Disjunctive socialization strategy
  - (e) Collective socialization strategy.

38. Which of the following is the phenomenon of people entering their jobs, occupations and careers with little attention to career planning and then feeling disengaged? [<Answer>](#)
- (a) Career counseling
  - (b) Career sub-consciousness
  - (c) Career drift
  - (d) Career selectiveness
  - (e) Career disengagement.
39. In which of the following roles, a HR specialist is responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources? [<Answer>](#)
- (a) Service provider
  - (b) Executive
  - (c) Facilitator
  - (d) Consultant
  - (e) Auditor.
40. Scientific management, developed by Frederick W. Taylor, gave rise to the engineering approach to job design. According to principles of scientific management, which of the following is/are the role(s) of management in job design? [<Answer>](#)
- I. The manager determines few best ways of performing the job.
  - II. The manager employs individuals according to their abilities, which have to match the needs of job design.
  - III. The manager undertakes all planning, organizing and controlling of a job.
  - IV. The workers have to be trained to perform the job 'in one best way' as decided by the management.
- (a) Only (I) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (IV) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
41. If an individual is genuinely interested in a job, he is likely to perform better in that job. In this regard, interest tests are inventories of which of the following? [<Answer>](#)
- I. Likes and dislikes in relation to work.
  - II. Hobbies.
  - III. Emotions.
  - IV. Recreational activities.
- (a) Both (I) and (II) above
  - (b) Both (II) and (III) above
  - (c) Both (III) and (IV) above
  - (d) (I), (II) and (IV) above
  - (e) (II), (III) and (IV) above.
42. International HRM (IHRM) has gained immense importance in the age of globalization. Recruiting and managing local people in foreign countries, is a task in itself for the HR managers of the organization. Some companies prefer to send their employees as expatriates to other countries of operation. In this context, which of the following is/are the importance of IHRM? [<Answer>](#)
- I. A skilled and well-trained group of local managers can add immense value to a firm's resources and create successful business for the firm locally.
  - II. It is very easy to get qualified and talented managers in every part of the world.
  - III. Expatriate executives, can play a significant role during the early days of a company's operations in a new market.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.



43. There are various alternatives that a manager can consider while designing the appropriate socialization program for the organization. Which of the following statements is/are **true** regarding investiture socialization strategy? [<Answer>](#)
- I. This socialization strategy tries to make new employees unlearn their existing knowledge and skills and dismantle their existing characteristics.
  - II. This socialization strategy is desirable if there is a guarantee that no organizational changes shall be introduced soon.
  - III. This socialization strategy does not try to change the individuals who join them but try to take advantage of their new and unique abilities.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
44. The selection of recruitment sources should be economically viable for the organization. Which of the following sources of recruitment can an organization use when it is looking for a young and fresh technician? [<Answer>](#)
- (a) Advertise in a magazine
  - (b) Go for internal search
  - (c) Advertise in a local newspaper
  - (d) Conduct campus interview
  - (e) Go for employee agencies.
45. Based on the survey of the British firms the organizations are categorized into mechanistic and organic organization. Which of the following is **not true** regarding organic organization? [<Answer>](#)
- (a) It is characterized by flexibility
  - (b) It is characterized by values for knowledge
  - (c) It is characterized by low levels of formalization
  - (d) It is characterized by high level of authority
  - (e) It is characterized by decentralized style of management.
46. The sociotechnical approach to job design is an alternative to the scientific/engineering approach which resulted in highly specialized jobs. According to sociotechnical approach, which of the following is **not** a basic characteristic of a job? [<Answer>](#)
- (a) Social support and recognition
  - (b) A little challenging and demanding
  - (c) Correlation with social lives
  - (d) Decision-making authority
  - (e) Task significance.
47. Organizations with more established career planning programs make greater use of human resource planning, job analysis and design and other formalized process to identify and communicate career options and opportunities. In this regard, which of the following has been defined as logical progression between jobs or from one job to a target position? [<Answer>](#)
- (a) Career path
  - (b) Career opportunities
  - (c) Need opportunity
  - (d) Need analysis
  - (e) Career shifts.
48. International human resource management is the management of the human resources of an organization in the context of international business. There are various strategies which are adopted by firms with international operations. International firms try to create value by [<Answer>](#)
- (a) Transferring core competencies overseas
  - (b) Emphasizing local responsiveness
  - (c) Realizing experience curve
  - (d) Emphasizing local responsiveness and transferring core competencies
  - (e) Realizing location economies.

49. The closing of the interview is as important as its commencement. Which of the following statements is/are to be explained to the candidate by the interviewer while closing the interview? [<Answer>](#)
- I. Candidate's expected course of action.
  - II. Candidate's expected training needs.
  - III. Candidate's expected date of intimation regarding the outcome.
- (a) Only (I) above
  - (b) Only (III) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) Both (II) and (III) above.
50. In order to reduce the absenteeism and tardiness at the work place and give employees more time for their personal needs, Ruby Motors made the five day work week to four day work week. The normal 8 hours work is increased to 10 hours a day thus meeting their 40 hours a week target. Which of the following modern management techniques did Ruby Motors adopt? [<Answer>](#)
- (a) Condensed work
  - (b) Work sharing
  - (c) Flextime
  - (d) Job sharing
  - (e) Telecommuting.
51. Different types of tests are used as selection methods to evaluate an applicant. In this regard, polygraph tests are conducted to test which of the following by monitoring the physical changes in applicants' body as he answers a series of questions? [<Answer>](#)
- (a) Likes and dislikes of candidates in relation to work
  - (b) Job-related personality traits of an employee
  - (c) Situational responses of an individual
  - (d) Validity and truthfulness of an applicant's answers
  - (e) Ability to learn or gain the required proficiency.
52. Mr. Rahul enjoys working for Lubricants Ltd., because his tasks and duties are specified clearly. In Lubricants Ltd. the power and authority vests in a few hands and the technical methods, and duties and powers associated with each functional role are defined precisely. Interaction is vertical and working behavior is administered by instructions and decisions made by superiors. Lubricants Ltd. can be termed as which of the following types of organizations? [<Answer>](#)
- (a) Flat organization
  - (b) Organic organization
  - (c) Informal organization
  - (d) Formal organization
  - (e) Mechanistic organization.
53. In contest strategy, the channels of movement in the socialization process are kept open and an individual is given the opportunity to perform better in the next stage. This strategy believes that [<Answer>](#)
- (a) Based on their performance and adherence to the organizational norms, employees are promoted to the next stage
  - (b) The time period for one employee in completing a particular task may be different from another
  - (c) A senior or experienced employee in a similar job trains the new recruit on the various aspects of the job
  - (d) An individual passes through a sequence of activities for the accomplishment of a particular target
  - (e) Regardless of an individual's age or experience every person starts out as the same.
54. Which of the following is the process of ensuring the right number of qualified people, into the right job at right time to deliver the results in an efficient and effective manner, or matching the available resources, either internally or externally, with the demand that the organization expects to have over a period of time? [<Answer>](#)
- (a) Selection
  - (b) Job Analysis
  - (c) Human Resource Planning
  - (d) Socialization
  - (e) Recruitment.

55. Well-executed and well-planned career planning programs are beneficial for employees as well as the organization. Which of the following is **not** a benefit to the organization? [<Answer>](#)
- (a) Ensures availability of resources for future
  - (b) Enhances organizational ability to attract and retain talent
  - (c) Ensures growth opportunities for all
  - (d) Handles employee frustrations
  - (e) Knowledge of the career opportunities available to employees.
56. Organizations which employ workers with high levels of skills and knowledge should consider implementing job enrichment programs. Which of the following is **not true** regarding job enrichment techniques? [<Answer>](#)
- (a) Incorporating more responsibility in the job
  - (b) Providing wider scope, greater sequencing and increased pace of work
  - (c) Assigning a natural unit of work
  - (d) Minimizing controls and providing freedom of work when the employees are clearly accountable for attaining defined goals
  - (e) Introducing new, easy and flexible tasks.
57. HR activities assume greater complexity in the context of an international business organization. Job analysis should include [<Answer>](#)
- (a) The special responsibilities and competencies of an expatriate and a global manager
  - (b) The additional dimension of cross-country transfers
  - (c) The elements of different cultures
  - (d) The specific aspects of the country the employees are being posted
  - (e) The career needs and expectations of the employees.
58. Organizations which go in for an internal search announce the vacancy through various sources. In this regard, which of the following way does the candidate within the organization respond? [<Answer>](#)
- (a) By meeting the HR department
  - (b) By taking appraisal letters from supervisors
  - (c) By sending their application for the job posting
  - (d) By taking acceptance from trade unions
  - (e) By taking acceptance from their colleagues.
59. The basic difference between job enlargement and job enrichment is [<Answer>](#)
- (a) Job enlargement is increasing the number of tasks and job enrichment is reducing the number of tasks
  - (b) Job enlargement is bigger responsibility and job enrichment is concerned with efficiency
  - (c) Job enlargement is increasing the number of tasks and job enrichment is the autonomy to perform the job tasks by the employee
  - (d) Job enlargement is hike in salary and job enrichment is increase in responsibility without hike in salary
  - (e) Job enlargement leads to employee satisfaction and job enrichment to dissatisfaction.
60. Which of the following interviews are brief, first round interviews that aim to eliminate the applicants who are obviously unqualified for the job? [<Answer>](#)
- (a) Selection interview
  - (b) Panel interview
  - (c) In-depth interview
  - (d) Group interview
  - (e) Preliminary interview.
61. A quality orientation requires a significant change in corporate culture. Quality is all pervasive and affects all the departments. Which of the following is **not** a key characteristic of successful quality improvement programs? [<Answer>](#)
- (a) Education and training
  - (b) Teamwork
  - (c) Total systems approach
  - (d) Employees involvement
  - (e) Short -term perspective.

62. Socialization helps create order and consistency. Which of the following are two ways to control and bring about order in an organization? [<Answer>](#)
- I. Have formal controls such as rules for every move an individual makes.
  - II. Convey the job responsibilities and the role expectations to the new employees.
  - III. Use informal controls which can be imposed through organizational culture which is build through ages and is passed on to the next generation through socialization.
  - IV. Create positive perception of the employer.
- (a) Both (I) and (II) above
  - (b) Both (I) and (III) above
  - (c) Both (I) and (IV) above
  - (d) Both (II) and (III) above
  - (e) Both (II) and (IV) above.
63. Employees as well as organizations face certain issues or challenges in career planning. The demands of a fast changing economy have been forcing organizations to [<Answer>](#)
- (a) Restructure and reorganize
  - (b) Decline opportunities
  - (c) Have little room for advancement
  - (d) Move slow
  - (e) Reorient itself.
64. In the recent past, organizations have departed from the traditional work schedules and policies in order to motivate the employees perform more efficiently and effectively. Job rotation is one of the modern management techniques used by the management. Which of the following is/are **false** regarding job rotation? [<Answer>](#)
- I. The employees would be relieved from monotonous jobs.
  - II. It helps managers to deal with frequent absenteeism and high turnover of workforce.
  - III. It caters to all job characteristics mentioned in the 'job characteristics approach' to job design.
  - IV. It allows employees choose their working hours.
- (a) Only (IV) above
  - (b) Both (II) and (III) above
  - (c) Both (III) and (IV) above
  - (d) (I), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
65. The recruitment policy of an organization would normally be in alignment with the objectives and policies of the organization. In this regard, a good recruitment policy should be based on [<Answer>](#)
- I. The cost the applicant incurs.
  - II. Preferred sources of recruitment.
  - III. Criteria for selection.
  - IV. Identification of applicants needs.
- (a) Only (IV) above
  - (b) Both (II) and (III) above
  - (c) Both (III) and (IV) above
  - (d) (I), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
66. The span of supervision is the optimum number of subordinates a person can effectively manage. Tall and flat organizational structures deal with the span of supervision and the number of hierarchical levels in an organization. Which of the following is/are **true** regarding flat organizations? [<Answer>](#)
- I. Flat organizational structure is characterized by narrow span of control.
  - II. Flat organizations need well-trained management teams, equipped to take decisions at lower levels.
  - III. Flat organizational structure has fewer hierarchical levels.
- (a) Only (III) above
  - (b) Both (I) and (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.

67. An unstructured interview consists of many open ended questions. In this regard, which of the following is the main disadvantage of an unstructured interview? [<Answer>](#)
- (a) Same questions are asked to all the candidates
  - (b) Interaction tends to proceed naturally
  - (c) Candidate can evaluate their own performances
  - (d) Candidates are uncomfortable during the course of the interview
  - (e) Interview tends to be more subjective.
68. Manpower planning, recruitment, selection, placement, orientation and induction are different areas of employment. They make use of job analysis at some point or the other. In this regard, which of the following results of job analysis form the inputs for these exercises? [<Answer>](#)
- I. Requirements of the job.
  - II. Tasks of a job.
  - III. Responsibilities of a job.
  - IV. Responsibilities of the management.
- (a) Both (I) and (II) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (III) above
  - (d) (I), (III) and (IV) above
  - (e) (II), (III) and (IV) above.
69. New activities like management of expatriate assignments are included to IHRM. Which of the following is/are **true** regarding performance appraisal management of employees in an international business organization? [<Answer>](#)
- I. The goals and the metrics will be the same across the countries.
  - II. The performance appraisal system of an organization operating in different countries needs to be designed and implemented with utmost care.
  - III. Performance appraisal system ensures that both the employees and the company enjoy the long-term benefits of working together.
- (a) Only (II) above
  - (b) Only (III) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
70. The work group of the new employee will have its own norms or standards of acceptable behavior. Which of the following is **not true** regarding norms? [<Answer>](#)
- (a) Relevant norms are those that are considered to be essential for the organization but not absolutely desirable
  - (b) Norms may include conforming to informal production standards set by the group
  - (c) Norms are unwritten rules that convey to the members what they ought to do
  - (d) Norms include being considerate in responding to colleagues' needs
  - (e) Norms include celebrating major achievements of the department.
71. It is comparatively easier to handle a situation of demand for manpower rather than a situation of surplus manpower. Outplacement is used while dealing with surplus manpower. Which of the following is **true** regarding outplacement? [<Answer>](#)
- (a) Two workers are allowed to share the job and the salary
  - (b) Workers are terminated because their jobs become redundant
  - (c) Surplus employees are provided jobs in other organizations
  - (d) Employees have the option of coming back to the organization after the leave period
  - (e) Managers are loaned for a specified period of time to other organizations.
72. Which of the following refers to some highly specialized jobs that have little room for advancement in career terms and it is difficult for employees to get promotions, despite their career plans in such jobs? [<Answer>](#)
- (a) Short-term careers
  - (b) Low ceiling careers
  - (c) Career plateaus
  - (d) Dual careers
  - (e) Long-term careers.

73. The business environment has become very fluid and turbulent in the recent times. In this scenario, it is a very challenging task for HR professionals to attract, mould, develop and retain or retrench valuable human resources. Which of the following is/are **true** regarding Quality of Work Life (QWL) as a challenge to HR professionals? [<Answer>](#)
- I. It refers to the extent to which an employee's work meets his personal needs.
  - II. It gets better when more and more employees who have some expectations from their work are satisfied.
  - III. The Japanese, who are staunch supporters of the QWL approach, design work around teams and lay stress on a strong organizational culture.
  - IV. Though it has a positive impact on organizational performance and it does not help organizations to compete in the global marketplace.
- (a) Only (III) above
  - (b) Both (II) and (III) above
  - (c) Both (III) and (IV) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
74. Stress interviews have become less popular these days as many organizations have come to believe that it is not the best way to assess an employee's performance under stress. In this regard, which of the following is the objective of a stress interview? [<Answer>](#)
- (a) Criticize the applicants answers and interrupt
  - (b) To test the applicants ability to perform and deliver under stress
  - (c) To test whether the employee wants to stay in the organization for a long period
  - (d) To test the efficiency of the applicant before his supervisors
  - (e) To test the physical ability of the applicant.
75. Which of the following approaches to job design redesigned the over specialized jobs to make them more satisfying and rewarding to the employees and encouraged casual interactions with superiors and co-workers, so that the scope for flexibility in job design is more? [<Answer>](#)
- (a) Engineering approach
  - (b) Human relations approach
  - (c) Sociotechnical approach
  - (d) Job Characteristics approach
  - (e) Cyclic approach.
76. Which of the following is an integral part of the socialization process as it literally means the socialization of a new employee? [<Answer>](#)
- (a) Employee performance
  - (b) Organizational culture
  - (c) Work environment
  - (d) Orientation
  - (e) Organizational stability.
77. As a controller, it is the responsibility of the HR department, to ensure the compliance to various laws and regulations that govern the organizational environment. As a controller HR department [<Answer>](#)
- (a) Initiates the necessary organizational development interventions
  - (b) Acts as a bridge between the employees and the management
  - (c) Plays an active role in developing the values of the organization and framing its policies
  - (d) Should win the confidence and support of the line function by acting as a boss
  - (e) Should have adequate knowledge of various subjects like technology, sociology, etc.

78. Once the candidate accepts the offer and joins, the organization has to place him/her in the job for which he/she has been selected. In this regard, a proper placement of an employee results in which of the following? [<Answer>](#)
- I. Low employee turnover.
  - II. Low absenteeism.
  - III. Low performance appraisal programs.
  - IV. Low accident rates.
- (a) Both (I) and (II) above
  - (b) Both (II) and (III) above
  - (c) (I), (II) and (IV) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
79. Several factors influence the success or failure of a recruitment program. Which of the following is/are the organizational factors that influence the success or failure of a recruitment program? [<Answer>](#)
- I. Reputation of the organization.
  - II. The situation of the labor market.
  - III. Culture, social attitudes and beliefs.
  - IV. Law of the land and the legal implications.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
80. A local firm expands its business to other parts of the world in anticipation of increased business and higher profits. When a firm starts international operations, it develops new visions and missions and designs new global strategies of the firm. Which of the following is/are **false** regarding strategic IHRM? [<Answer>](#)
- I. The HR department must be able to create a work environment that will retain talented employees.
  - II. The skill to design appropriate expatriate compensation programs is more important than the ability to identify and plan for desired expatriate competencies.
  - III. Strategic IHRM nowadays is based on corporate strategy.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
81. The local laws of every country have some distinct features and it is the responsibility of the employer to abide by them while designing the application form. Which of the following are the questions that should **not** be asked in an application form? [<Answer>](#)
- I. Questions that have no relevance in the context of the job.
  - II. Questions that would invade, even remotely, the privacy of the applicant.
  - III. Questions that might lead to discrimination on any ground.
  - IV. Questions leading to adverse affect on the employment of women, minorities, and the disabled or senior citizens.
- (a) Both (II) and (III) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (III) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.

82. For many years, the engineering approach to job design was very popular, as it had many advantages. But later, though specialization offered economic benefits and enhanced organizational performance, resistance to this approach grew as the time progressed. Which of the following is **not** a demerit of overspecialization? [<Answer>](#)
- (a) Lot of personal input
  - (b) Mechanical pacing
  - (c) Repetition of job
  - (d) No end product
  - (e) Little social interaction.
83. Mr. Anand is promoted as the regional manager of Dunlop Furnishings Ltd., since he consistently produced excellent performance. Mr. Anand's promotion is based on [<Answer>](#)
- (a) Seniority
  - (b) Merit-cum-seniority
  - (c) Merit
  - (d) Vacancy
  - (e) Time-bound.
84. Most organizations use interviews as an essential step in the selection process. In this regard, decision making interviews are informal discussions that provide which of the following information? [<Answer>](#)
- I. Applicants' mental behavior.
  - II. Applicants' interest in the job.
  - III. Applicants' career planning.
  - IV. Applicants' reaction/adaptability to the working conditions.
- (a) Both (I) and (II) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (III) above
  - (d) (I), (III) and (IV) above
  - (e) (II), (III) and (IV) above.
85. The mission and the strategy of an organization determine its organizational structure, the level of centralization or decentralization and the recruitment strategy of the firm apart from other factors. In this context, which of the following is/are **false** regarding decentralization? [<Answer>](#)
- (a) The global management can decide whether to appoint locals or employees from the corporate office at the helm of local affairs
  - (b) The parent/corporate office retains the authority to make the important decisions
  - (c) Most of the important decisions on policies and procedures are taken by the subsidiaries
  - (d) The decision-making power is vested in the host-country management
  - (e) The top management does not interfere in the functioning of the subsidiary as long as there is no problem or need for intervention.
86. When new employees enter an organization they feel out of place because of the new surroundings, new boss and new co-workers. Hence, it is the responsibility of the management to orient the employees and to make the process of socialization smooth. Which of the following statement(s) is/are **true** regarding socialization and orientation? [<Answer>](#)
- I. The time period for orientation is relatively short compared to that of socialization.
  - II. Fewer organization members are involved in orientation compared to those involved in socialization.
  - III. Orientation involves broad-based changes in new employees.
  - IV. Orientation is a process that takes place organization wide where as socialization is a program.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.



87. Indian economy has major contribution from the BPO and IT sectors of International firms due to the concept of outsourcing. Which of the following is/are the cause(s) of International firms to go for outsourcing? [<Answer>](#)
- I. To keep company's employees strength low.
  - II. To avoid the problems of dealing with changes in the requirement of manpower.
  - III. To use their manpower for routine activities rather than important and strategic jobs.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
88. An organization will have a much greater choice in human resources if it decides to go in for external recruitment. In this regard, which of the following is **not** a source of external recruitment? [<Answer>](#)
- (a) Campus recruitments
  - (b) Employee referrals
  - (c) Displays on notice boards
  - (d) Interested applicants
  - (e) Advertisements.
89. The most common end product of a job analysis is a documented job description. Which of the following are the guidelines that help in writing a good job description? [<Answer>](#)
- I. The scope and nature of the work, including all important relationships, should be indicated.
  - II. The work and duties of the position should be clearly laid out.
  - III. Supervisory responsibility should be explained to the incumbents.
  - IV. Lengthy and accurate statements should be used.
- (a) Both (II) and (III) above
  - (b) Both (III) and (IV) above
  - (c) (I), (II) and (III) above
  - (d) (II), (III) and (IV) above
  - (e) All (I), (II), (III) and (IV) above.
90. According to Eric Flamholtz, which of the following is defined as a measurement of the cost and value of people for an organization? [<Answer>](#)
- (a) Human resource management
  - (b) Human resource planning
  - (c) Human resource accounting
  - (d) International human resource management
  - (e) Strategic human resource management.
91. It is not only the interviewee, but also the interviewer, who has to prepare for an interview. Which of the following is **not** a step an interviewer should follow while preparing for the interview? [<Answer>](#)
- (a) Be prepared to interview the candidates without any prejudice or bias
  - (b) Read application of the candidate so that relevant questions can be asked
  - (c) Determine the objectives of the interview
  - (d) Plan one's time so as to allocate more time for candidates who fit into your requirement and less time with unsure candidates
  - (e) Determine the mode of evaluation.
92. The number of successful placements is the most important criterion for determining the success or failure of a recruitment program. Which of the following is/are the problem(s) when the number of applicants is less? [<Answer>](#)
- I. Advertisement issued by the company.
  - II. Company's reputation.
  - III. Incumbent's expectations.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.

93. Strategic IHRM helps a global organization view market opportunities and threats from the Human Resource (HR) perspective. A SWOT analysis of a firm, from the HR perspective helps the firm [<Answer>](#)
- (a) Ensure perceived equity and fairness of compensation among all the employees of the firm, across the world
  - (b) Learn the skills required to lead a cross-cultural team
  - (c) Ensures good labor-management relations in all countries
  - (d) Ensures equal opportunity to all employees in promotions and other growth opportunities
  - (e) Develop its own strategy for survival and success in international business.
94. The employees need to be informed about their future prospects in the organization, especially if the job involves a high degree of specialization and limited growth in terms of promotions. This free flow of information helps the organization in which of the following way(s)? [<Answer>](#)
- I. Win employee acceptability and trust.
  - II. Optimizing the utilization of resources.
  - III. To keep a track of the changes taking place in the organization.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) All (I), (II) and (III) above.
95. Which of the following provides a complete list of competencies and qualifications required to match the job description? [<Answer>](#)
- (a) Job posting
  - (b) Job ranking
  - (c) Job evaluation
  - (d) Job rotation
  - (e) Job specification.
96. With the growing importance of knowledge workers to organizations, and rising expectations of employees, it is essential to have a good human resource management system in place. The emphasis on proper and effective human resource management has increased because [<Answer>](#)
- I. Human resource spans across all functions in an organization and is pervasive.
  - II. One common factor that every manager has to manage is the human resources.
  - III. The human resource system is termed as the secondary and central sub-system in an organization.
- (a) Only (II) above
  - (b) Only (III) above
  - (c) Both (I) and (II) above
  - (d) Both (I) and (III) above
  - (e) Both (II) and (III) above.
97. To satisfy the demand in the manpower, an organization can look at various sources. Which of the following is/are **true** regarding the source(s) of managing the future demand? [<Answer>](#)
- I. Only internal source should be used so that surplus manpower problem does not occur.
  - II. Depending on the nature of the work, the work can be outsourced.
  - III. Training to the existing employees.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (I) and (II) above
  - (e) Both (II) and (III) above.

98. The process of socialization is not limited to conveying the job responsibilities and the role expectations to the new employee. In this regard, which of the following is **not** involved in the process of socialization? [<Answer>](#)
- (a) Co-workers
  - (b) Subordinates
  - (c) Clients
  - (d) Supervisors
  - (e) Market leaders.
99. Evidence shows that failure in global ventures is due to lack of understanding in managing the varied requirements and expectations of employees across different cultures. Which of the following is/are the most important differentiating factor(s) between international and domestic HRM? [<Answer>](#)
- I. Human resources.
  - II. Socio-political system.
  - III. Legal system.
- (a) Only (I) above
  - (b) Only (II) above
  - (c) Only (III) above
  - (d) Both (II) and (III) above
  - (e) All (I), (II) and (III) above.
100. There are different methods of job analysis. In this regard, which of the following is a method of gathering all the job related information from 'experts', usually supervisors, and not the job incumbents? [<Answer>](#)
- (a) Position analysis questionnaire
  - (b) Technical conferencing method
  - (c) Functional job analysis
  - (d) Critical incident technique
  - (e) Questionnaire method.

**END OF QUESTION PAPER**

## Suggested Answers

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Answer	Reason	
1. C	The correct sequence of the job analysis process is: <ul style="list-style-type: none"> <li>• Information gathering.</li> <li>• Job-specific competency determination.</li> <li>• Developing a job description.</li> <li>• Developing a job specification.</li> </ul>	<a href="#">&lt;TOP&gt;</a>
2. D	Statements (I), (II) and (IV) are correct. The key principles which need to be considered in delegating responsibility are: <ul style="list-style-type: none"> <li>• The delegation should improve organizational working and should contribute positively to the organization.</li> <li>• No two employees should be assigned the same responsibility. That is, the manager has to ensure that their responsibilities do not overlap.</li> <li>• The organization cannot afford any gaps in the delegation chain as this would result in an unaccomplished task.</li> <li>• As the boundaries or limits of the responsibility need to be fixed.</li> </ul>	<a href="#">&lt;TOP&gt;</a>
3. C	Personality items require the applicant to provide information on his strengths and weaknesses, his professional goals – both long-term and short-term, and his hobbies and interest.	<a href="#">&lt;TOP&gt;</a>
4. E	Geocentric approach of international human resource management is based on optimization.	<a href="#">&lt;TOP&gt;</a>
5. E	The employee at maintenance stage strives to maintain a reputation and likes others to perceive him as one who is a major contributor to the organization. Employees at this stage have enough job experience. Employees at this stage try to update his/her knowledge and skills. Employees at exploration stage try to identify their likes and dislikes.	<a href="#">&lt;TOP&gt;</a>
6. C	Organizing involves establishing an intentional structure of roles for people in an organization. Structural considerations such as the chain of command, division of labor, and assignment of responsibility are part of the organizing function.	<a href="#">&lt;TOP&gt;</a>
7. D	Applicants apply not in response to any advertisement or announcement of a vacancy. Such candidates can send their applications to the management either through post or e-mail or in person to express their interest in employment with the company. It is important that these applications are categorized and maintained in a proper way.	<a href="#">&lt;TOP&gt;</a>
8. A	In intermediate-level planning is done at SBU which includes determining the recruitment/layoff strategy, retaining strategy etc. In Operations planning, plans are made at operational level which includes simple plans like plans for training & development of resources, recruitment etc. Corporate level planning considers market situation, strategic plans of the organization, the technological changes anticipated etc. at a micro level. Management of day-to-day activities like grievance handling is short-term activities planning.	<a href="#">&lt;TOP&gt;</a>
9. E	The there broad categories of HR activities are: <ul style="list-style-type: none"> <li>• Procurement of human resource.</li> <li>• Allocation of human resource.</li> <li>• Utilization of human resource.</li> </ul>	<a href="#">&lt;TOP&gt;</a>
10. B	In observation method of job analysis, the individual performing the job are observed and relevant points are noted. The notes might include what was done and how was it done.	<a href="#">&lt;TOP&gt;</a>

11. A Values are basic convictions that differentiate between right or wrong, good or bad, desirable or undesirable in organizational culture. [<TOP>](#)
12. B Statements (I) and (II) are correct. Accountability is the basic concept of delegation. The following are true regarding accountability: [<TOP>](#)
- The employee's answerability on using the authority in discharging a responsibility is termed accountability.
  - It is from the employee to the manager, in a direction opposite to responsibility and authority which are delegated by the manager to the employee
  - As an employee has to be made accountable to only one manager, in the discharge of his responsibilities. Divided or multiple accountability leads to confusion where as single accountability results in better discharge of responsibilities.
13. A Individual assessment is needed for the people who enter an unsuitable job with some reasons such as financial needs, family background, inadequate knowledge and improper guidance. [<TOP>](#)
14. B Significant characteristics of a job provides the information regarding the location of the job, its physical setting, the degree of supervision required for the job, union jurisdiction, the hazards and discomforts involved in the job [<TOP>](#)
15. A In clinical method of evaluation, all the information furnished by the applicant in the application form is analyzed and inferences are made about the applicant's personality. In weighted method of evaluation, certain points are assigned to each item in the application form. It is a statistical technique. [<TOP>](#)
16. B Mr. Solomon will be termed as host- country national as he is from South-Africa and worked as a third-country national in the USA. [<TOP>](#)
17. A When the socialization process is implemented effectively, it ensures organizational stability. An effective socialization ensures that a new employee fits well into the organization. [<TOP>](#)
18. E Succession planning involves identifying and grooming a successor for a vacancy that would arise in the future. [<TOP>](#)
19. A The model for planned self development for an individual consists of six steps - self assessment, opportunity analysis, decision making, leverage network, venture and continuous assessment. It starts with the assessment of self by the individual to understand his strengths, weaknesses, competencies and aspirations. The next step is the evaluation of the opportunities and the changing market trends. [<TOP>](#)
20. D Bonus is primarily a share in the surplus or bounty and is directly related to the organization's performance. In India, the payment of bonus is a very popular means of rewarding employees and is governed by The Payment of Bonus Act 1965. [<TOP>](#)
21. C According to Van Maanen J. Schien the process of socialization can be divided into three stages, pre-arrival stage, the encounter stage and the metamorphosis stage. [<TOP>](#)
- In encounter stage, the employee experiences the realities of his new job. The employee tries to compare his/her expectations with the realities of the job.
  - In the pre-arrival, the employee is given the insight of his/her job.
  - In the metamorphosis stage, the individual tries to reorient himself/herself and work towards fulfilling organizational objectives by following organizational norms.
22. B Statements (I) and (II) are true. Evaluating an applicant during selection involves understanding his emotional stability, attitude and value system apart from evaluating his knowledge and skill levels. [<TOP>](#)
23. B Reduced work hours is one of the popular techniques employed to avoid retrenchment/lay-off during difficult times. It is suitable for organizations which are cohesive and works to develop strong feelings of camaraderie among their employees. The employees agree to be paid less and put in fewer hours of work to avoid their colleagues being retrenched. [<TOP>](#)

24. D Turnover management: Appropriate action plans to generate turnover have to be developed to avoid positions becoming blocked. [<TOP>](#)
25. D Technological changes have an impact on the educational system in the country and hence the products of the system too. [<TOP>](#)
26. B In a manufacturing unit, when a worker, who is performing well, is designated as a supervisor. He is promoted on the basis of his ability. This process is not sequential, but random in nature. [<TOP>](#)
27. B To be successful, job analysis needs the support and involvement of various sections of the organization like the employees, the management, the unions and of course the HR department. Hence it is important to allay employees' fears by communicating all the details of the exercise in a simple and transparent manner. Options (c), (d), and (e) are true with the issue of gathering information. And option (a) job analysis should not have detailed and elaborate job description. [<TOP>](#)
28. A Once all the candidates are evaluated and the final decision taken, the offer is made to the candidate. Before the candidate joins the organization, the HR function has to do reference check. [<TOP>](#)
29. A The formal organization is the defined set-up of roles for the achievement of organizational goals and objectives. The formal organization is the basic framework according to which the work flows. Care should be taken when designing a formal organization, to ensure that no bottlenecks are created in the work flow.  
The rapport employees share in an informal organization may come handy when they have a common task. Hence statement (III) is false regarding formal organizations. [<TOP>](#)
30. B Individuals who desire security and stability want to be free from any anxiety of uncertainty or insecurity. [<TOP>](#)
31. C Job design is a process of structuring work and designating the specific activities at individual or group level. [<TOP>](#)
32. C Statements (III) and (IV) are true. Personal information in an application form normally includes name, date of birth of the candidate, gender, marital status, details of his family, occupations of other family members, annual income of the family address, etc. [<TOP>](#)
33. B Cultural awareness and tolerance is more important than technical expertise for expatriates to succeed. [<TOP>](#)
34. C Edgar Schein, a professor at MIT, developed the idea of career anchors and came up with eight career anchors. People with pure challenge career anchor just love solving difficult problems. [<TOP>](#)
- Individuals with autonomy as a career anchor desire to have freedom to operate
  - Individuals with technical/functional competence anchor exhibit strong inclination to develop something which they can call their own
  - Individuals with general management as a career anchor have good planning, organizing, managing and controlling skills
  - Individuals with creativity anchor are often successful as artists, free-lancers, entrepreneurs and innovators.

35. B Based on the type of clientele they serve, employment agencies can be broadly classified into public or state agencies, private agencies and head hunters. Public or state agencies are [<TOP>](#)
- Employment exchanges are initially established to handle the problem of unemployment in the country.
  - Employment exchanges were extremely popular, today however, they have become somewhat outdated.
  - It was and still is mandatory for any company to register its vacancy positions in the employment exchange.
  - The exchange facilitates communication between the candidates it finds suitable, and the company.
  - Employment exchanges are state sponsored placement agencies.
36. B While analyzing the future requirements in comparison with the current inventory, the source(s) of supply/separation that should be considered are: [<TOP>](#)
- Transfers, which might not affect the organizational balance, but would change the employee strength of different units within the organization.
  - Separations from the organization due to retirement, resignation, disciplinary action, death or sickness have to be considered while planning.
  - Changing demographics have an effect on the external supply of human resources.
  - Promotions and demotions have an effect on the human resource plan.
37. A In fixed socialization strategy, strict time schedule is laid down for completion of a particular task. The time period is standardized and the individual is certain with regard to the time require for completing the task. [<TOP>](#)
38. C The phenomenon of people entering their jobs, occupations and careers with little attention to career planning and then feeling disengaged is known as career drift. [<TOP>](#)
39. E As an auditor a HR specialist is responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources. [<TOP>](#)
40. D According to principles of scientific management, the role of management in job design is as follows: [<TOP>](#)
- The manager determines one best way of performing the job.
  - The manager employs individuals according to their abilities, which have to match the needs of job design.
  - The manager undertakes all planning, organizing and controlling of a job. The workers have to be trained to perform the job ‘in one best way’ as decided by the management.
41. D Statements (I), (II) and (IV) are true. Interest tests help in assessing an individuals’ genuine interest in a job and its profile. They are generally inventories of likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities. [<TOP>](#)
- Personality tests help in assessing an individuals’ value system, emotions, maturity and other personal characteristics.
42. D The importance of IHRM: [<TOP>](#)
- Skilled managerial and technical manpower that match the best in the world, provide India with a distinct cutting edge in global competition.
  - It is important for the international firms to note that it is very easy to get qualified and talented managers in every part of the world.
  - Expatriate executives, can play an important role during the early days of a company’s operations in a new market.

43. C Investiture strategy does not try to change the individuals who join them but try to take advantage of their new and unique abilities. [<TOP>](#)  
Divesture strategy tries to make new employees unlearn their existing knowledge and skills and dismantle their existing characteristics.  
Serial strategy is desirable if there is a guarantee that no organizational changes shall be introduced soon.
44. C If an organization is looking for a young, fresh technician, it would be better to advertise in the local news paper than in a magazine like business today. For large numbers the campus interview are preferred. [<TOP>](#)
45. D Organic organizations are characterized by low level of authority. [<TOP>](#)
46. E According to sociotechnical approach the basic characteristic of a job are: [<TOP>](#)
- Social support and recognition
  - A little challenging and demanding
  - Correlation with social lives
  - Decision-making authority
- Task significance is a characteristic of job according to job characteristics approach.
47. A Career paths chart the possible directions and paths of advancement in an organization. Career paths have been defined as logical progressions between jobs or from one job to a target position. [<TOP>](#)
48. A There are four strategies which are adopted by firms with international operations. Multi-domestic firms try to create value by emphasizing local responsiveness; international firms, by transferring core competencies overseas; global firms, by realizing experience curve and location economies; and transnational firms by doing all these things simultaneously. [<TOP>](#)
49. D Statements (I) and (III) are true. While closing an interview the interviewer should also explain to the candidate the expected course of action, the expected date of intimation to the candidate regarding the outcome, etc. [<TOP>](#)
50. A Condensed work week involves compressing the work week by increasing the number of working hours per day. Normally, a 40 hour, five day work week is condensed into four days, by increasing the number of working hours from eight to ten hours per day. [<TOP>](#)
51. D Polygraph tests are conducted to test the validity and truthfulness of an applicant's answers, by monitoring the physical changes in his body as he answers a series of questions. [<TOP>](#)
52. E In a mechanistic organization, the power and authority vest in a few hands and the tasks and duties are specified clearly. The technical methods, associated with each functional role, are defined precisely. Interaction is vertical and working behavior is administered by instructions and decisions made by superiors. [<TOP>](#)
53. E Contest Strategy believes that regardless of an individual's age or experience every person starts out as the same. [<TOP>](#)
- Tournament strategy believes that based on their performance and adherence to the organizational norms, employees are promoted to the next stage.
  - Variable strategy believes that the time period for one employee in completing a particular task may be different from another.
  - In the serial strategy, a senior or experienced employee in a similar job trains the new recruit on the various aspects of the job.
  - In the sequential method, an individual passes through a sequence of activities for the accomplishment of a particular target



54. C Human Resource Planning is the process of ensuring the right number of qualified people, into the right job at right time to deliver the results in an efficient and effective manner. [<TOP>](#)
- The process of choosing the most suitable candidate for a job from among the available applicants is called selection.
  - Job analysis is the process of determining and recording all the pertinent information about a specific job, including the tasks involved, the knowledge and skill set required to perform the job, the responsibilities attached to the job and the abilities required to perform the job successfully.
  - The process of ensuring the new employees adapt to the organizational culture is called socialization.
  - The process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen is recruitment.
55. E Well-executed and well-planned career planning programs are beneficial for employees as well as the organization. The benefits to the organization are: [<TOP>](#)
- Ensures availability of resources for future
  - Enhances organizational ability to attract and retain talent
  - Ensures growth opportunities for all
  - Handles employee frustrations
- Knowledge of the career opportunities available to employees is a benefit for the employee.
56. E The job enrichment techniques are: [<TOP>](#)
- Incorporating more responsibility in the job
  - Providing wider scope, greater sequencing and increased pace of work
  - Assigning a natural unit of work
  - Minimizing controls and providing freedom of work when the employees are clearly accountable for attaining defined goals
  - Introducing new, difficult and creative tasks.
57. A Job analysis should include the special responsibilities and competencies of an expatriate and a global manager. [<TOP>](#)
58. C Candidate from within the organization respond to the 'job posting' by sending in their applications. [<TOP>](#)
59. C Job enlargement is increasing the number of tasks and job enrichment is the autonomy to perform the job tasks by the employee. [<TOP>](#)
60. E Preliminary interviews are brief, first round interviews that aim to eliminate the applicants who are obviously unqualified for the job. [<TOP>](#)
61. E Successful quality improvement programs require long -term perspective. Hence option (e) is the answer. [<TOP>](#)
62. B Socialization helps create order and consistency. The two ways to control and bring about order in an organization are: [<TOP>](#)
- Have formal controls such as rules for every move an individual makes.
  - Use informal controls which can be imposed through organizational culture which is build through ages and is passed on to the next generation through socialization.
63. A Employees as well as organizations face certain issues or challenges in career planning. The demands of a fast changing economy have been for forcing organizations to restructure and reorganize themselves. [<TOP>](#)

64. C Job rotation relieves employees from monotonous jobs. It helps managers to deal with frequent absenteeism and high turnover of workforce. [<TOP>](#)  
Job enrichment basically caters to all job characteristics mentioned in the 'job characteristics approach' to job design.  
Flexitime allows employees choose their working hours.
65. B A good recruitment policy should be based on [<TOP>](#)
- The cost of recruitment.
  - Preferred sources of recruitment.
  - Criteria for selection.
  - Identification of the recruitment needs.
66. D Tall organizational structure is characterized by narrow span of control. Therefore, statement (I) is not true regarding flat structure. [<TOP>](#)  
Statement (II) and (III) are true. Flat organizations need well-trained management teams, equipped to take decisions at lower levels. Flat organizational structure has fewer hierarchical levels.
67. E The disadvantage of an unstructured interview is that such interviews tend to be more subjective. [<TOP>](#)
68. C Statements (I), (II) and (III) are true. The results of job analysis like the requirements, tasks and responsibilities of a job form the inputs for the employment exercise. [<TOP>](#)  
Responsibilities of management are not inputs for the employment exercise.
69. A The goals and the metrics will not be the same across the countries. The performance appraisal system of an organization operating in different countries needs to be designed and implemented with utmost care. [<TOP>](#)  
Career management and development ensures that both the employees and the company enjoy the long-term benefits of working together.
70. A Relevant norms are those that are considered to be desirable but not absolutely essential for the organization. Norms are unwritten rules that convey to the members what they ought to do and what they ought not to do. Norms may include conforming to informal production standards set by the group, considerate in responding to colleagues' needs, celebrating major achievements of the department. [<TOP>](#)
71. C In outplacement surplus employees are provided jobs in other organizations. [<TOP>](#)
72. B Low ceiling careers refer to some highly specialized jobs that have little room for advancement in career terms and it is difficult for employees to get promotions, despite their career plans in such jobs. [<TOP>](#)
73. B Quality of work life refers to the extent to which an employee's work meets his professional needs. It gets better when more and more employees who have some expectations from their work are satisfied. The Japanese, who are staunch supporters of the QWL approach, design work around teams and lay stress on a strong organizational culture. It has a positive impact on organizational performance and helps organizations to compete in the global marketplace. [<TOP>](#)
74. B The objective of the stress interview is to test the applicant's ability to perform and deliver under stress. [<TOP>](#)
75. B The human relations approach introduced a "human touch" to deal with the problem of over specialized jobs. Under this approach, over-specialized jobs needed to be redesigned to become more satisfying and rewarding to the employees. It was felt that the workers have social needs which necessitate casual interactions with supervisors and co-workers. So, scope for flexibility had to be introduced in job design. [<TOP>](#)
76. D Orientation is an integral part of the socialization process as it literally means the socialization of a new employee. [<TOP>](#)

77. C It is the responsibility of the HR department, as a controller, to ensure the compliance to various laws and regulations that govern the organizational environment. As a controller HR department plays an active role in developing the values of the organization and framing its policies. [<TOP>](#)
- HR department in the role as a change agent initiates the necessary organizational development interventions and should have adequate knowledge of various subjects like technology, sociology etc.
  - HR department in the role as a specialist acts as a bridge between the employees and the management.
  - HR department in the role as a facilitator should win the confidence and support of the line function by acting as a boss.
78. C Statements (I), (II) and (IV) are true. A proper placement of an employee results in low employee turnover, low absenteeism, and low accident rates in shop floor jobs and improved morale and commitment of the employee. [<TOP>](#)
79. A The organizational factor that influences the success or failure of a recruitment program is reputation of the organization. [<TOP>](#)  
The environmental factors are:
- The situation of the labor market.
  - Culture, social attitudes and beliefs.
  - Law of the land and the legal implications.
80. D [<TOP>](#)
- The HR department must be able to create a work environment that will retain talented employees.
  - The ability to identify and plan for desired expatriate competencies is important, as is the skill to design appropriate expatriate compensation programs.
  - Earlier, HR Strategy is based on corporate strategy.
81. E [<TOP>](#)
- The local laws of every country have some distinct features and it is the responsibility of the employer to abide by them while designing the application form. The questions that should not be asked in an application form are:
- Questions that have no relevance in the context of the job.
  - Questions that would invade, even remotely, the privacy of the applicant.
  - Questions that might lead to discrimination on any ground.
  - Questions leading to adverse affect on the employment of women, minorities, and the disabled or senior citizens.
82. A [<TOP>](#)
- Demerits of overspecialization are:
- No personal input
  - Mechanical pacing
  - Repetition of job
  - No end product
  - Little social interaction.
83. C [<TOP>](#)
- Merit based promotions are awarded to those employees who have consistently produced excellent performance.
84. E [<TOP>](#)
- Statements (II), (III) and (IV) are true. Decision-making interviews are usually informal discussions where the applicant's interest in the job and the organization, his reaction/adaptability to the working conditions, career planning and promotional opportunities, work adjustment and allotment, etc. are evaluated and discussed.
85. B [<TOP>](#)
- In a centralized set-up, the parent/corporate office retains the authority to make the important decisions.

86. C The time period for orientation is relatively short compared to that of socialization. Fewer organization members are involved in orientation compared to those involved in socialization. Socialization involves broad-based changes in new employees. Socialization is a process that takes place organization wide where as orientation is a program. [<TOP>](#)
87. C As to use their manpower for important and strategic jobs rather than for routine activities. [<TOP>](#)
88. C Sources of external recruitment are: [<TOP>](#)
- Campus recruitments
  - Employee referrals
  - Interested applicants
  - Advertisements.
89. C The guidelines that help in writing a good job description are: [<TOP>](#)
- The scope and nature of the work, including all important relationships, should be indicated.
  - The work and duties of the position should be clearly laid out.
  - Supervisory responsibility should be explained to the incumbents.
  - Brief and accurate statements should be used.
90. C According to Eric Flamholtz, human resource accounting is defined as a measurement of the cost and value of people for an organization. [<TOP>](#)
91. D It is not only the interviewee, but also the interviewer, who has to prepare for an interview. The interviewer should follow these steps when preparing for the interview: [<TOP>](#)
- Be prepared to interview the candidates without any prejudice or bias
  - Read application of the candidate so that relevant questions can be asked
  - Determine the objectives of the interview
  - Plan one's time so as to allocate equal time and attention to all the interviewees
  - Determine the mode of evaluation.
92. C When the number of applicants is less, then there is a problem in the advertisement issued by the company or company's reputation. [<TOP>](#)
93. E A SWOT analysis of a firm, from the HR perspective helps the firm develop its own strategy for survival and success in international business. [<TOP>](#)
94. E This free flow of information helps the organization in the following ways: [<TOP>](#)
- Win employee acceptability and trust.
  - Optimizing the utilization of resources.
  - To keep a track of the changes taking place in the organization.
95. E Job specification provides a complete list of competencies and qualifications required to match the job description. [<TOP>](#)
96. C The emphasis on proper and effective human resource management has increased because: [<TOP>](#)
- Human resource spans across all functions in an organization and is pervasive.
  - One common factor that every manager has to manage is the human resources.
  - The human resource system is termed as the primary and central sub-system in an organization.
97. E Depending of the nature of the work the work can be outsourced. Training to the existing employees. [<TOP>](#)

98. E The process of socialization also needs the involvement of co-workers, supervisors, subordinates, clients and other people with whom the new employee is expected to interact. The employee cannot interact with the market leaders the option (e) is in correct. [<TOP>](#)
99. E The most important differentiating factors between international and domestic HR are: [<TOP>](#)
- Human resources.
  - Socio-political system.
  - Legal system.
100. B Technical conference method is a method of gathering all the job related information from ‘experts’ –usually supervisors –and not the job incumbents. [<TOP>](#)

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