Question Paper
Human Resource Management - I (MB2D3): October 2008

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

1. The human resource policies are a set of guidelines that determine the way in which employees are to be treated in the organization. Which of the following is/are **true** regarding the human resource policies?

   I. Polices should be derived from the organizational and human resource objectives.
   II. Polices should guide decision making and organizational goal.
   III. Policies should be employer friendly.
   IV. Policies should not be based on organizational culture and external environment.

   (a) Only (III) above
   (b) Both (I) and (II) above
   (c) Both (II) and (III) above
   (d) (I), (II) and (III) above
   (e) All (I), (II), (III) and (IV) above.

2. The human resources approach treats the organization goals and employee needs as being mutual and compatible. Which of the following is/are the principles of human resources approach?

   I. It is necessary to create and maintain a conducive work environment.
   II. The time and resources employed in managing and development are an investment that the organization makes.
   III. Policies and programs and practices must cater to the needs of employees.
   IV. Employees are solely motivated by money.

   (a) Only (III) above
   (b) Both (I) and (II) above
   (c) Both (II) and (III) above
   (d) (I), (II) and (III) above
   (e) All (I), (II), (III) and (IV) above.

3. Employee relations deal with the employees in the organizational context, as a social group that contributes to the organization. Which of the following is **not** included in employee relations?

   (a) Increasing employees productivity
   (b) Keeping the employees satisfied and motivated
   (c) Developing team building, team management and leadership skills in employees
   (d) Designing and implementing a fast and suitable grievance management system
   (e) Reducing the quality of work life and personal life of the employees.

4. The monetary benefits and non-monetary benefits given to employees during their employment and sometimes in the post-employment period are called

   (a) Fringe benefits
   (b) Performance appraisal benefits
   (c) Management development benefits
   (d) Bonus
   (e) Incentives.

5. The optimum utilization of human resources to achieve the set goals and objectives in the business environment is termed as

   (a) Strategic human resource management
   (b) Human resource development
   (c) Human resource accounting
   (d) Human resource audit
   (e) Human resource planning.

6. Human Resource Management (HRM) functions are broadly classified into managerial functions and operative functions. The basic managerial functions of HRM are

<Answer>

(a) Planning, organizing, staffing, directing and controlling
(b) Job analysis, human resource planning, job specification and directing
(c) Induction, human resource planning, job analysis and controlling
(d) Induction , planning, organizing and recruitment
(e) Directing, planning, job analysis and induction.

7. Which of the following is/are **false** regarding line and staff relationship?

<Answer>

I. The staff manager has the final say in case of a conflict of opinions between the line and the staff managers.
II. The staff function exists only because it has to support the line function in delivering its responsibilities.
III. It is the line managers who deliver the results for the company.

(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

8. Based on a survey of the British firms, organizations are categorized into mechanistic and organic organization. Which of the following is **false** regarding mechanistic organization?

<Answer>

(a) The power and authority vest in a few hands
(b) Tasks and duties of all the employees are specified clearly
(c) Technical methods with each functional role are defined precisely
(d) Interaction is horizontal within the management
(e) Decisions are made by superiors on operations.

9. Informal organizations are formed by employees, without any formal goals or objectives. Which of the following statements is **false** regarding informal organization?

<Answer>

(a) The rapport the employees share may come handy when they have a common task
(b) There is free flow of information
(c) There is free flow of ideas
(d) Employees directly contribute to the organization objectives
(e) Employees indirectly hinder the achievement of organization objectives.

10. The HR department plays an important role in the efficient and effective functioning of an organization. It acts as a specialist, facilitator, change agent and a controller. Which of the following is/are **not true** regarding the HR department's role as a specialist?

<Answer>

I. As a specialist, it advises the management, including the top management on various people-related issues.
II. As a specialist, it is HR department's responsibility to convey management decisions to the employees.
III. As a specialist, HR department facilitates the design and implementation of developmental activities like training and performance appraisal.
IV. As a specialist, HR department plays the additional role of conveying the expectations and demands of the employees to the management.

(a) Only (III) above
(b) Both (I) and (II) above
(c) Both (I) and (III) above
(d) Both (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

11. The concept of organization deals with the span of supervision and the number of hierarchical levels in an organization. Which of the following statements is **false** regarding the tall organizational structure that the organization deals?

<Answer>

(a)   It has more hierarchical levels
(b)   It is usually characterized by wider spans of control
(c)   The organization facilitates close supervision
(d)   The accountability and responsibility are generally attached to the supervisors' role
(e)   Subordinates get little exposure to the work demands.

<Answer>

12. In which of the following organizations, the reporting channels and work relations are pre-defined and accountability and responsibility are fixed for all roles?

(a)   Informal organization
(b)   Formal organization
(c)   Financial organization
(d)   Mechanistic organization
(e)   Organic organization.

<Answer>

13. Authority enables managers to act, exert influence, and make decisions in carrying out their responsibilities. Which of the following is/are **true** regarding authority?

I.   It refers to the right to give orders and the power to exact obedience from others in the process of discharging the responsibility.
II.   It has to commensurate with responsibility to avoid any kind of imbalance.
III. A disproportionate delegation of authority might result in successful discharge of the responsibility.

(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.

<Answer>

14. There are organizations which even today experience severe line-staff conflicts. Which of the following is/are the expectations and complaints of the line managers about the HR function?

I.   HR staff does not take up line authority.
II.   The HR function does not provide the right support.
III. HR staff tries to steal the limelight.
IV.   HR staff does not see the whole picture as they have a very narrow view of issues.

(a)   Only (III) above
(b)   Both (I) and (II) above
(c)   Both (III) and (IV) above
(d)   (II), (III) and (IV) above
(e)   All (I), (II), (III) and (IV) above.

<Answer>

15. Which of the following approaches to globalization is based on customization and assumes that markets and cultures are different in different countries and their varying needs have to be catered to?

(a)   Ethnocentric Approach
(b)   Polycentric Approach
(c)   Geocentric Approach
(d)   Human resource Approach
(e)   Behavioristic Approach.

<Answer>

16. It is the responsibility of the HR department to ensure that no employee reaps extra benefits nor loses due to his/her benefits owing to a global assignment. It is important to see that employees perceive equity and uniformity in HR policies and their implementation. In this context, which of the following is/are **true** regarding expatriates?

I.   Expatriates have to be given pre-departure citizenship of the country where he is ported.
II.   Expatriates have to be imparted pre-departure training.
III. Expatriates have to be provided information related to immigration, travel and assistance on housing, shopping, medical care, education and recreation as part of their relocation and orientation.

(a)   Only (I) 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.

17. International Human Resource Management is the management of the human resources of an organization in the context of international business. Which of the following dimension(s) constitute the model of international HRM by Morgan?

I.   There are two broad categories of HR activities, which encompass the extra activities of human resource management.
II.   There are three national or country classifications involved in the international business of the organization, the home country where the company has its headquarters or corporate office, the host country in which a subsidiary may be located and "other" countries which can be sources of finance or labor.
III. The three categories of employees of a global company are the parent-country nationals (PCNs), the host-country nationals (HCNs) and the third-country nationals (TCNs).

(a)   Only (I) 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.

18. Which of the following is/are **false** regarding the basic feature(s) of international human resource management which differentiate it from domestic human resource management?

I.   Increase complexity of HR activities.
II.   Cultural awareness and tolerance.
III. Diluted risk on the people front and increased risk on business front.

(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.

19. Management of teams which consist of employees from different countries and cultures is a major responsibility of international managers. Which of the following is/are **false** regarding management of cross-cultural teams?

I.   Management of teams has to ensure that all employees in a team possess cross-cultural understanding and tolerance to work as a team.
II.   Teams have to create their own culture in the organization to accommodate people of same culture.
III. It is the responsibility of international managers to train and educate the parent-country nationals (PCNs), the host-country nationals (HCNs) and the third-country nationals (TCNs) to understand each other's cultures.

(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.

20. HR activities assume greater complexity in the context of an international business organization. In this regard, which of the following is/are **true** regarding training and development of employees in an international business organization?

I.   Employees in an international business organization need to be trained to learn and understand the elements of different cultures and develop tolerance towards these cultures.
II.   Employees in an international business organization need to be equipped to work in cross-cultural teams smoothly and effectively.
III. Expatriates need not to be trained, on specific aspects of the country they are being posted to, like language and the culture.

(a)   Only (I) above
(b)   Only (II) above
(c)   Both (I) and (II) above
(d)   Both (II) and (III) above
(e)   All (I), (II) and (III) above.

<Answer>

21. Expatriate executives, can play an important role during the early days of a company's operations in a new market. However, in the long run, a strong foundation of local managers is the key, as they have

(a)   Foreign culture
(b)   Little understanding of the local culture and markets
(c)   Local connection and knowledge
(d)   Skills always better than the expatriates
(e)   Good communication skills.

<Answer>

22. There are various factors that influence and cause a change in International HRM. Due to which of the following factors affecting IHRM, few companies think of opening their shop in a cash rich nation, where labor is very costly?

(a)   Political forces
(b)   Market forces
(c)   Labor forces
(d)   Legal forces
(e)   Economic forces.

<Answer>

23. When a firm starts international operations, it develops new visions and missions and designs new global strategies to achieve them. In this regard, which of the following is/are **true** regarding strategic international human resource management?

I.   The global HR strategies must be designed to match the corporate strategies of the firm.
II.   The global HR strategies are based on past opportunities of the firm.
III. The HR department of global firm needs to spot talent and identify drivers for different employee groups in different cultures.

(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.

<Answer>

24. 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 **true** regarding centralization or decentralization?

I.   In a centralized set-up, the decision-making power is vested in the host-country management.
II.   In a decentralized set-up, the parent/corporate office retains the authority to make the important decisions.
III. In a decentralized set-up, most of the important decisions on policies and procedures are taken by the subsidiaries.

(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.

<Answer>

25. The challenges are higher and the hurdles bigger, for an organization which operates in different parts of the world. There are various strategies which are adopted by firms with international operations. Multi-domestic firms try to create value by

(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.

<Answer>

26. The human resource department of an organization which operates in different countries has a lot more to do,

when compared to that of a firm which has only a local presence. Which of the following is **not** a feature of a successful global manager?

(a) Rigidity
(b) Language skills
(c) Social intelligence
(d) Emotional stability
(e) Sensitivity.

27. The culture of a nation is the set of age-old traditions and beliefs shared by the people of the country. Hofstede identified a set of cultural attributes that define and differentiate cultures. These attributes can be studied under

I.   Uncertainty avoidance.
II.   Power distance.
III. Individualism vs. collectivism.
IV.   Future orientation.

(a) Only (I) above
(b) Both (II) and (IV) above
(c) (I), (II) and (III) above
(d) (II), (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

28. The process of ensuring the right number of qualified people, into the right job at the right time to deliver the results in an efficient and effective manner is called human resource planning. Which of the following is/are **true** regarding the objectives of Human Resource Planning (HRP)?

I.   Maintain the required quantity and quality of human resources required for a smooth & effective functioning of the organization.
II.   Estimate the value of human resources and their contribution to the organization.
III. Foresee the effects of technological changes on the requirement for human diversification.
IV.   Provide training and development activities to the human resource.

(a) Only (I) above
(b) Only (II) above
(c) Only (IV) above
(d) Both (II) and (III) above
(e) (I), (II) and (III) above.

29. Which of the following is the process in which organizations send their employees to other organizations for a specified period of time and take them back once the slack period is over?

(a) Loaning
(b) Work sharing
(c) Outplacement
(d) Attrition
(e) Leave of absence without pay.

30. Corporate level HRP takes into consideration the changing market situation, strategic plans of the organization and the technological changes anticipated. In this regard, which of the following issues need to be discussed at this level?

I.   Employment policy.
II.   Recruitment strategy.
III. Training and development plans.
IV.   Welfare policy.

(a) Both (I) and (II) above
(b) Both (I) and (IV) above
(c) Both (II) and (III) above
(d) Both (II) and (IV) above
(e) Both (III) and (IV) above.

31. It is comparatively easier to handle a situation of demand for manpower rather than a situation of surplus manpower. Which of the following methods used in dealing with surplus manpower helps in getting rid of ageing employees and infusing fresh talents into the organization?

(a)   Retrenchment
(b)   Outplacement
(c)   Lay-Offs
(d)   Voluntary retirement
(e)   Attrition.

<Answer>

32. Best Technologies Ltd. plans to reduce its employee strength to manage future surplus. The numbers to be reduced are not too high and time is not a factor for Best Technologies. In this context, which of the following method(s) can Best Technologies adopt to reduce its employee strength?

I.   Golden handshake.
II.   Natural attrition.
III. Retrenchment.

(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.

<Answer>

33. HRP involves planning for long term needs, rather than for temporary replacement needs. Which of the following steps of HRP process needs to take into consideration the revenue position of the organization?
(a)   Analyzing the impact of the organizational strategy and objectives
(b)   Involving the line managers in determining the human resource needs
(c)   Forecasting the quantity and quality of human resources
(d)   Matching the current human resources supply in the organization with the numbers required in the future
(e)   Developing an action plan to meet the future requirements.

<Answer>

34. HR professionals must be careful to avoid some of the common pitfalls in the process of Human Resource Planning (HRP). To design and implement a good HR plan, the HR manager has to have an understanding of which of the following?
(a)   The process of human resource planning
(b)   Human resource management
(c)   Human resource and marketing management
(d)   Human resource management and finance management
(e)   All the areas of business.

<Answer>

35. Different approaches to job design have been proposed over years. According to job characteristics approach, which of the following are the factors that should be integrated into job design?
I.   Motivation.
II.   Training and development.
III. Productivity.
IV.   Satisfaction.

(a)   (I), (II) and (III) above
(b)   (I), (II) and (IV) above
(c)   (I), (III) and (IV) above
(d)   (II), (III) and (IV) above
(e)   All (I), (II), (III) and (IV) above.

<Answer>

36. Ernest J. McCormick's position analysis questionnaire is a standard method of job analysis that describes jobs in terms of
(a)   Work process
(b)   Working capabilities
(c)   Work commitment
(d)   Worker activities
(e)   Work identity.

<Answer>

37. A job specification is a written statement of the minimum acceptable qualifications, knowledge, skills, traits and physical and mental characteristics that an incumbent must possess to perform the job successfully. In this regard, which of the following can be the emotional and social specifications?

I.   Stability, adaptability and flexibility.
II.   Ability to work in a team.
III. Maintain interpersonal relationships.
IV.   Data interpretation ability.

(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.

<Answer>

38. According to the theory of motivation proposed by Herzberg, there are two factors that affect the job satisfaction-the motivators and the hygiene factors. In this regard, which of the following are the motivators?

I.   Achievement.
II. Responsibility.
III. Relativity.
IV. Reasonability.

(a)   Both (I) and (II) above
(b)   Both (II) and (III) above
(c)   Both (III) and (IV) above
(d)   (I), (III) and (IV) above
(e)   (II), (III) and (IV) above.

<Answer>

39. Organizations are offering alternative work schedules to the employees as a means of increasing productivity or decreasing cost. Which of the following modern management techniques practice working at home or while travelling, keeping in contact with the office thus giving the employees the advantage of operating from home, avoiding rush hours and saving the travelling time?

(a)   Flextime
(b)   Telecommuting
(c)   Job sharing
(d)   Condensed work
(e)   Work sharing.

<Answer>

40. In functional job analysis method, the job analyst conducts background research, interviews job incumbents and supervisors, makes site observations, and then prepares a detailed document. The work function of any job can be categorized under the headings of

(a)   Date, people, activities
(b)   Data, principle, things
(c)   Data, people, things
(d)   Date, principle, things
(e)   Data, people, activities.

<Answer>

41. Which of the following core dimensions or characteristics of a job is defined as the degree to which a job necessitates the use of different skills for the various activities to be performed?

(a)   Autonomy
(b)   Task identity
(c)   Feedback
(d)   Task significance
(e)   Skill variety.

<Answer>

42. Individual interview method of job analysis is employed when the job in question is complex and has varied tasks. In this regard, individual interview method of job analysis is very effective in which of the following condition(s)?

I.   When the interview is structured.
II. When the interview is unstructured.
III. When the interviewer is clear about the information to be obtained.

(a)   Only (I) above
(b)   Only (II) above
(c)   Only (III) above
(d)   Both (I) and (III) above
(e)   Both (II) and (III) above.

<Answer>

43. There are different methods of job analysis. In which of the following methods, all the job related information is gathered from 'experts', usually supervisors, and not the job incumbents?

(a) Dairy method
(b) Technical conference method
(c) Questionnaire method
(d) Group interview method
(e) Observation method.

44. According to John Flanagan, who proposed Critical Incident Technique (CIT), behaviors in specific situations contribute to the success or failure of individuals or organizations. CIT is more suitable for

(a) Top level jobs which have unusual job profile
(b) Middle and top management level jobs
(c) Middle level jobs which include extra burden
(d) Lower level jobs which are routine
(e) All levels of jobs as critical incidents can take place at all levels.

45. Job rotation enhances employee motivation by periodically assigning the employee to alternative jobs. Job rotation helps managers to deal with which of the following?

(a) Employee occupational safety and health
(b) Absenteeism and high turnover of workforce
(c) Employee wage policy
(d) Employee trade unions
(e) Employee compensation policy.

46. A program in which employees continue their present jobs, but duties are added with the intention of making the job more rewarding is known as

(a) Job enrichment
(b) Job enlargement
(c) Job rotation
(d) Job specification
(e) Job description.

47. A new company is created from the merger of two companies that previously competed for the same target customers. To streamline activities and ensure there is no overlap of jobs or company activities, the company should complete

(a) Job specification
(b) Job evaluation
(c) Job analysis
(d) Job rotation
(e) Job posting.

48. The process of analyzing a job consists of various steps. In 'developing a job description', the description of which of the following is **not** prepared?

(a) Employees
(b) Tasks
(c) Responsibilities
(d) Duties
(e) Functions.

49. A well executed job analysis and well drafted job description and job specification can be used for various human resource activities in an organization. Which of the following is/are the areas where job analysis is useful?

I. Performance appraisal.
II. Training and development.
III. Promotion and transfer.
IV. Compensation management.

(a) Only (I) 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.

50. A high motivating potential score indicates a positive effect on motivation, performance and satisfaction of incumbents and reduces the likelihood of

(a)   Transfers
(b)   Promotions
(c)   Turnover and absenteeism
(d)   Feedback
(e)   Job enrichment.

<Answer>

51. Job enrichment is the most popular technique for enhancing employee motivation. Which of the following steps in the process of job enrichment precedes the others?

(a)   Making a list of changes and enrichment in job design
(b)   Changing the content of the job rather than changing the employees
(c)   Providing adequate training, guidance, encouragement and help
(d)   Concentrating on motivational factors
(e)   Providing scope for change and enrichment in job design.

<Answer>

52. Which of the following is **not** a basic characteristic of a job according to socio-technical approach?

(a)   Correlation with social lives
(b)   Freedom and discretion
(c)   Decision-making authority
(d)   Desirable future
(e)   Social support and recognition.

<Answer>

53. 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. Employee referrals form a very good source of recruitment, especially in which of the following level(s) in the organization?

I.   Higher-level.
II.   Middle-level.
III. Lower-level.

(a)   Only (I) above
(b)   Only (II) above
(c)   Both (I) and (II) above
(d)   Both (II) and (III) above
(e)   All (I), (II) and (III) above.

<Answer>

54. The success of a recruitment program can be judged based on a number of criteria. Which of the following is/are **not** the criterion to judge a recruitment program?

I.   The number of successful placements and hiring.
II.   The quantity and quality of the recruiters.
III. The cost involved and time taken for filling up the position.
IV.   The number of offers made and the number of applicants.

(a)   Only (I) above
(b)   Only (II) above
(c)   Both (I) and (III) above
(d)   Both (II) and (III) above
(e)   (I), (III) and (IV) above.

<Answer>

55. Organizations try and identify employees within the organization to be groomed to take on higher responsibilities. Which of the following is **not** an advantage of the policy of developing employees from inside instead of searching for new talent?

(a)   Guarantee of finding qualified applicants
(b)   Lower costs of recruitment
(c)   A shorter period of adjustment to new job
(d)   Less effort to find the right candidate
(e)   Improves morale of the employees.

<Answer>

56. Campus placements at some of the top institutions in the country reflect the condition of the economy and the industry. Which type of relationships is built between organizations and the educational institutions through this exercise of campus recruitment?

(a) Short-term relationships
(b) Long-term relationships
(c) Nominal relationships
(d) Abnormal relationships
(e) Normal relationships.

<Answer>

57. Advertisements have the widest reach and are quite effective for an organization in search of external talent. In this regard, which of the following determine the mode and medium of advertisement?

I.   The nature of the job.
II. Level of job in the organization.
III. Number of employees in the organization.
IV. Criticality of the job in the organization.

(a) Both (I) and (III) above
(b) (I), (II) and (III) above
(c) (I), (II) and (IV) above
(d) (II), (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

<Answer>

58. There are several factors that affect the recruitment program. 'A profitable firm known for its strong values would attract a better response to a recruitment drive than a loss-making firm, known for its lack of values' is an example of which of the following factors?

(a) Organizational culture
(b) Resource allocation
(c) Reputation of the organization
(d) Geographical location
(e) Advertisement channels.

<Answer>

59. A specialized category of private agencies, who cater mostly to top management level recruitment needs is known as

(a) Employee referrals
(b) Head hunters
(c) Unsolicited applications
(d) Employment exchange
(e) Public agencies.

<Answer>

60. Changing market situations and business demands also impact the effectiveness and relevance of a recruitment program. Therefore it is important for an organization to have

I.   Rigid recruitment policy.
II. Flexible recruitment policy.
III. Proactive recruitment policy.

(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.

<Answer>

61. Some organizations use brief and concise application blanks, while some others have elaborate and cumbersome ones. In this regard, which of the following is **not** included in the educational information of an application form?

(a) The period of study
(b) The list of schools, colleges and institutions attended by the job applicant
(c) The grade secured by the college in the state
(d) The various courses taken and the subjects studied
(e) The percentage of marks scored.

<Answer>

62. Different types of tests are used as selection methods to evaluate an applicant. Situational tests include which of the following tests?

I.   In basket exercises.
II. Simulated business games.
III. Work sampling tests.
IV. Group discussions.

(a)   Both (I) and (II) above
(b)   Both (I) and (III) above
(c)   Both (II) and (III) above
(d)   (I), (II) and (IV) above
(e)   (II), (III) and (IV) above.

<Answer>

63. The personality of an individual plays a decisive role in his performance. Proficient and knowledgeable employees, who have excellent skills and intelligence sometimes, fail to deliver because of personality problems. In this regard, the personality tests help in assessing which of the following?

I.   Individuals' value and system.
II.   Individuals' emotions.
III.   Individuals' recreational activities.
IV.   Individuals' dislikes in relation to work.

(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.

<Answer>

64. The suitability of the candidate for the job is determined in a selection or core interview. In this regard, group interview method of selection is more useful while recruiting which of the following levels of the organization?

I.   High level managers.
II.   Junior managers.
III.   Entry level employees.
IV.   Middle level managers.

(a)   Both (I) and (II) above
(b)   Both (I) and (IV) above
(c)   Both (II) and (III) above
(d)   (I), (II) and (III) above
(e)   (II), (III) and (IV) above.

<Answer>

65. Which of the following interviews is used for selecting candidates for high-end technology and high skill jobs, and experts in the relevant area, test the candidate's knowledge and understanding of the subject and assess his/her expertise?

(a)   Panel interview
(b)   Unstructured interview
(c)   Stress interview
(d)   In-depth interview
(e)   Formal interview.

<Answer>

66. The process of choosing the most suitable candidate for a job among the available applicants is called

(a)   Selection
(b)   Recruitment
(c)   Human resource planning
(d)   Job analysis
(e)   Job design.

<Answer>

67. Which of the following helps in identifying the knowledge, skill and attitude set that enables the individual to deliver the best performance in his/her job?

(a)   Job evaluation
(b)   Computer modeling
(c)   Skill variety
(d)   Competency modeling
(e)   Punitive discipline.

<Answer>

68. The process of selection starts with a review of the applications. Which of the following steps follows the review of the application?

(a) Analysis of the application blank
(b) Preliminary interview
(c) Reference check
(d) Conducting test
(e) Initial screening interview.

<Answer>

69. A selection method is considered to be reliable, if it produces consistent results across different situations and times. Which of the following statements is/are **true** regarding the alternate-form method?

I. A group of candidates take the same test twice.
II. A test is divided into two parts and given to the candidates.
III. Two similar but separate forms are given at the same time to the candidates.

(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.

<Answer>

70. Which of the following methods of determining validity refers to the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance?
(a) External validity
(b) Criterion validity
(c) Content validity
(d) Internal validity
(e) Construct validity.

<Answer>

71. The degree to which the information provided by selection methods enhances the bottom line effectiveness of the organization is known as
(a) Legality of selection method
(b) Utility of selection method
(c) Generalizability of selection method
(d) Validity of selection method
(e) Effectiveness of the selection.

<Answer>

72. Different types of tests are used as selection methods to evaluate an applicant. In this regard, to assess his/her personality, emotional characteristics and honesty involves examining an individuals
(a) Physical appearance
(b) Medical certificates
(c) Previous employers
(d) Handwriting
(e) Willpower.

<Answer>

73. Preliminary interviews are brief, first round interviews that aim to eliminate the applicants who are obviously unqualified for the job. In this regard, which of the following statement(s) is/are **true**?

I. They are formal interviews.
II. They are structured based on the job design.
III. They are conducted even before the candidate fills the application blanks.

(a) Only (II) above
(b) Only (III) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

<Answer>

74. Once the interviewer has decided on the format, he can start formulating specific questions. The question "Tell me about yourself" belongs to which of the following type of questions?

(a) Open-ended question
(b) Closed-ended question
(c) Critical question
(d) Casual question
(e) Probing question.

<Answer>

75. Evaluation is one of the major activities during the interview process. Evaluation of a candidate should take place

(a) After all the candidates are interviewed
(b) As soon as the candidate leaves the room after the interview
(c) As soon as the candidates application is received
(d) After the selection process is over
(e) As soon as the candidate joins the organization.

76. Socialization is the process that helps employee adapt the organizational culture. In which stage of socialization model, employee gains an insight into his new job and new organization?

<Answer>

(a) Pre-arrival stage
(b) Encounter stage
(c) Metamorphosis stage
(d) Cyclic stage
(e) Static stage.

77. Every employee in an organization is expected to perform as per the specifications of his/her job. The expected behavior of an individual associated with a particular job is called as a/an

<Answer>

(a) Role
(b) Value
(c) Norm
(d) Expectation
(e) Reality.

78. Which of the following are the primary characteristics of an organizational culture?

<Answer>

I.   The degree of importance attached to being accurate but imperfect in every action.
II. The degree of aggression and competitive spirit exhibited by employees.
III. The degree of concern of the management towards the employees.
IV. The spirit of social responsibility and commitment exhibited by the management.

(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.

79. In which of the following socialization strategies, employees are segregated on the basis of their knowledge and ability?

<Answer>

(a) Fixed socialization strategy
(b) Tournament socialization strategy
(c) Non-sequential socialization strategy
(d) Disjunctive socialization strategy
(e) Investiture socialization strategy.

80. New employees who face problems in an organization tend to go downhill in terms of their commitment and motivation. In this regard, which of the following are the objectives of an induction/orientation program in the organization?

<Answer>

I.   To make individual feel welcome in the organization.
II. To create a positive perception of the employer.
III. To reinforce the employee's confidence.
IV. To increase the time taken by the employee to adapt to organization and his job.

(a) Both (I) and (II) above
(b) (I), (II) and (III) above
(c) (I), (III) and (IV) above
(d) (II), (III) and (IV) above
(e) All (I), (II), (III) and (IV) above.

81. In a formal socialization process an individual learns the principles, policies of the organization and norms thoroughly. Which of the following is a **disadvantage** of the formal socialization strategies?

<Answer>

(a) It is a critical process to select a right socialization agent
(b) It is expensive in terms of both time and money
(c) It is not viable for large organizations
(d) It requires time to actually transfer the learning to on the job performance
(e) It requires strict time schedule for completion of a particular task.

82. In a collective socialization strategy the individuals are socialized collectively, i.e they are put in batches and are exposed to the same kind of experiences. As a result, most of the employees in the group have

<Answer>

(a) Minimum learning and understanding capacity
(b) Maximum learning and understanding capacity
(c) Learning and understanding capacity that cannot be estimated
(d) Similar learning and understanding capacity
(e) No learning and understanding capacity.

83. There are various alternatives that a manager can consider while designing the appropriate socialization program for the organization. Disjunctive process can be costly for an organization as it involves which of the following?

<Answer>

(a) Greater risk as the individual needs high levels of managers support
(b) Greater risk as the employees need to support management
(c) Greater risk as the managers and employees cooperate with each other
(d) Greater risk as the decisions are taken by higher authorities
(e) Greater risk as the employee uses his own approach.

84. Which of the following signifies a system of shared meaning held by the members that distinguish one organization from other organizations and plays an important role in determining employees' satisfaction and performance?

<Answer>

(a) Job design
(b) Organizational culture
(c) Socialization
(d) Selection
(e) Job analysis.

85. The process of socialization is not just confined to new employees, but is also applicable to the existing employees. In most organizations an ongoing socialization program involves which of the following?

<Answer>

I. Training employees in soft skills.
II. Technical training.
III. On the job and site project training.

(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.

86. Which of the following statements is/are **true** regarding the metamorphosis stage of socialization process?

<Answer>

I. New employee tries to analyze and tackle the problems that have been encountered in the previous stage.
II. He/she tries to reorient himself and work towards fulfilling organizational objectives by following the organizational norms.
III. At this stage, employees still feel the responsibility towards achievement of their organizational tasks.

(a) Only (I) above
(b) Only (II) above
(c) Both (I) and (II) above
(d) Both (II) and (III) above
(e) All (I), (II) and (III) above.

87. Socialization, as a process, is based on a few assumptions that relate to the effect of external factors on socialization. Which of the following assumptions helps an employee to decide what is right and what is wrong and what is acceptable and what is not, in the organizational context?

<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.

88. Well-executed and well-planned career planning programs are beneficial for employees as well as the organization. Which of the following statement(s) is/are beneficial to the employees?

<Answer>

I. It helps the employee to have a better knowledge of the career opportunities available to him.
II. It ensures availability of resources for future.

III. It provides the employee an opportunity to change his/her career plans according to his/her changing needs or a changing environment.

(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.

<Answer>

89. Need analysis is an element of career planning program. Which of the following is the main purpose of the need analysis for the organization?

(a) To build a need for analysis
(b) To perform job analysis
(c) To identify the training and development exercises
(d) To understand the present organizational needs
(e) To identify organizational policies and procedures.

<Answer>

90. The process of career planning has four distinct elements. In which of the following elements, the supervisor, along with the HR department, counsels an employee regarding available opportunities, the employee's aspirations and his competencies?

(a) Individual assessment and need analysis
(b) Organizational assessment and opportunity analysis
(c) Need opportunity alignment
(d) Career counseling
(e) Performance counseling.

<Answer>

91. Succession planning in an organization helps identify specific individuals to fill future vacancies in key positions. In this regard, which of the following forms the basis for the process of succession planning?

(a) Organizational manpower hierarchical chart
(b) Organizational suppliers chart
(c) Organizational demand chart
(d) Organizational replacement chart
(e) Organizational functional chart.

<Answer>

92. The model for planned self-development for an individual consists of six different stages. In which of the following stages, the individual should analyze one's personality, values, knowledge, skills and interests?

(a) Self-assessment
(b) Opportunity analysis
(c) Decision making
(d) Continuous assessment
(e) Venture.

<Answer>

93. Organizations have to help employees plan their careers and manage them. Organizations which help their employees plan their career, enjoy the benefits of

(a) Susceptible employees
(b) Motivated employees
(c) High talented employees
(d) Low talented employees
(e) Self-dependent employees.

<Answer>

94. 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 **true** regarding establishment stage of career development?

(a) Training
(b) Making independent contributions
(c) Following directions
(d) Phasing out work
(e) Sponsoring.

<Answer>

95. Succession planning in an organization helps identify specific individuals to fill future vacancies in key positions. Which of the following is **not** a basic element of effective succession planning?

    (a)   Continuity
    (b)   Probability
    (c)   Long-term perspective
    (d)   Organizational need perspective
    (e)   Turnover management.

96. Edgar Schein, a professor at MIT, developed the idea of career anchors and came up with 8 career anchors. Those individuals who have the autonomy/independence characteristic as a predominant career anchor can excel as all the following **except** <Answer>

    (a)   Entrepreneurs
    (b)   Professors
    (c)   Consultants
    (d)   Professionals
    (e)   Personal Assistants.

97. A long-term career focus will increase an organization's effectiveness in managing its human resources. A well designed career development program has the following positive results **except** <Answer>

    (a)   Ensures that needed talent is available
    (b)   Improves the ability of the organization to attract and retain high-talent personnel
    (c)   Ensures growth opportunities for all employees
    (d)   Improves employee's standard of living
    (e)   Reduces employee frustration.

98. Employees as well as organizations face certain issues or challenges in career planning. Which of the following is **not** a career planning issue? <Answer>

    (a)   Dual career families
    (b)   Inclining opportunities
    (c)   Restructuring
    (d)   Career stages
    (e)   Career plateaus.

99. In promotions employees generally experience increased demands on their abilities and responsibilities and also greater authority and status. In this regard, promotions are based on which of the following? <Answer>

    I.   Membership in trade unions.
    II.   Performance in current position.
    III.   Ability to take up higher position.
    IV.   Seniority.

    (a)   Both (I) and (II) above
    (b)   Both (II) and (III) above
    (c)   (I), (II) and (III) above
    (d)   (I), (III) and (IV) above
    (e)   (II), (III) and (IV) above.

100. Which of the following is **true** regarding the leverage network stage of planned self-development? <Answer>

    (a)   At this stage, the individual has to establish objectives in the areas of career
    (b)   At this stage, the individual searches for the right contacts, who can help him/her get the desired job
    (c)   At this stage, the individual has to discover the wide range of opportunities
    (d)   At this stage, the individual should assess the offers made to him/her to start his/her career
    (e)   At this stage, the individual starts assessing the job.

> **END OF QUESTION PAPER**

Suggested Answers
Human Resource Management - I (MB2D3): October 2008

	ANSWER	REASON
1.	B	Statements (I) and (II) are correct. The policies should be employee friendly. If it is employer friendly, it may lead to conflict between the employee and employer. Policies should be based on organizational culture and external environment,

apart from organizational objectives.

2.	D	Statements (I), (II) and (III) are correct. Employees are solely motivated by money is a belief of scientific management approach.
3.	E	Reducing the quality of work life and personal life of the employees is not the function of employee relations. It aims at enhancing the quality of work life and personal life of the employees.
4.	A	The monetary benefit and non-monetary benefits given to employees during their employment and sometimes, in the post- employment period are called fringe benefit.
5.	A	The optimum utilization of human resources to achieve the set goals and objectives in the business environment is termed as strategic human resource management.
6.	A	The basic Managerial functions of management are Planning, Organizing, Staffing, Directing and Controlling. The job analysis, Induction, Human Resource Planning and Recruitment are operative functions.
7.	A	Statement (I) is false because the line manager has the final say in case of a conflict of opinions between the line and the staff managers.
8.	D	Interaction is vertical within the management; hence option (d) is the answer.
9.	D	In informal organizations employees indirectly contribute to the organization objectives. Hence option (d) is the answer.
10.	A	Statement (III) is not true because as a facilitator, HR department facilitates the design and implementation of development activities like training and performance appraisal.
11.	B	Tall organizational structure is usually characterized by narrow span of control. Hence option (b) is the answer.
12.	B	The formal and informal organizations define the path of communication and mode of information sharing and are part of a whole organization. In formal organizations, the reporting channels and work relations are pre-defined and accountability and responsibility are fixed for all roles.
13.	B	Authority enables managers to act, exert influence, and make decisions in carrying out their responsibilities. Statements (I) and (II) are true.

- It refers to the right to give orders and the power to exact obedience from others in the process of discharging the responsibility.
- It has to be commensurate with responsibility to avoid any kind of imbalance.
- A disproportionate delegation of authority might result in an unsuccessful discharge of the responsibility, or a misuse of authority.

14.	D	There are organizations which even today experience severe line-staff conflicts. The following are the expectations and complaints of the line managers' about the HR function:

- The HR function does not provide the right support.
- HR staff tries to steal the limelight.
- HR staff does not see the whole picture as they have a very narrow view of issues.
- HR staff takes up line authority.

Hence statements (II), (III) and (IV) are correct.

15.	B	Polycentric Approach views the world as a differentiated market place and is based on 'customization'. It assumes that markets and cultures are different in different countries and their varying needs have to be catered to.
16.	D	To see that employees perceive equity, uniformity in HR policies and their implementations expatriates have to be

- Imparted pre-departure training.
- Provided information related to immigration, travel and assistance on housing, shopping, medical care, education and recreation as part of their relocation and orientation.

Expatriates need not be given pre-departure citizenship of the country in which he/she is posted. Hence statements (II) and (III) are correct.

| 17. | D | Statements (II) and (III) are correct dimensions according to Morgan's model of |

International HRM.

There are three broad categories of HR activities, namely procurement, allocation and utilization of human resources, which encompass the basic activities of human resource management.

18.	C	Statement (III) is false about the basic features of international HRM which differentiate it from domestic human resource management as diluted risk on the business front and increased risk on people front.
19.	B	Statement (II) is false as management of teams has to create the right corporate culture in the organization to accommodate people from different cultures.
20.	C	• Employees in an International business organization need to be equipped to work in cross-cultural teams. • Employees in an International business organization need to be trained to learn and understand the element of different culture and develop tolerance towards these cultures. • Expatriates have to be trained, on specific aspects of the country they are being posted to, like language and the culture.
21.	C	Expatriate executives, can play an important role during the early days of a company's operations in a new market. However, in the long run, a strong foundation of local managers is the key, as they have local connections and knowledge.
22.	E	The economic condition of a country will have an impact on the functioning of an organization operating in that country. Not many companies would think of opening their shop in a cash rich nation, where labor is very costly.
23.	C	The strategies of International Human Resource Management are: • The global HR strategies must be designed to match the corporate strategies of the firm. • The HR department of global firm needs to spot talent and identify drivers for different employee groups in different cultures. • The global HR strategies are based on the current and future opportunities of the firm. Hence statements (I) and (III) are true.
24.	C	• In a decentralized set-up, most of the important decisions on policies and procedures are taken by the subsidiaries. • In a centralized set-up, the parent/corporate office retains the authority to make the important decisions. • In a decentralized set-up, the decision-making power is vested in the host-country management. Statement (III) is true.
25.	B	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.
26.	A	Features of a successful global manager are: • Flexibility • Language skills • Social intelligence • Emotional stability • Sensitivity.
27.	E	Hofstede identified a set of cultural attributes that define and differentiate cultures. These attributes can be studied under • Uncertainty avoidance • Power distance • Individualism vs. collectivism • Future orientation
28.	E	All the statements except statement (IV) are the objectives of human resource planning. So option (e) is the correct answer.
29.	A	Loaning is the process in which organizations send their employees to other organizations for a specific period time and take them back once the slack time

period is over.

| 30. | B | Statements (I) and (IV) are true. |

The various issues discussed at corporate level planning stage are the employment policy, the welfare policy, development policy etc. HR planning at intermediate level includes determining the recruitment/layoff strategy, retaining strategy etc. Operations planning includes simple plans like plans for training and development of resources, recruitment etc. to match the requirements laid down at a broader level.

| 31. | D | Voluntary retirement is the process of managing the future surplus human resource of the organization by providing early retirement to the ageing employees and infusing fresh talent into the organization. |

| 32. | B | In case a reduction in the employee strength has to be achieved, necessary action has to be planned on those lines. If the numbers to be reduced are not too high and time is not a factor, then perhaps natural attrition alone might achieve the results. |

| 33. | C | Forecasting also needs to take into consideration the revenue position of the organization. There would be financial implications of any action taken and these implications have to be analyzed in correlation with the organizational objectives, before taking a final decision. |

| 34. | E | HR professionals must be careful to avoid some of the common pitfalls in the process of HRP. To design and implement a good HR plan, the HR manager has to have an understanding of all the areas of business. |

| 35. | C | Statements (I), (III) and (IV) are true. |

According to job characteristics theory of Hackman and Oldham, motivation, productivity and satisfaction are the three factors that should be integrated into job design.

| 36. | D | Ernest J. McCormick's position analysis questionnaire is a standard method of job analysis that describes job in terms of worker activities. |

| 37. | C | Statements (I), (II) and (III) are true. |

Emotional specifications include stability, adaptability and flexibility. Social specifications include ability to work in a team, lead a team, maintain interpersonal relationships etc.

Data interpretation ability is a mental specification.

| 38. | A | Statements (I) and (II) are true. |

Motivators have the power to enhance the employees' satisfaction. Achievement, growth, responsibility and recognition are some of the common motivating factors.

| 39. | B | Telecommuting is the practice of working at home or while traveling, keeping in contact with the office. New developments in the field of information technology have made this a feasible concept. Employees have the advantage of operating from home, avoiding rush hours and saving the traveling time. |

| 40. | C | The work function of any job can be categorized under the headings of data, people and things. Basically, an employee's handling of data, his relationship with colleagues and the kind of work that he does are covered under these headings. |

| 41. | E | Skill variety: It is the degree to which a job necessitates the use of different skills for the various activities to be performed. |

| 42. | D | Statements (I) and (III) are true. |

The individual interview method of job analysis is very effective when the interview is structured and the analyst is clear about what information has to be obtained from the interview.

| 43. | B | Technical conference method is a method of gathering all the job related information from 'experts' – usually supervisors – and not the job incumbents. |

| 44. | B | CIT is more suitable for middle and top management level jobs as critical incidents can take place at these levels. Hence, this technique is limited to jobs performed by a few people, and its application to routine jobs at the lower levels of an organization structure is restricted. |

| 45. | B | Job rotation helps managers to deal with frequent absenteeism and high turnover of workforce. Knowledgeable employees can fill in for absent workers, and work |

routines are not be affected.

46. B Job enlargement is the program in which employees continue their present jobs but duties are added with the intention of making the job more rewarding. This means adding more tasks to a job to increase the job cycle.

47. C Job analysis is a systematic exploration of the tasks, duties, responsibilities and accountabilities of all the activities involved in the job.

48. A In developing a job description, a description of the tasks, responsibilities, duties and functions of the job are prepared.

49. E Some of the areas where job analysis is useful are:
- Performance appraisal
- Training and development
- Promotion and transfer
- Compensation management

50. C A high motivating potential score indicates a positive effect on motivation, performance and satisfaction of incumbents and reduces the likelihood of turnover and absenteeism.

51. E The various steps involved in the process of job enrichment are as follows:
  i. Selecting jobs that can motivate the employee and eventually result in improved performance
  ii. Providing scope for change and enrichment in job design
  iii. Making a list of change and enrichment in job design
  iv. Concentrating on motivational factors
  v. Changing the content of the job rather than changing the employees
  vi. Providing adequate training, guidance, encouragement and help
  viii. Introducing the enriched jobs carefully
  viii. Preparing specific programs for each project.

52. B The basic characteristic of a job according to socio-technical approach are:
- Correlation with social lives
- Decision-making authority
- Desirable future
- Social support and recognition

Freedom and discretion is a characteristic of a job according to job characteristics approach.

53. D Employee referrals form a very good source of recruitment, especially for the lower and middle level management.

54. B All the statements except statement (II) are related to the evaluation of recruitment program. So the option (b) is the answer.

55. A Advantages of internal recruitment are:
- The cost of recruitment is minimal
- Time and resources are saved
- Improves morale of the employees as they feel important and valued

The disadvantage of internal search:
- An organization might miss out on talent that is available in the market.

56. B Long-term relationships are built between organizations and educational institutions through this exercise of campus recruitment.

57. C Statements (I), (II) and (IV) are true. The nature of the job, its level and criticality in the organization, all together determine the mode and medium of the advertisement.

58. C A major factor that determines the success of a recruitment program is the reputation of an organization. For example, a profitable firm known for its strong values would attract a better response to a recruitment drive than a loss-making firm, known for its lack of values.

59. B 'Head hunters', a more specialized category of private agencies, cater mostly to top management level recruitment needs.

60. D Changing market situations and business demands also impact the effectiveness and relevance of a recruitment program. Therefore it is important for an organization to have flexible and proactive recruitment policy.

61.	C	Educational qualifications: This includes the list of schools, colleges and institutions attended by the job applicant, the period of study, the various courses taken and the subjects studied the percentage of marks scored and the class or grade secured by him.
62.	D	Situational tests include group discussions, in basket exercises and simulated business games. Work sampling is an achievement test.
63.	A	Statements (I) and (II) are true. Personality tests help in understanding the basic job-related personality traits of an employee. These tests help in assessing an individuals' value system, emotions, maturity and other personal characteristics. Interest tests are generally inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities.
64.	C	Statements (II) and (III) are true. Group interview method of selection is more useful while recruiting for entry level and junior management positions.
65.	D	In-depth interviews are more suitable for selection of candidates for high-end technology and high-skill jobs. Experts in the relevant area test the candidate's knowledge and understanding of the subject and assess his expertise. They determine the suitability of the candidate for the job in question, based on these evaluations.
66.	A	The process of choosing the most suitable candidate for a job from among the available applicants is called selection.
67.	D	Competency modeling helps in identifying the knowledge, skill and attitude set that enables the individual to deliver the best performance in his/her job.
68.	E	The process of selection starts with a review of the applications, followed by initial screening interview, analyzing the application blank, conducting tests and evaluating performance, preliminary interview, core and departmental interview, reference checks, job offer, medical examination and placement.
69.	C	In the alternate-form or parallel-form method, two similar but separate forms are given at the same time to the candidates.
70.	B	Criterion validity refers to the correlation between scores on a measure in the selection method and the scores on the corresponding measure of job performance.
71.	B	"Utility is the degree to which the information provided by selection methods enhances the bottom line effectiveness of the organization.". The more valid, reliable, and generalizable the selection method, the more utility it will have. However many characteristics of particular selection context may enhance or lessen the utility of the given selection method.
72.	D	Graphology involves an individual's handwriting to assess his personality, emotional characteristics and honesty.
73.	B	Statement (III) is true. Preliminary interviews are generally informal and unstructured and are conducted even before the candidates fill in the application blanks.
74.	A	An interview is a goal-oriented, interpersonal communication between an interviewer and a respondent. It is primarily undertaken to accomplish a specific purpose, perhaps to obtain or provide information, to solve a problem, or to persuade someone to undertake some action. Style and structure of an interview depends on its purpose and on the relationship between the two parties involved. Interview can be structured in many ways. Questions are also framed based on the type of information required from the candidate. The question, "tell me about your self" comes under the open-ended question.
75.	B	Evaluation is one of the major activities during the interview process. Evaluation of a candidate should take place as soon as the candidate leaves the room.
76.	A	In Pre-arrival stage of socialization the employee gains an insight into his new job and the new organization. For example, a number of institutes in India offer training to prospective airhostesses and aircraft crew. They train them on how to deal with customers and serve them better, general etiquette, dress etc. These individuals enter the airline industry with the set of values and attitudes, imbibed during the training.
77.	A	The behavior that is expected of an individual associated with a particular job is called a role. These roles are specific to the job being performed. For example a women performing the role of a manager at her work place and that of a mother

to her children.

78. E Statements (II), (III) and (IV) are true. The following are the primary characteristics of organizational culture:
- The degree of importance attached to being accurate and perfect in every action.
- The degree of aggression and competitive spirit exhibited by employees
- The degree of concern of the management towards the employees
- The spirit of social responsibility and commitment exhibited by the management.

79. B A strategy where the employees are segregated on the basis of their knowledge and ability is called the tournament strategy. Based on their performances and adherence to the organizational norms, employees are promoted to the next stage or otherwise eliminated from the race.

80. B Statements (I), (II) and (III) are true. The objectives of an induction/orientation program are:
- To make the individual feel welcome in the organization.
- To create a positive perception of the employer
- To reinforce the employees' confidence
- To reduce the time taken by the employee to adapt to organization and his job.

81. D The disadvantage of formal socialization is that since all the learning takes place off-the-job, it requires time to actually transfer this learning to on-the-job performance.

82. D In a collective socialization strategy the individuals are socialized collectively, i.e they are put in batches and are exposed to the same kind of experiences. As a result, most of the employees in the group have similar learning and understanding.

83. E Disjunctive process can be costly for an organization as it involves greater risk, with the individual employee using his own approach.

84. B Organizational culture plays an important role in determining employees' satisfaction and performance. It influences the orientation program of an organization and therefore gets reflected in it. Organizational culture signifies a system of shared meaning held by the members that distinguish one organization from other organization.

85. E In most organizations an ongoing socialization program involves training employees in soft skills, technical training and on the job and site project training.

86. C In the metamorphosis state of socialization process, the new employee tries to analyze and tackle the problems that have been encountered in the previous stage. The individual to reorient himself and work towards fulfilling organizational objectives by following the organizational norms. Statement (II) is not true since, employees develop a sense of responsibility towards achievement of their organizational tasks and gain the trust and cooperation of their co-workers, superiors and subordinates, after this stage.

87. A The process of socialization has an influence on the performance of an employee. It helps an employee to decide what is right and what is wrong and what is acceptable and what is not, in the organizational context.

88. D Career planning offers employee to have a better knowledge of the career opportunities available to him, provides him an opportunity to change his career plans according to his changing needs or a changing environment.
Statement (II) i.e., career planning ensures availability of resources for future in the organization. So it is a benefit to the organization.

89. C The purpose of need analysis to the organization is to identify the training and development exercises that will help the individual meet his career plans as well as organizational objectives.
< TOP >

90. D The final and most important step of a career planning program is counseling. The supervisor, along with the HR department, has to counsel the employee regarding the available opportunities, the employee's aspirations and of course, his competencies. In career counseling sessions, employees normally seek
< TOP >

answers to questions.

91.	D	An organizational replacement chart forms the basis for the process of succession planning.	< TOP >
92.	A	The beginning of a career planning exercise for self development should start with an analysis of one's personality, values, knowledge, skills and interests.	< TOP >
93.	B	Organizations which help their employees plan their career, enjoy the benefits of a motivated and loyal workforce.	< TOP >
94.	B	In establishment stage the individual takes more responsibility, makes independent contributions to the organization, achieves financial success and establishes a desirable life-style.	< TOP >

95.   B   Effective succession planning incorporates the following elements
- Continuity
- Long- term perspective
- Organizational need perspective
- Turnover management
- Emphasis on results.

Probability is not an element of effective succession planning.

< TOP >

96.   E   Those individuals who have an autonomy/independent characteristics as a predominant career anchor, desire to have freedom to operate and autonomy to take their own decisions. They want to be self reliant and do not like to be bosses over. They excel as entrepreneurs, professors, consultants, professionals and free-lancers.

As a personal assistants job is to assist an organizations head it cannot be done by this type of individuals.

< TOP >

97.	D	A well designed career development program has the following results except, improves employees' standard of living	< TOP >
98.	B	Career planning has some problems such as Dual career families, low ceiling careers, declining opportunities, career stages, restructuring, career plateaus, and work family issue. Inclining careers cannot be an problem in career planning.	< TOP >

99.   E   Statements (II), (III) and (IV) are true.

Promotions are generally based on performance in current position, ability to take up a higher position and in some cases, the seniority of the employee.

< TOP >

100.	B	At leverage network stage, the individual searches for the right contacts, who can help him/her get the desired job.	< TOP >

< TOP OF THE DOCUMENT >