Chapter-1 Human Resource Management Introduction

Self Assessment Questions

1. Human Resource Management aims to maximize employees as well as organizational
   a) Effectiveness
   b) Economy
   c) Efficiency
   d) Performativity

2. Human Resource Management is primarily concerned with
   a) Sales
   b) Dimensions of people
   c) External environment
   d) Cost discipline

3. Quality goals require alignment with
   a) Production
   b) Human Resources
   c) Finance
   d) Purchase

4. Quality-oriented organization primary concern centers around
   a) Coordination
   b) Communication
   c) Human Resources
   d) Discipline

5. Wide range of abilities and attributes possessed by people are called as
   a) Management
   b) Human Resources
   c) Entrepreneur
   d) Intreprenuer

6. People cast in the role of contributors to production are called
7. IHRM is an area of academic study which focuses on:

a) Comparative research
b) The movement of individuals across national boundaries
c) The exchange of ideas and practices
d) The policies and practices of MNC’s

8. HR challenges which might be faced by internal companies include:

a) The needs for a diverse work-force
b) The relative underdevelopment of HR functions
c) Knowledge of national employment law
d) Knowledge of cultural norms and values

9. Human Resource Planning is not the process that helps organizations to provide adequate human resources to achieve their current and future organizational objectives.
   a) True
   b) False

10. A global economy means:

a) Greater convergence of national economic and social identities
b) Greater divergence
c) Unrestricted movement of people across national boundaries
d) A global culture
11. Hofstadter’s five variables: power distance; individualism, masculinity /femininity; uncertainty avoidance and long term versus short term orientation; were terms used to describe:

a) Family traits  
b) HR strategy  
c) National differences  
d) Globalization

12. Cultural shock which is often the outcome of the negative experience of moving from a familiar culture to one that is unfamiliar is important to understand in the context of internationalization because:

a) It can effect soldiers returning form was zones  
b) It can effect students on ‘gap year’ experiences  
c) It can impact on individuals taking overseas assignments  
d) Friends and families reunited

13. Planning has not a strategic element and should be viewed in the light of the strategic direction of the practice.

   a) True  
   b) False

14. Key to successful management of HR processes is the ability to?

   a) Travel abroad  
   b) Recruit local managers  
   c) Identify key skills and competencies required for working overseas  
   d) Having appropriate training systems

15. Changes to legislation, particularly in the compliance area, may have an effect on the viability of areas of the practice and require a change of emphasis in the types of services provided.
a) Legal environment
b) Technological changes
c) Demographic trends
d) None of these

16. Planning has a strategic element and should be viewed in the light of the strategic direction of the practice.
   a) True
   b) False

17. In the Delphi technique a number of partners and professional staff (experts) who are familiar with the firm’s ....................... each prepare a forecast.

   a) long- and short-term plans
   b) no long- and short-term plans
   c) long- and no short-term plans
   d) None of these

18. Human Resource Planning is not a mandatory part of every organization’s annual planning process.
   a) True
   b) False

19. HR and hiring managers developed screening tools, such as applications, interviews, tests, background checks and reference checks and begin accepting applications.
   a) True
   b) false

20. Cross-cultural training organizations are not experts in the area of cross-cultural relationships and can provide training on many topics.
   a) True
   b) False

Answers for Self Assessment Questions

1. (a) 2.(b) 3.(b) 4.(c) 5.(b)
6. (c) 7.(d) 8. (b) 9.(b) 10.(a)
11.(c) 12.(c) 13.(b) 14.(c) 15. (a)
16.(a) 17.(a) 18.(b) 19.(a) 20. (b)
Chapter-2: Personnel Management
Self Assessment Questions
1. ……………….is that part which is primarily concerned with human resource of organization.
   a. human resource planning  
   b. human resource  
   c. Personnel Management  
   d. None of these

2. Personnel management cannot be defined as obtaining, using and maintaining a satisfied workforce.
   a. True  
   b. False

3. Personnel management is considered an independent function of an organization.
   a. True  
   b. False

4. ……………..is that employees should be used mostly for organizational benefits and profits
   a. PM  
   b. PM’s angle  
   c. PM preserves  
   d. PM treats

5. ………….is a fundamental function of personnel management.
   a. Organization  
   b. Directing  
   c. Controlling  
   d. Planning

6. The value chain is composed of primary & support activities. Which answer below provides the correct components for primary activities?
   a. Service, human resource management, marketing & sales, operations and outbound logistics.  
   b. Marketing & Sales, Operations, Outbound Logistics and Service.  
   d. Inbound Logistics, Operations, Outbound Logistics, Marketing & Sales and Service.
7. Competitive advantage through linkages between the organization and its value network can be achieved by:
   a. Vertical integration.
   b. Adopting common quality standards internally and externally (with suppliers).
   c. Examining supplier specifications, common merchandising, applying quality management principles or by collaborating with other organizations in the form of strategic alliances or joint ventures.
   d. Outsourcing customer service to India.

8. Cost efficiency is determined by which of the following drivers?
   b. Supply Costs & Economies of Scale.
   c. Product/Process Design and Economies of Scale.
   d. Experience.

9. Which types of organizational knowledge are a source of competitive advantage?
   a. Explicit knowledge which is classified and formalized in a planned and systematic way.
   b. Personal knowledge which is hard to communicate and formalize.
   c. Customer databases, market research reports, management reports.
   d. Collective and shared experience accumulated through systems, routines and activities of sharing across the organization.

10. What are the three criteria for the robustness of strategic capability?
    a. Core competences, unique resources and dynamic capabilities.
    b. Complexity, causal ambiguity and value to customers.
    c. Complexity, causal ambiguity and rarity.
    d. Complexity, causal ambiguity and culture/history.

11. Controlling as a function of management means the measurement and correction of performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are accomplished.
    a. Organization
    b. Directing
    c. Controlling
    d. Planning

12. Development implies the increase of skill, through training, that is necessary for proper job performance.
    a. Compensation
    b. Development
    c. Procurement
13. A proper wage system takes into consideration a number of factors and subjects like job evaluation is known as..........
   a. Compensation
   b. Development
   c. Procurement
   d. Compensation

14. Integration must follow the above three functions of procurement, development and compensation.
   a. Integration
   b. Compensation
   c. Development
   d. Procurement

15. The development of personnel management in India is quite different from the development of personnel management in England and America.
   a. True
   b. False

16. Best in Class Benchmarking seeks to assess organizational performance against:
   a. The nearest geographical competitor.
   b. The competitor who is 'best in class' wherever that may be.
   c. The competitor who is the best in the industry.
   d. The nearest principal competitor.

17. The purpose of a SWOT analysis is to analyze:
   a. The business environment in which an organization operates.
   b. The strategic capability of an organization.
   c. The business environment and the strategic capability of an organization relative to its competitors.
   d. External and organizational environments.

18. SWOT should be:
   a. A general list of issues under each heading.
   b. Focused on key issues and as specific as possible.
   c. Completed when an analysis of the external environment has been conducted.
   d. SWOT analysis is the best strategic management framework for analyzing the competitive positioning of an organization
19. What is the meaning of 'toxicity'? Is it:
   Emotional pain
   Physical pain
   Psychological pain
   A state of well being

20. A philosophy of management…
   a. Doesn’t exist
   b. Is the assumptions managers make about people
   c. Is more than a single ingredient
   d. Is a style of management

Answers for Self Assessment Questions
1. (c)  2.(b)  3.(a)  4.(b)  5.(d)
6 (d)   7 (c)   8 (a)  9 (d)  10(d)
11. (c) 12.(b) 13.(d) 14.(a) 15.(a)
16(b)   17(c) 18(b)  19(a) 20(c)
Chapter-3 Job Description

1. Job design involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.
   a) True
   b) False

2. The written statement of the findings of job analysis is called……………..
   a. job design
   b. job classification
   c. job description
   d. job evaluation

3. A structured questionnaire method for collecting data about the personal qualities of employees is called……………..
   a. functional job analysis
   b. management position description questionnaire
   c. work profiling system
   d. none of the above

4. The model that aims at measuring the degree of each essential ability required for performing the job effectively is known as……………..
   a. Fleishman Job Analysis System
   b. common metric questionnaire
   c. management position description questionnaire
   d. functional job analysis

5. The method that depends mainly on the ability and experience of the supervisors for gathering relevant information about the job is called the……………..
   a. task inventory analysis method
   b. technical conference method
   c. diary maintenance method
   d. critical incident method
6. The final process of a job analysis is the preparation of two statements, namely,
   a. job observation and job description
   b. job specification and job observation
   c. job description and job specification
   d. None of the above

7. Which of the following terms is not associated with job analysis?
   a. task
   b. duty
   c. position
   d. competitor

8. The process of bringing together different tasks to build a job is called
   a. job evaluation
   b. job design
   c. job classification
   d. job description

9. The process of grouping of similar types of works together is known as
   a. job classification
   b. job design
   c. job evaluation
   d. job description

10. The system of ranking jobs in a firm on the basis of the relevant characteristics, duties, and responsibilities is known as
    a. job evaluation
    b. job design
    c. job specification
    d. job description

11. Designing a job according to the worker’s physical strength and ability is known as
    a. ergonomics
    b. task assortment
    c. job autonomy
    d. none of the above
12. Which of the following is not a component of job design?
   a. job enrichment  
   b. job rotation  
   c. job reengineering  
   d. job outsourcing

13. Moving employees from one job to another in a predetermined way is called…….
   a. job rotation  
   b. job reengineering  
   c. work mapping  
   d. job enrichment

14. Personnel selection and assessment is an area………………
   a. That has only recently become popular and researched within work psychology  
   b. Where work psychology has made a significant contribution  
   c. Of minor importance within work psychology  
   d. In which work psychologists have focused mainly on administrative and managerial issues

15. Which of the following is not a specific technique used to elicit job holders’ reports?
   a. Position analysis questionnaire  
   b. Job components inventory  
   c. Repertory grid technique  
   d. Critical competency indicator

16. In the context of validating existing personnel selection systems, the most rigorous type of validity is………………
   a. Synthetic validity  
   b. Faith validity  
   c. Face validity  
   d. Criterion-related validity

17. Reliability refers to……………………
   a. The extent to which it measures consistently under varying conditions
b. The accuracy of the method in actually measuring what it is claiming to
c. The strength of the relationship between the predictor and the criterion
d. The lack of stability in the measurement tools

18. A description about the job duties, responsibilities, and expected behavior on the job.
   a) environment
   b) equipment
   c) activities
   d) job title

19. Direct observation, a person conducting the analysis simply observes employees in the performance of their duties.
   a) True
   b) False

20. Job analysis is a process of gathering information about the
   a. job holder
   b. job
   c. management
   d. organization

Answers for Self Assessment Questions
1. (a) 2. (a) 3.(b) 4.(a) 5.(c) 6.(d) 7.(b) 8.(a) 9. (a) 10.(c) 11.(d) 12.(a) 13.(b) 14.(d) 15. (d) 16.(a) 17.(c) 18.(a) 19.(a) 20. (b)
Chapter-4 Human Resource Planning

1. An expert forecasting technique used in environmental scanning where individual ideas, round robin listing and ranking occurs is known as............
   a) Delphi Technique
   b) Impact Analysis
   c) Trend Analysis
   d) Nominal Group Technique
   e) Priority Ranking Method

2. Which is NOT one of the key elements of the 5C Model of HRM Impact?
   a) cost
   b) contribution
   c) critical incident
   d) compliance
   e) client satisfaction

3. An error of omission when a job description or specification fails to incorporate important aspects of the job required for success is called..................
   a) contamination
   b) deficiency
   c) performance gap
   d) generalization

4. Regression analysis may be used in HR forecasting. Another term for independent variable in such analysis is................
   a) target variable
   b) correlation
   c) causal variable
d) linear relationship

5. The likelihood that an individual in a specific job will exhibit one of the five movement behaviors is known as……………………

a) transitional probabilities
b) chain effect
c) Markov cell
d) multiplier effect

6. In any downsizing initiative it is important to:

a) attend to rumours
b) make expectations clear
c) allow time for grieving
d) All of these

7. Which of the following is NOT a reason why an organization may outsource?

a) to improve employee morale
b) to improve service levels
c) to access specialized expertise
d) to save money

8. What is meant by 'internal' and 'external' fit?

a. HR policies which are complementary and consistent within the organization and with the overall business strategy
b. The extent to which HR policies match business strategy
c. The level of consistency between HR policies
d. The level of consistency and coherence between HR policies

9. Which of the following techniques are not connected with human resource planning?

a. Succession planning
b. Management of change
c. Simple linear regression
d. Markov matrix analysis

10. Which of the following is not a selection technique?
   a. Interviews
   b. Ability tests
   c. Performance appraisal
   d. Psychometric testing

11. Which of the following would not form part of a flexible reward package?
   a. Cafeteria benefits
   b. Non-pay items such as child care vouchers
   c. Performance-related pay
   d. Ability to 'buy and sell' leave days

12. Human resource planning should be an integral part of business planning.
   a) True
   b) False

13. Human resource planning is important for helping both organizations and employees to prepare for the future but you might be thinking
   a) True
   b) False

14. Forecasting the overall human resource requirement in accordance with the organizational plans is one of the key aspects of demand forecasting.
   a) True
   b) False

15. Here the supervisors and the management sit together and projections are made after joint consultations.
   a) bottom-up approach
   b) top-down approach
   c) participative approach
   d) None of these
16. Human resource inventory helps in determining and evaluating the quantity of internal human resources available.
   a) True
   b) False

17. Demand forecast is not the process of estimating the future quantity and quality of people required.
   a) True
   b) False

18. New venture analysis will be useful when new ventures contemplate employment planning.
   a) True
   b) False

19. Which of the following best summarizes the distinction between 'hard' and 'soft' HRP?
   a. 'Hard' HRP emphasizes direct control over employees, whereas 'soft' HRP emphasizes indirect control
   b. There is no significant difference between 'hard' and 'soft' HRP
   c. 'Hard' HRP emphasizes indirect control over employees, whereas 'soft' HRP emphasizes direct control
   d. None of these

20. Which of the following is not an objective method of demand forecasting?
   a. Delphi technique
   b. Ratio analysis
   c. Time trends
   d. Work study

Answers for Self Assessment Questions
1. (d) 2. (a) 3. (b) 4. (c) 5. (a) 6. (d) 7. (a)
8. (a) 9. (b) 10. (c) 11. (c) 12. (a) 13. (b) 14. (a)
15. (c) 16. (b) 17. (a) 18. (a) 19. (a) 20. (a)
Chapter-5 Performance Appraisal

Self Assessment Questions

1. A .............is movement from a position requiring a certain level of skill, effort and responsibility to a vacant or newly created position assigned to a different job title.
   a. Demotion
   b. Direction Phase
   c. Assessment Phase
   d. Development Phase

2. Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through these means
   a. Identification, Measurement, Management
   b. Assessment, Direction, Development
   c. Recruitment, Selection, Onboarding
   d. Skill, Effort, Responsibility

3. Which of the following is not a type of performance appraisal?
   a. Customer appraisals.
   b. Appraisal of managers.
   c. Team based appraisal.
   d. 45 degree appraisal.

4. Why might an organization use multiple systems of appraisal? Select all that apply.
   a. Different systems for different part of the organization.
   b. To separate reward and non-reward aspects of appraisal.
   c. Different systems for different organizational groups.
   d. To provide employees with a choice of methods.

5. Which of the following is not a reason why performance appraisal is used by organizations?
   a. To determine promotion.
   b. To motivate employees.
   c. Because it is a legal requirement.
   d. To clarify and define performance expectations.
6. A good potential appraisal system provides opportunities continuously for the employee to know his strengths and weaknesses.
   a) True
   b) False

7. Which of the following statements about performance management systems is not true?
   a. They cause stress for employees.
   b. Performance management systems are ineffective.
   c. Commitment from line managers is questionable.
   d. They improve organizational performance in the long-term.

8. Performance management in government is the managerial activity necessary to promote well-performing policy management and service delivery.
   a) True
   b) False

9. Which of the following statements about performance appraisal is not true?
   a. Companies use appraisal to encourage employee loyalty and commitment.
   b. Performance appraisal has become a tool to motivate and control workers.
   c. Performance appraisal reduces managerial control.
   d. Employees may be appraised on both objective and subjective measures.

10. What is the meaning of upward appraisal?
    a. Line managers rate the performance of employees.
    b. Employees rate the performance of their peers.
    c. Senior managers rate the performance of line managers.
    d. Employees rate the performance of their manager.

11. Indiscipline is a ............... that is classified as an act of delinquency

    1. behavioral
    2. behavioral order
    3. behavioral disorder
    4. None of these

12. Performance planning is not the first crucial component of any performance management process which forms the basis of performance appraisals.
    a) True
13. The process of evaluating an employee’s current and/or past performance relative to his or her performance standards is called _____.

a. recruitment
b. employee selection
c. performance appraisal
d. organizational development

14. When goal setting, performance appraisal, and development are consolidated into a single, common system designed to ensure that employee performance supports a company’s strategy, it is called _____.

a. strategic organizational development
b. performance management
c. performance appraisal
d. human resource management

15. Performance management combines performance appraisal with _____ to ensure that employee performance is supportive of corporate goals.

a. goal setting
b. training
c. incentive systems
d. all of the above

16. Managers following a performance management approach to appraisals will usually meet with employees on a _____ basis.

a. weekly
b. monthly
c. bi-annual
d. yearly

17. Managers following a traditional performance appraisal system will typically meet with employees on a _____ basis.
   a. daily
   b. weekly
   c. monthly
   d. yearly

18. The lateral or vertical movement (promotions, transfer demotion or separation) of an employee within an organization is called ………..
   a. role clarification
   b. goal alignment
   c. developmental goal setting
   d. internal mobility.

   a) True
   b) False

20. A good potential appraisal system provides opportunities continuously for the employee to know his strengths and weaknesses.
   a) True
   b) False

**Answers for Self Assessment Questions**

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Chapter-6 Training and Development

1. A shift in the nature of contract between employer and__________ is also a trend affecting modern HRD
   a. Automatic task processing
   b. Employees.
   c. Factual knowledge about a task
   d. Associative knowledge of the task

2. When evaluating interventions, organizations often resort to the lowest level of Kirkpatrick’s model and only gather reaction level data. However, reaction level data can be improved by asking trainees:
   a. how difficult they found the training.
   b. how much they enjoyed the training.
   c. how difficult and useful they found the training.
   d. how useful and enjoyable they found the training.

3. Transfer of learning to the workplace needs to be made for the training programme to have been successful. Which of the following can hinder this process?
   a. Low self-efficacy
   b. Ridicule from colleagues
   c. Lack of managerial support
   d. All of these

4. Job descriptions should be clear and concise and may serve as a major training tool for the identification of guidelines.
   a) True
   b) False

5. Total training cost include
   a. A gathering of experts in a particular field who allow their work to be disseminated over the internet
   b. Participants ongoing salaries, overheads during training, cost of R&D in training needs analysis.
   c. An individual who is willing to disseminate relevant information to interested parties
   d. A workplace based group willing to communicate with others using the internet and intranet
6. Organizations develop through training and development which bring benefits to employees as well as the organizations. Which of the following would not be regarded as a common feature that would result from training in today's modern workplace?

   a. Same job for life
   b. Improve chances of promotion
   c. Be able to move more easily between jobs and other organizations
   d. Develop a range of transferable skills

7. Training needs analysis can take place at organizational, task, and person levels. At the organizational level, it broadly examines what are the organization’s strategic plans and where is training and development needed to fit into the planning. Organizational training needs generally occur when:

   a. information technology systems need upgrading.
   b. there is some kind of barrier hindering the achievement of organizational aims and objectives which is best removed by training.
   c. government provides additional funding.
   d. other competing organizations are conducting extensive training programmers.

8. The first phase of training programmers is a training needs analysis. What does this aim to do?

   a. Produce selection criteria
   b. Establish the training resources required
   c. Identify the training objectives
   d. All of these

9. In his contribution to understanding learning and learning outcomes, Gagne produced six types of learning related to human performance which he called capabilities, but which of the following is correct?

   a. Cognitive strategies
   b. Motor Skills
   c. Basic learning
   d. All of these

10. Training and development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities.

   a) True
   b) False
11. Methods for evaluation are pre-and post-surveys of customer comments cards, the establishment of a cost/benefit analysis outlining our expenses and returns, and an increase in customer satisfaction and profits.
   a) True
   b) False

12. A planned program designed to ..........the knowledge, proficiency, ability and skills of district personnel is vital to the overall administration of district programs.
   a) decrease
   b) increase
   c) Both a and b
   d) None of these

13. The training of district employees should be approached systematically to avoid duplication of effort and to get the most out of district training dollars.
   a) True
   b) False

14. Training should be accomplished whenever possible through self development or ............... training.
   a) off-the-job
   b) on-the-job
   c) the-job
   d) none of these

15. Under this method, skilled co-workers or supervisors instruct employees and they learn the job by personal observation and practice.
   a) Job Instructing Training (JIT)
   b) On-The –Job Training
   c) Off the job training
   d) None of these

16. During the training period the trainee can earn pay and learners pay usually increase automatically as their skills improve.
   a) True
   b) False

17. This method involves teaching by a superior about the knowledge and skills of a job to the junior or subordinate.
   a) True
b) False

18. The coach is usually either a .......... executive or a behavioral scientist with extensive experience as a management consultant.
   a) successful informer
   b) unsuccessful former
   c) successful former
   d) None of these

19. Resistance to change arises due to deferring perception, personalities and needs. If the employee perceives the change is unfavorable to them, they resist to the change.
   a) True
   b) False

20. In order to structure a training session, the trainer needs to have
   a) strategy
   b) structure,
   c) processes
   d) Diagnostic skills, range of technical skills, interpersonal and judgmental skills

Answers for Self Assessment Questions

1. (b)  2.(c)  3. (d)  4.(a)  5. (b)
6. (a)  7.(b)  8.(c)  9.(d)  10.(a)
11.(a)  12.(b)  13.(a)  14.(b)  15. (b)
16.(b)  17.(a)  18.(c)  19.(a)  20. (d)
Chapter-7: Employee Compensation and Maintenance

Self Assessment Questions

1. Employees in the railways are entitled of payment of wages Act, 1936 who are drawing wages and salaries below:-
   a. Rs. 2000/- a month
   b. Rs. 1500/- a month
   c. Rs. 1600/- a month
   d. Rs. 1800/- a month

2. Due to the paucity of relevant data on wage differentials, it is possible to analyze in India :-
   a. Wage structure, Pay structure
   b. Wage structure
   c. Wage structure, Pay structure, Salary structure
   d. None of these

3. Documents useful for the purpose of wage analysis are:-
   a. Wage sheets, Payroll, Accounting registers
   b. Wage structure
   c. Wage structure, Pay structure, Salary structure
   d. None of these

4. There are many methods that an alive ________ management can creatively develop for employees rendered redundant through little forethought.
   a. E-HRD
   b. HRP
   c. HRD
   d. None of these

5. In Taylor differential piece rate system, high piece rate is applicable if ________.
   a. Output is above standard
   b. Input is above standard
   c. Input and Output is above standard
   d. None of these

5. In Compensation plans the following are taken into account :-
   a. Cost of production, Reduction in expenses, Profits made
   b. Reduction in expenses, Profits made, Cost of production
c. Profits made, Cost of production, Reduction in expenses
d. None of these

6. Minimum wages are not to be fixed in an industry which employs less than how many employees in the entire state?
   a. 2000
   b. 1000
   c. 900
   d. 3000

7. Co-partnership system tries to:-
   a. Eliminate friction between capital and labor
   b. Gives fixed share to workers
   c. Reduction in expenses, Profits made, Cost of production
   d. Profits made, Cost of production, Reduction in expenses

8. Apart from salaries, IT employees are giving importance to:-
   a. Job content, Job security, Company image
   b. Job security, Company image, Foreign trips
   c. Company image, Foreign trips, Job security
   d. Job security, Company image, Foreign trips

9. Major components of compensation:-
   a. Salary, Basic salary, Consolidated salary
   b. Consolidated salary Salary, Basic salary
   c. Consolidated salary, Basic salary, Salary
   d. None of these

10. The wages of workers not present at the time of payment disbursement should be entered into ________.
    a. disbursed wage register
    b. undisbursed wage register
    c. wage register
    d. None of these
11. Components of wage & salary are:-
   a. Overtime wage, Dearness allowance, Basic wage
   b. Dearness allowance, Basic wage Overtime wage
   c. Basic wage, Overtime wage, Dearness allowance
   d. None of these

12. Basic purpose of Wage and Salary administration is to establish and maintain an equitable :
   a. Wage and Salary structure
   b. Wage
   c. Salary structure
   d. None of these

13. Performance standards & norms for incentive payments should be set up high for better results.
   a. True
   b. False

14. To maintain best manpower in the organization, Management Incentive Plan based on the individual performance is necessary.
   a. True
   b. False

15. _______ had a decisive influence on the wage structure & wage level.
   a. Market focus
   b. Managerial attitude
   c. Wage
   d. Salary structure

16. Wage and salary administration should be controlled by some proper agency.
   a. True
   b. False
17. Wage & salary are also subject to a variety of legislation & in this context, compliance with existing legislative measure is very important.

a. True

b. False

18. Source documents for preparations of wages are :-

a. Yearly sheet

c. Attendance register.
d. None of these

19. In high profit making organization compensation paid is relatively:

a. Lower
b. Higher
c. Medium
d. None of these

20. If the employment is merely incidental to the exercise of a profession, the gains from such employment would be:-

a. Employee earnings
b. Earnings
c. Professional earnings
d. None of these

Answers for Self Assessment Questions
1. (c) 2.(c) 3.(a) 4.(c) 5.(a)
6. (b) 7.(a) 8.(a) 9.(a) 10.(b)
11. (c) 12.(a) 13.(b) 14.(b) 15.(a)
16. (b) 17.(a) 18.(b) 19.(b) 20.(c)
Chapter-8: Maintenance

Self Assessment Questions

1. The main statute governing health and safety at work is the……?
   
   d. The Health and Safety of Workers Act 2011.

2. Which of the following is not a source of the law on health and safety at work?
   
   a. Guidance notes
   b. Regulations.
   c. Recent case law.
   d. Common law.

3. Which of the following does not form part of an employer’s common law duty to take care?
   
   a. Safe work equipment.
   b. Competent fellow employees.
   c. Reasonable salaries.
   d. Safe work premises.

4. Which of the following best describes ‘contributory negligence’?
   
   a. The claimant was partially responsible for the injury/damage that occurred.
   b. The claimant had no responsibility for any injury/damage that occurred.
   c. The claimant blames the defendant for his negligent actions.
   d. The claimant was fully responsible for any injury/damage that occurred.

5. How would you define ‘volenti non fit injuria’?
   
   a. An employee has consented to any injury/damage that has occurred.
   b. That the employee has not consented to any injury/damage that has occurred.
   c. That the employee was violent towards their employer.
   d. That the employee takes full responsibility for any injury/damage that occurs.
6. Health and safety concerns everyone in an establishment although the main responsibility lies with management in general and individual managers in particular.

   a) True
   b) False

7. What is the general duty outlined under Section 2 of the Health and Safety at Work Act 1974?

   a. To ensure that all employees are provided with adequate equipment to enable them to do their job.
   b. To ensure that all employees are paid a salary set at least at the level of the national minimum wage.
   c. To ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.
   d. To provide competent employees.

8. Which organization is responsible for the enforcement of the Health and Safety at Work Act 1974?

   b. The Health and Safety Executive.
   c. Acas
   d. The Health and Safety Commission.

9. Occupational health issues are often given less attention than occupational safety issues because the former are generally more difficult to confront.

   a) True
   b) False

10. Can an employer appeal against an improvement or prohibition notice?

    a. Yes, but only against a prohibition and not an improvement notice.
    c. No, there is no right to appeal.
    d. Yes, but only against an improvement and not prohibition notice.

11. The committees which promote workers’ participation in management are usually established only at the

    a. corporate level
b. plant level
c. shop-floor level
d. All of the above

12. Which of the following is not usually an example of indirect participation by the employees in participative management?
   a. Worker-director
   b. A joint management council member
   c. Collective bargaining
   d. Suggestion-box scheme

13. Which of the following not an example of direct participation by the employees in participative management?
   a. A joint management council member
   b. Autonomous work group
   c. Open-door policy
   d. Suggestion-box scheme

14. Which of the following is not a characteristic of the workers’ participation in management?
   a. Consequence sharing
   b. Application of upward control
   c. Participation in decision making
   d. One-time activity in the life of the organization

15. Employee empowerment in general means
   a. increased job autonomy for the superiors
   b. increased job autonomy for the subordinates
   c. decreased job autonomy for the subordinates
   d. None of the above

16. Which of the following activities is not required as part of the employee empowerment process?
   a. Transfer of authority
   b. Assignment of responsibility
   c. Establishment of accountability
   d. None of the above

17. Which of the following are mechanisms for upwards problem solving?
   a. Attitude surveys
b. Quality circles/problem solving groups
c. Employee reports
d. Company newspaper

18. All of the following are types of financial participation with the exception of which one?
   a. Employee Share Options
   b. Profit Sharing
c. Executive Share Schemes
d. Profit-Related Pay

19. High performance management is concerned with which of the following functions:
   a. The recruiting of ‘high-flyers’ or ‘hipos’ into managerial posts
   b. The generation of HRM practices enhancing the performance of senior managers
c. The design of schemes reducing the time managers spend on administrative tasks
d. The fashioning of an integrated system whereby enhanced employee skills and commitment result in increased corporate performance.

20. What was the key policy recommendation of the Whitley Committee?
   a. Employees should have legal rights to consultation
   b. Employees should be given boardroom representation
c. Attempts should be made to extend female participation rights
d. Workers should be able to participate more fully in the regulation of employment conditions of most concern to them

**Answers for Self Assessment Questions**

1. (c)
   2. (c)
   3. (b)
   4. (a)
   5. (a)

6. (a)
   7. (c)
   8. (b)
   9. (a)
   10. (b)

11. (d)
   12. (d)
   13. (a)
   14. (d)
   15. (b)

16. (d)
   17. (a)
   18. (d)
   19. (d)
   20. (d)
Chapter-9 Industrial Relations

1. Which of the following is usually not an objective of industrial relations?
   a. Connectedness
   b. Collective wisdom
   c. Conflict prevention
   d. None of these

2. Identify the major actor of industrial relations from the following.
   a. Employers
   b. Unions
   c. Government
   d. All of these

3. That the authority rests solely with the management with no right to anyone to challenge it is the basis of the
   a. Pluralist approach
   b. System approach
   c. Unitary approach
   d. Social action approach

4. The balance of power is not vested with any one group; rather, it is maintained between the parties to the industrial relations.” This is the essence of the
   a. Pluralist approach
   b. System approach
   c. Unitary approach
   d. Social action approach

5. That the behavior, actions and role of the individuals are primarily shaped by the cultures of the society is the basic assumption in the
   a. Pluralist approach
   b. System approach
   c. Unitary approach
   d. Social action approach
6. Which of the following approaches assumes that the understanding of industrial relations requires an understanding of the capitalized society?
   a. Marxist approach
   b. Gandhian approach
   c. Human relations approach
   d. Giri approach

7. The utility of non-violence as the means of conflict resolution is the core principle of the
   a. Marxist approach
   b. Gandhian approach
   c. Human relations approach
   d. Giri approach

8. “Organizations are made up of people and the success of management lies in its dealings with these people.” This is the fundamental of the
   a. Marxist approach
   b. Gandhian approach
   c. Human relations approach
   d. Giri approach

9. Which of the following approaches assumes that voluntary negotiations between employers and employees are a means of settling disputes?
   a. Marxist approach
   b. Giri approach
   c. Human relations approach
   d. Gandhian approach

10. Which of the following approaches insists on investigating the underlying trends and patterns in the cause and effect of industrial disputes?
    a. Gandhian approach
    b. Giri approach
    c. Industrial sociology approach
    d. Pluralist approach

11. Productivity bargaining is considered as a classic example of the
12. Which Act of Parliament defines a ‘trade union’ and governs much of the law on industrial relations?

b. The Trade Union Act 1955.

13. Under which of the following situations may a union refuse to admit a person or expel a member?

a. Because of misconduct.
b. Because of their financial means.
c. Because they do not feel that they are a suitable member.
d. Because of their current state of health.

14. Who is responsible for the maintenance of the ‘lists’ of independent trade unions?

a. The Health and Safety Executive.
b. The Central Arbitration Committee.
c. The Certification Officer.
d. None of these

15. Which of the following best explains the term ‘union ballots’?

a. A ballot is the method by which a union expels members.
b. A ballot is the system by which union members vote for, e.g. industrial action.
c. A ballot is the system by which union members put forward information for ‘listing’.
d. A ballot is the method by which a union recruits new members.

16. Which of the following is not an ‘industrial tort’?

a. Intimidation.
b. Conspiracy.
c. Inducement.
d. Gross misconduct.
17. Which of the following can a union do once it is `recognized’?

   a. Apply to be referred to as a ‘workplace union’.
   b. Apply for union status.
   c. Apply to engage in the ‘closed shop’.
   d. Engage in collective bargaining with an employer.

18. An individual spends his maximum time at the workplace and his fellow workers are the ones with whom he spends the maximum hours in a day.

   a. True
   b. False

19. Labor relations cannot refer broadly to any dealings between management and workers about employment conditions.

   a. True
   b. False

20. Industrial relations are used to denote the collective relationships between management and the workers.

   a. True
   b. False

Answers for Self Assessment Questions

1. (d) 2.(d) 3.(a) 4.(a) 5.(b) 6. (a) 7.(b)
8. (c) 9.(b) 10.(c) 11.(a) 12.(a) 13.(a) 14.(c)
15. (b) 16.(d) 17.(d) 18.(d) 19.(a) 20. (b)
Chapter-10: E-Human Resource Management

Self Assessment Questions

1. Organizations making steps towards e-HRM are……………
   a. Cost reduction/efficiency gains
   b. Client service improvement/facilitating management and employees
   c. Improving the strategic orientation of HRM
   d. a,b,c

2. The HR function is to be structured to help organizations
   a. True
   b. False

3. ……………………… support can be characterized as support that is primarily focused on improving the operational efficiency of the HR system.
   a. Transformational e-HRM
   b. Operational e-HRM
   c. Informational e-HRM
   d. None of these

4. The roles for the HRM are:
   a. Leadership role
   b. Managerial role
   c. Operational role
   d. a,b,c

5. The e-HRM is not a specific stage in the development of HRM, but a choice for an approach to HRM
   a. True
   b. False

6. ……………..is concerned with administrative functions - payroll and employee personal data.
   a. Transformational e-HRM
   b. Operational e-HRM
   c. Informational e-HRM
   d. None of these
7. ………………………….. is concerned with strategic HR activities such as knowledge management, strategic re-orientation.

   a. Transformational e-HRM
   b. Operational e-HRM
   c. Informational e-HRM
   d. None of these

8. Functional areas of Human Resource Management are:

   (a) Employment
   (b) Selection and Training
   (c) Employee Services
   (d) a,b,s

9. ………is a specialized function and is one of the fundamental operative functions of HR management.

   (a) management training
   (b) Employee training
   (c) organization training
   (d) Nine of these

10. Employee assistance focuses on providing personal problem solving, counseling to individual employees.

    a. True       b. False

11. HR or personnel policies are required in the following areas:

    (a) Acquisition of personnel
    (b) Training and development
    (c) Appraisal and compensation of human resources
    (d) a,b,c,
12. Cultural shock which is often the outcome of the negative experience of moving from a familiar culture to one that is unfamiliar is important to understand in the context of internationalization because:

a) It can effect soldiers returning from was zones

b) It can effect students on 'gap year' experiences

c) It can impact on individuals taking overseas assignments

d) Friends and families reunited

13. Planning has not a strategic element and should be viewed in the light of the strategic direction of the practice.

   c) True
   d) False

14. Key to successful management of HR processes is the ability to?

a) Travel abroad

b) Recruit local managers

c) Identify key skills and competencies required for working overseas

d) Having appropriate training systems

15. Changes to legislation, particularly in the compliance area, may have an effect on the viability of areas of the practice and require a change of emphasis in the types of services provided.

   e) Legal environment
   f) Technological changes
   g) Demographic trends
   h) None of these

16. Planning has a strategic element and should be viewed in the light of the strategic direction of the practice.

   c) True
   d) False

17. In the Delphi technique a number of partners and professional staff (experts) who are familiar with the firm’s ................. each prepare a forecast.
e) long- and short-term plans
f) no long- and short-term plans
g) long- and no short-term plans
h) None of these

18. Human Resource Planning is not a mandatory part of every organization’s annual planning process.
   c) True
   d) False

19. HR and hiring managers developed screening tools, such as applications, interviews, tests, background checks and reference checks and begin accepting applications.
   c) True
   d) False

20. Cross-cultural training organizations are not experts in the area of cross-cultural relationships and can provide training on many topics.
   c) True
   d) False

**Answers for Self Assessment Questions**
1. (d) 2. (a) 3. (c) 4. (d) 5. (a)
6. (b) 7. (a) 8. (d) 9. (b) 10. (a)
11. (d) 12. (c) 13. (b) 14. (c) 15. (a)
16. (a) 17. (a) 18. (b) 19. (a) 20. (b)