



## MGT 501- Human Resource Management

Organizational Behavior is a study of investigating the impact of:

- ▶ **Employees' behavior in an organization**
- ▶ Societal behavior on an organization
- ▶ Country's culture on an organization
- ▶ Country's economy on an organization

Which of the following term is used to identify, "what the job holder does"? "how it is done"? & "why it is done"?

- ▶ Job specification
- ▶ Job evaluation
- ▶ **Job description**
- ▶ Job title

Which of the following term is used to identify the physical & mental skills, required to perform by an individual within a particular position in an organization?

- ▶ Job title
- ▶ Job specification
- ▶ **Job description**
- ▶ Job evaluation

Jobs are compensated on the basis of:

- ▶ **Job analysis**
- ▶ Job specification
- ▶ Job worth
- ▶ Job description

\_\_\_\_\_ is the main source of innovations.

- ▶ Upgraded technology

- ▶ **Human mind**

- ▶ Competitors' pressure
- ▶ Research & Development

Which of the following HR function is the basic element of recruitment?

- ▶ **Attract the job applicants for the particular post**

- ▶ Select the best one among all applicants
- ▶ Train the people as per organizational requirements
- ▶ Fire the non-performing employees

"A person is known by the company he/she keeps"; is well described by which of the term?

- ▶ Prejudice
- ▶ **Stereotype**
- ▶ Introversion

- ▶ Extroversion

Terms "Interpersonal skills" and "Human skills" are used for:

- ▶ Two different skills
- ▶ Different managerial skills
- ▶ Operational skills

▶ **Same managerial skills**

Which of the following abilities are categorized as the Technical skill of an individual?

- ▶ Judgment & creativity
- ▶ Analysis & communication
- ▶ **Knowledge & proficiency**
- ▶ Innovation & advancement

The intellectual & mechanical process used by an organization to transform inputs into outputs is termed as:

- ▶ Task
- ▶ People
- ▶ Structure

▶ **Technology**

Under which of the following authority, an HR manager took the decision to provide training to its employees regarding the operations of newly installed machine?

- ▶ Staff
- ▶ Functional

▶ **Line**

- ▶ Implied

Which one of the following is NOT the benefit of making teams?

▶ **Every member is mutually accountable within a team**

- ▶ Teams enable organizations to better utilize employees' talents
- ▶ Teams create trust and a collaborative culture
- ▶ Teams always perform better than individuals in all situations

Which one of the following is NOT the characteristic of a Virtual Team?

- ▶ Lack of nonverbal signals
- ▶ Limited social contact
- ▶ **Increased social relationship**
- ▶ Ability to overcome time and space constraints

Which of the following functions of HRM deals with 'Collective Bargaining'?

- ▶ Staffing
- ▶ Forecasting
- ▶ Employee-assistance management
- ▶ **Employee-relations management**

'There is no need to make any new appointment'; therefore, the organization has transferred Mr. Azam to another branch. This step of the organization is taken to:

- ▶ Increase the labor supply than demand
- ▶ Maintain the balance of labor supply and demand
- ▶ **Decrease the labor supply than demand**
- ▶ Devastate the balance of labor supply and demand

A test conducted to ensure the biological fitness of an individual by identifying the presence of any inherited diseases like diabetes, heart diseases, neurological disorders etc, is termed as:

- ▶ Hereditary testing
- ▶ **Gene testing**
- ▶ Instinct testing
- ▶ Genetic testing

Which of the given employment testing approach requires individuals to perform activities similar to those they might encounter in an actual job?

- ▶ In-basket technique
- ▶ **Role playing**
- ▶ Interview simulations
- ▶ Case study

• **Role playing**

A Training method in which participants are required to respond to specific problems they may actually encounter in their jobs.

According to which of the following interview type, several applicants are being interviewed by one or more company representatives?

- ▶ One-to-one interview
- ▶ Panel interview
- ▶ **Group interview**
- ▶ Stress interview

'Material wastage has increased to greater extent due to using outdated machinery'. This issue can be resolved by:

- ▶ Train machine operators regarding its operations
- ▶ **Replacing the existing machinery with the new one**
- ▶ Using new raw material in production
- ▶ No action is required as it is not a noticeable issue

Previous company records & customer satisfaction surveys may serve as a source for:

- ▶ Cultivating learning culture within the organization

▶ **Determining deficiencies that require training**

- ▶ Developing career development plans for employees
- ▶ Identifying training outcomes through evaluation

Evaluation of training program is conducted:

- ▶ At the initial stage while design a training
- ▶ Prior to need assessment phase
- ▶ Parallel to design a training content

▶ **At the last stage of training**

HR managers play vital role in:

▶ **Setting production targets**

- ▶ Formulating strategies
- ▶ Publishing financial statements
- ▶ Preparing reports for shareholders

Which of the following are the groups of social nature that are formed around friendship and common interests?

- ▶ Formal
- ▶ Structured
- ▶ Informal

▶ **Unstructured**

Initially the personnel department was only involved in:

- ▶ Recruitment & selection
- ▶ Compensation & benefits
- ▶ Training & development
- ▶ **Scheduling vacations**

'Career counseling' is part of which of the following functions of HRM?

- ▶ Compensation & benefits
- ▶ Planning & selection

▶ **Training & development**

- ▶ Maintenance of HRIS

'Fair employment legislation' is applicable to which of the following?

- ▶ Collective bargaining

▶ **Planning & selection**

- ▶ Training & development
- ▶ Grapevine network

Which one of the following is NOT included in 'Training and Development'?

- ▶ Orientation
- ▶ Career development
- ▶ Employee education

▶ **Recruitment**

Jamal Enterprises' top management refused to consider its female marketing manager for the post of Vice President. This action of the company is representing which of the following?

▶ **Gender discrimination**

- ▶ Legal consideration
- ▶ Reverse discrimination
- ▶ Glass ceiling effect

The process of discovering potential candidates for actual or anticipated organizational vacancies is known as:

- ▶ HR planning
- ▶ Job analysis
- ▶ Recruitment

▶ **Selection**

The hiring process comprises which of the

following steps?

- ▶ Selection, Recruitment & performance appraisals
- ▶ **Recruitment, Selection & Socialization**
- ▶ Selection, Orientation & Development

Which of the following defines the process of 'Recruitment'?

- ▶ Forecasting the demand of human resources
- ▶ Forecasting the supply of human resources
- ▶ **Discovering potential job candidates for a particular position**
- ▶ Making a "hire" or "no hire" decisions

The number of people hired for a particular job compared to the number of individuals in the applicant pool is often expressed as:

- ▶ Application ratio
- ▶ Recruitment ratio
- ▶ **Selection ratio**
- ▶ Employment ratio

The extent to which an employment selection test provides consistent results is known as:

- ▶ **Reliability**
- ▶ Dependability
- ▶ Consistency
- ▶ Trustworthiness

Which of the following test indicates the person's inclination towards a particular occupation that provides satisfaction to that individual?

- ▶ **Vocational interest test**
- ▶ Cognitive aptitude test
- ▶ Personality test
- ▶ psychomotor abilities test

All of the following areas are covered in an employee orientation program, EXCEPT:

- ▶ Organizational history
- ▶ Employee benefits
- ▶ Organizational issues
- ▶ **Organizational politics**

Which of the following term reflects the process of preparing organizational people according to the future needs?

- ▶ Learning
- ▶ **Training**
- ▶ Development
- ▶ Need analysis

Which of the following term best represents the individuals who have interests in an organization and are influenced by it?

- ▶ Workforce
- ▶ **Stakeholders**
- ▶ Customers
- ▶ Stockholders

**Mr. Ahmed was working as a computer operator, but he was unable to work in Ms Excel with the required speed. Due to this reason management has forcefully retired him & appointed a new person to replace him, the company is said to be indulged in:**

▶ **Rightsizing**

- ▶ Affirmative action
- ▶ Downsizing
- ▶ Discrimination

**“Self-motivated & result oriented individuals with sound knowledge of combined cycle gas turbine power plant operations and practical experience of mechanical, electrical and I&C maintenance of plant.”**

**This section of job advertisement represents which of the given term?**

- ▶ Job analysis
- ▶ Job description

▶ **Job specification**

- ▶ Job evaluation

**Which of the following statement represents "effectiveness"?**

- ▶ Achieve most output in less time
- ▶ Achieve mass production
- ▶ Achieve most output with least input

▶ **Achieve organizational goals**

**How hesitation among newly hired employees can be eliminated through socialization within an organization?**

**Socialization:** In order to reduce the anxiety that new employees may experience, attempts should be made to integrate the person into the informal organization. HRM department can conduct the orientation in order to socialize

the newly hired employees with the working environment of the organization. HRM plays a major role in new employee orientation-the role of coordination, which ensures that the appropriate components are in place. In addition HRM also serves as a participant in program. As job offers are made and accepted, HRM should instruct the new employee when to report to work. However, before the employee formally arrives, HRM must be prepared to handle some of the more routine needs of these individuals.

**Organizational Behavior is a study of investigating the impact of:**

- ▶ Employees' behavior in an organization
- ▶ Societal behavior on an organization
- ▶ Country's culture on an organization
- ▶ Country's economy on an organization

**With the emergence of Information Technology**

(IT), organizations are needed to perform which of the following activity in response to this new technological trend?

- ▶ Job evaluation
- ▶ Job specification
- ▶ Job description

▶ **Job analysis**

Which of the following is said to be the main focus of Organization Behavior?

- ▶ How to become more effective in society
- ▶ **How to best utilize human resource**
- ▶ How to become environmental friendly
- ▶ How to become a market leader

'Job specification' is said to be an outcome of which of the given term?

▶ **Job analysis**

- ▶ Job title
- ▶ Job evaluation
- ▶ Job worth

Jobs are compensated on the basis of:

▶ **Job analysis**

- ▶ Job specification
- ▶ Job worth
- ▶ Job description

Technically HRIS is a/an:

▶ **System software**

- ▶ System hardware
- ▶ Database system
- ▶ Operating system

HRIS is used to facilitate the decisions related to:

- ▶ Overall organization
- ▶ **Employment planning**
- ▶ Sales forecasting
- ▶ Resource allocation

As a result of which of the following activity, HRIS is gaining popularity day by day?

▶ **Generating organizational reports**

- ▶ Managing resources effectively
- ▶ Retrieving timely information
- ▶ Handling bundles of data

HR department maintains

\_\_\_\_\_ records.

▶ **Employee**

- ▶ Sales
- ▶ Production
- ▶ Inventory

Why organizational goals should be measurable?

▶ Ensure goal ambiguity

▶ **Ensure goal attainment**

- ▶ Put high effort
- ▶ Encourage employee participation

\_\_\_\_\_ is the main source of innovations.

▶ Upgraded technology

▶ **Human mind**

- ▶ Competitors' pressure
- ▶ Research & Development

Which of the following emerged when individuals realized the strength they could gain by joining together to negotiate with employers?

▶ **Trade unions**

- ▶ Human relation movement
- ▶ Employment legislations
- ▶ None of the given options

Who is responsible to take corrective actions in response to unforeseen problems?

▶ Liaison

▶ **Disturbance-handler**

- ▶ Figurehead
- ▶ Spokesperson

Which of the following role a manager performs as a Resource allocator?

- ▶ Interpersonal role

▶ **Decisional role**

- ▶ Informational role
- ▶ Supportive role

Under which of the following role, manager discusses issues and bargains with other units to gain advantages for their own unit?

▶ **Negotiator**

- ▶ Spokesperson
- ▶ Disseminator
- ▶ Entrepreneur

Organization is said to be an open system, because:

▶ **It operates within an environment**

- ▶ It operates in isolation
- ▶ Its activities are random
- ▶ Its activities are independent

Which of the following approach emphasizes the effect of psychological & social factors on employees' performance?

- ▶ Scientific approach
- ▶ Rational approach

▶ **Human relations approach**

- ▶ Systematic approach

How often HR planning process is implemented within an organization?

▶ **Continuously**

- ▶ Annually
- ▶ Bi-annually
- ▶ Quarterly

The best hiring occurs when the goals of which of the following should consistent to each other?

- ▶ HR managers, Finance managers
- ▶ Head office, Branch

▶ **Organization, Individual**

- ▶ Lower managers, Top managers

**Why organizations provide attractive salaries, fringe benefits, career development opportunities**

- ▶ **To retain valuable human resource**
- ▶ To be the market leader in the future
- ▶ To attract more and more people
- ▶ To enforce government regulations

**An organization posts advertisement in the news paper as:**

**“Approximate Gross salary is Rs. 24,000/ per month. In addition to above salary the candidate on appointment will also be entitled for other attractive benefits/facilities like pick and drop, indoor medical facility, housing subsidy etc”.**

**This represents:**

▶ **The organization’s policy for attracting more potential candidates**

- ▶ The organization is creating its positive image in the market
- ▶ The organization is clearly defining the job position
- ▶ The organization’s policy to retain valuable employees

**A test conducted to ensure the biological fitness of an individual by identifying the presence of any inherited diseases like diabetes, heart diseases, neurological disorders etc, is termed as:**

▶ Hereditary testing

▶ **Gene testing**

- ▶ Instinct testing
- ▶ Genetic testing

**A practice used by different companies to reduce costs by transferring portions of work to outside provider rather than completing it internally is termed as:**

- ▶ Planning
- ▶ Decentralization
- ▶ Restructuring

▶ **Outsourcing**

**People within a group who initiate the work, give new ideas and also collect information about the task, are actually performing:**

▶ Information collector roles

▶ **Task oriented roles**

- ▶ Relationship oriented roles
- ▶ Individual roles

**Organizations started emphasizing on making rules and regulations during:**

▶ Mechanistic period

▶ **Legalistic period**

- ▶ Catalytic period
- ▶ Strategic period

**'Career counseling' is part of which of the following functions of HRM?**

- ▶ Compensation & benefits
- ▶ Planning & selection
- ▶ **Training & development**
- ▶ Maintenance of HRIS

Which of the following force makes an individual eligible to make decisions, give orders & directing work activities of others?

- ▶ Power
- ▶ Influence
- ▶ **Authority**
- ▶ Command

SWOT Analysis is a tool for:

- ▶ Determining the mission
- ▶ Dividing missions into goals
- ▶ **Scanning the environment**
- ▶ Monitoring frequent performances

What comes prior to environmental scanning of an organization?

- ▶ **Determining organizational mission**
- ▶ Monitoring the action plans
- ▶ Developing budgets for plans
- ▶ None of the given options

What measure should be needed to ensure effective recruitment?

- ▶ **Keep pool of large size to get best out of it**
- ▶ Address personnel needs of applicants
- ▶ Meet economies of scale for an organization
- ▶ Clearly understand organizational goals

Which of the following is a process of attracting individuals on timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization?

- ▶ Selection
- ▶ **Recruitment**
- ▶ Staffing
- ▶ Enrollment

The extent to which an employment selection test provides consistent results is known as:

- ▶ Reliability
- ▶ Dependability
- ▶ **Consistency**
- ▶ Trustworthiness

Which of the following test can best evaluate the routine production activities of job that require coordination & physical strength?

- ▶ Cognitive aptitude test
- ▶ Job knowledge test
- ▶ Vocational interest test
- ▶ **Psychomotor abilities test**

Which of the following test indicates the person's inclination towards a particular occupation that provides satisfaction to that individual?

- ▶ **Vocational interest test**

- ▶ Cognitive aptitude test
- ▶ Personality test

**Which of the following source can be used to ensure the authentication of the information provided by the job applicant?**

- ▶ **Reference check**
- ▶ Criminal record
- ▶ Application form
- ▶ Credit history

**Background investigations and reference checks are considered to verify candidate's \_\_\_\_\_**

- ▶ Age
- ▶ Marital status

▶ **Credentials**

- ▶ Gender

**Non-Muslims are not allowed to enter the territory of Mekkah & Madina, due to this restriction, McDonalds made local hiring for its subsidiaries in these regions. Which hiring approach they have adopted in response to this limitation?**

- ▶ Parent-country national
- ▶ **Host-country national**
- ▶ Third-country national
- ▶ Headquarter national

**Decision regarding the delivery medium for training is made prior to which of the following step?**

- ▶ Evaluating the training program
- ▶ **Designing the contents of training to be delivered**
- ▶ Identifying whether the training is required or not
- ▶ Conducting need assessment to identify issues

**HRM is said to be effective when \_\_\_\_\_ is achieved.**

- ▶ Minimization of wastage
- ▶ Cohesive work environment
- ▶ **Customer satisfaction**
- ▶ Large market share

**"Effectiveness" is represented by:**

- ▶ Doing things before time
- ▶ **Doing right things right**
- ▶ Doing things in minimum time
- ▶ Doing things with minimum resources

**Question No: 41 ( Marks: 10 )**

**What measures can be taken by the employer to prevent negligent hiring? Explain in detail.**

**Which of the following defines the levels of authority to perform the assigned tasks?**

- ▶ Labor union
- ▶ Competitor's threat
- ▶ **Organizational structure**
- ▶ Pressure group

The actions of people at work place are studied under which of the following discipline?

- ▶ Psychology
- ▶ **Organizational behavior**
- ▶ Sociology
- ▶ Anthropology

Job specification is a statement that represents:

- ▶ Required skills
- ▶ Specific qualification
- ▶ Personality traits
- ▶ **All of the given options**

'Job specification' is said to be an outcome of which of the given term?

- ▶ **Job analysis**
- ▶ Job title
- ▶ Job evaluation
- ▶ Job worth

Jobs are compensated on the basis of:

- ▶ **Job analysis**
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- ▶ Job worth
- ▶ Job description

Which of the following is served as criteria for declaring a particular job as worth-full?

- ▶ Physical motion
- ▶ **Significance of task**
- ▶ Mental stress
- ▶ Long working hours

The thorough & detailed study regarding jobs within an organization is termed as:

- ▶ **Job analysis**
- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation

The three most important job-related attitudes are:

▶ Job involvement, organizational commitment and job enrichment

▶ Job satisfaction, job orientation and organizational commitment

▶ **Job satisfaction, job involvement and organizational commitment**

▶ Job satisfaction, job enlargement and organizational behavior

Which of the following term describes the unique combination of psychological traits that describes a

▶ Perception

▶ **Personality**

▶ Attitude

▶ Ability

Successful managers are:

▶ **Efficient & effective**

▶ Goal achievers

- ▶ Strict to employees
- ▶ Policy makers

**Which of the following is an online recruitment method engaged in by a single employer or group of employers to attract a large number of applicants?**

- ▶ Job fairs
- ▶ Recent grads
- ▶ Internship programs
- ▶ **Recruiting sites**

**Which of the given statement reflects the Relationship between HRM & Management?**

- ▶ Both are same
- ▶ Management is one aspect of HRM
- ▶ **HRM is one aspect of Management**
- ▶ No relationship exists

**Which of the following HR function is the basic element of recruitment?**

- ▶ **Attract the job applicants for the particular post**
- ▶ Select the best one among all applicants
- ▶ Train the people as per organizational requirements
- ▶ Fire the non-performing employees

**Entrepreneurs are said to perform the:**

- ▶ Interpersonal role
- ▶ Informational role
- ▶ Supportive role
- ▶ **Decisional role**

**The intellectual & mechanical process used by an organization to transform inputs into outputs is termed as:**

- ▶ Task
- ▶ People
- ▶ Structure
- ▶ **Technology**

**Which of the following approach emphasizes the effect of psychological & social factors on employees' performance?**

- ▶ Scientific approach
- ▶ Rational approach
- ▶ **Human relations approach**
- ▶ Systematic approach

**Under which of the following authority, an HR manager took the decision to provide training to its employees regarding the operations of newly installed machine?**

- ▶ Staff
- ▶ **Functional**
- ▶ Line
- ▶ Implied

**Which one of the following is NOT the advantage of Workforce Diversity?**

- ▶ Increased creativity and flexibility
- ▶ **Decreased problem-solving skills**

- ▶ Multiple perspectives
- ▶ Greater openness to new ideas

**The best hiring occurs when the goals of which of the following should consistent to each other?**

- ▶ HR managers, Finance managers
- ▶ Head office, Branch
- ▶ **Organization, Individual**
- ▶ Lower managers, Top managers

**Which of the following method includes the exchange of information between organizational member & the applicant through a goal-oriented conversation?**

- ▶ Counseling simulations
- ▶ Vocational interest test
- ▶ Role playing
- ▶ **Employment interview**

**The process by which people acquire skills & abilities required to perform jobs at hand, is known as:**

- ▶ Learning
- ▶ **Training**
- ▶ Development
- ▶ Need analysis

**Which of the following department is responsible for handling safety & health issues of employees?**

- ▶ **HR department**
- ▶ Procurement department
- ▶ Finance department
- ▶ Marketing department

**Organizations started giving more focus on the quality of work life (QWL) during:**

- ▶ 1960-70
- ▶ 1970-80
- ▶ 1980-90
- ▶ **1990-2000**

**Which of the following is a forecasting technique that involves experimenting a real-world situation through a mathematical model?**

- ▶ **Simulation**
- ▶ Modeling
- ▶ Mock-up
- ▶ Replication

**Which of the following information is NOT collected through observation method while**

**<http://vustudentsc.onndinugct.inCgO jMob> analysis?**

- ▶ **Who is monitoring the task?**
- ▶ What task has done?
- ▶ How task has done?
- ▶ How long a task has taken to complete?

**Which of the following is a process of attracting individuals on timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization?**

- ▶ Selection
- ▶ **Recruitment**
- ▶ Staffing
- ▶ Enrollment

Which of the following method is used to inform employees about the company's job openings?

- ▶ **Job publishing**
- ▶ Job declaration
- ▶ Job posting
- ▶ Job listing

Which of the following is a test validation method that determines whether a test measures certain traits that are important in performing a job or not?

- ▶ Concept validity
- ▶ Criterion validity
- ▶ Construct validity
- ▶ Content validity

During which of the following interview, an interviewer asks probing and open-ended questions?

- ▶ Structured interview
- ▶ **Unstructured interview**
- ▶ Formal interview
- ▶ Planned interview

Which of the following source can be used to ensure the authentication of the information provided by the job applicant?

- ▶ **Reference check**
- ▶ Criminal record
- ▶ Application form
- ▶ Credit history

All of the following areas are covered in an employee orientation program, EXCEPT:

- ▶ Organizational history
- ▶ Employee benefits
- ▶ Organizational issues
- ▶ **Organizational politics**

Which of the following department of an organization performs the managerial function of matching organizational needs with the skills & abilities of the employees?

- ▶ Finance department
- ▶ Marketing department
- ▶ Production department
- ▶ **Human Resource department**

Which of the following term best represents the individuals who have interests in an organization and are influenced by it?

- ▶ Workforce
- ▶ **Stakeholders**
- ▶ Customers
- ▶ Stockholders

**Which of the following component of attitude represents a person's opinions, knowledge, and information?**

- ▶ Affective component
- ▶ **Cognitive component**
- ▶ Behavioral component
- ▶ Objective component

**The mental process to interpret environment as per one's own understanding is known as:**

▶ **Perception**

- ▶ Personality
- ▶ Attitude
- ▶ Ability

**Which of the following act represents a situation in which employment decisions are NOT affected by illegal discrimination?**

▶ **Fair employment**

- ▶ Legal compliance
- ▶ Litigation process
- ▶ Affirmative action

**If in a country women advocates are not encouraged to be appointed as high court judges; which of the following constraint applies in this situation?**

- ▶ Grievance practices
- ▶ **Equal employment opportunity**
- ▶ Glass ceiling effect
- ▶ Reverse discrimination

**Read carefully the following section of job advertisement.**

- "Management, both technical & administrative affairs.
- Promotion of marine R&D activities for the purpose of protection/preservation of marine environment.
- Exploration & management of marine research & development within the marine zone of Pakistan."

**This section of job advertisement represents which of the following term?**

- ▶ Job analysis
- ▶ Job description
- ▶ Job specification
- ▶ **Job summary**

**'Job description' provides which of the following information?**

- ▶ Defined job activities & responsibilities
- ▶ **Set of KSA required to perform a job**
- ▶ Level of experience mandatory for a particular job
- ▶ Individual's general attitude that affects the job

performance

**Which of the following statement represents "effectiveness"?**

- ▶ Achieve most output in less time
- ▶ Achieve mass production
- ▶ Achieve most output with least input
- ▶ **Achieve organizational goals**

**Question No: 41 ( Marks: 10 )**

**There are several sources that can identify the training needs. List & explain any five of such sources.**

**Q-1: Job posting is:**

- 1. Internal advertisement by an organization to attract candidates from the existing employees, against a vacancy.**
2. The system of transferring existing employees to comparable new jobs available in the organization.
3. An arrangement of in house training of employees for career advancement.
4. Grouping together of a family of similar jobs, under a single title to establish uniformity of standards in controls and compensations.

**Q-2: Realistic job preview is a:**

1. Technique for listing elements of job before selecting someone to perform it.
2. Performance appraisal technique.
- 3. A selection device that enables the candidates to learn both the negative and positive information about the job and organization.**
4. None of the given options

**Q-3: Job analysis can be performed in all of the following ways except:**

- 1. Observing hourly work**
1. Reviewing interviews conducted with departing employees
2. Studying diaries or daily journals that manager kept over a three-month period
3. Giving workers checklists to indicate which tasks on the list are performed during job execution

**Q-4: Considering continuous process improvement activities in organizations,**

**Should "Zero defects" really be a goal?**

1. Yes perfection is reasonable goal.
2. No, 0.1 percent errors can be corrected much more efficiently than they can be prevented
3. Yes most industries find this an attainable goal.

**4. Sometimes, for some mistakes, cost benefits can not be calculated**

**Q-5: Organizational efficiency is expressed as:**

1. Planning for long-run goals
2. **Making the best use of scarce resources**
3. Goal attainment
4. Meeting deadlines

**Q-6: Goal setting is:**

1. Top down process
2. Bottom up process

**3. A process of top down support and bottom up development**

4. A function of senior management

**Q-7: When the firm changes the way it operates, the process is known as:**

1. Downsizing
2. Brain drain

**3. Restructuring**

4. Outsourcing

**Q-8: Which one is not included in the hiring process?**

1. Recruitment
2. Socialization
3. Selection

**4. Job specification**

**Q-9: Effectiveness is -----**

**1. Do right things**

2. Do things right
3. Productivity
4. All of the given options

**Q-10: Extents of individual freedom and discretion employees have in performing their jobs is Known as**

1. Capitiation
2. Flexitime
3. Empowerment

**4. Autonomy**

Which of the following measures are taken to assess the intensity of employees' satisfaction and their attitude toward the training program?

**• Continuous feedback**

- Profitability rate
- Market share
- Productivity levels

Organization, where employees are provided with the opportunity to learn on continuous basis is known as:

- Formal
- Informal
- Bureaucratic

**• Learning**

Under which of the following no screening of applicant pool is conducted before making final selection?

**• Walk-in applicants**

- Employee referrals
- Employment agency
- School placement

Which of the following is NOT a concern of Human Resource Development (HRD)?

- Employee training
- Employee orientation

· **Employee rights**

- Employee appraisals)

Employee commitment has suffered in recent years because of::

- Downsizing
- Training issues

· **Appraisals**

- Performance standards

The process through which someone becomes aware of personal skills, interests, knowledge, motivations; acquires information about opportunities; identifies career goals; and establishes action plans to attain those goals is called \_\_\_\_\_.

- Organizational development
- Career management

· **Career development**

- Career planning

Following are the stages of socialization process, EXCEPT:

- Pre-arrival stage
- Encounter stage
- Metamorphosis stage

· **Completion stage**

Which performance appraisal technique lists traits and a range of performance?

1. Alternation ranking

2. **Graphic rating scale**

3. Management By Objective

4. Paired comparison

Which of the following is part of an employee's role in his or her own career development?

1. Providing timely performance feedback

2. Participating in career development discussions

3. **Establishing goals and career plans**

4. Offering a variety of career options

\_\_\_\_\_ is achieved by combining capital, raw material & human resource by an organization.

1. Sales

2. Capital

3. Input

4. **Output**

Decision regarding the delivery medium for training is made prior to which of the following step?

1. Evaluating the training program
- 2. Designing the contents of training to be delivered**
3. Identifying whether the training is required or not
4. Conducting need assessment to identify issues

Unofficial part of an organization formed on the basis of common interests is known as:

1. Formal organization
- 2. Informal organization**
3. Bureaucratic organization
4. Virtual organization

The re-arrangement of organizational structure & change in organizational culture is accomplished during:

1. Task analysis
- 2. Organizational analysis**
3. Person analysis
4. Management analysis

Which of the following statement reflects the 'Age Discrimination Act' for workers?

- 1. At the age of 40 to 70, workers can not be retired by force**
2. At the age below 18, workers can never be hired
3. Having 10 years of experience, workers should be promoted
4. Workers can never be rehired if retired once

Which of the following is a process of attracting individuals on timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization?

1. Selection
- 2. Recruitment**
3. Staffing
4. Enrollment

Providing training & development opportunities, and career information & programs, are all part of the \_\_\_\_\_'s role in career development.

1. Individual
2. Manager
- 3. Supervisor**
4. Company

Which of the following method includes the exchange of information between organizational member & the applicant through a goal-oriented conversation?

1. Counseling simulations
2. Vocational interest test
3. Role playing
- 4. Employment interview**

\_\_\_\_\_ is an obligation to perform certain tasks/activities.

1. Duty
2. **Responsibility**
3. Position
4. Work

If the workforce of an organization represents true proportion of the community sectors in all its job classifications, it represents the \_\_\_\_\_ of its affirmative action.

1. Performance
2. Gaps
3. **Effectiveness**
4. Discrepancies

Studying organizational behavior helps managers:

1. To see the value of workforce diversity
2. To analyze the efficiency of organization
3. To analyze the efficiency of organization
4. **To become more effective in society**

If a company is employing the fresh graduates as well as the professional experts, the management is said to be enhancing \_\_\_\_\_.

1. Stereotyping
2. Variety

3. **Diversity**

4. Uniformity

The cognitive component consists of a person's:

1. Emotions

2. **Knowledge**

3. Attitude
4. Feelings

Which of the given term is used to represent the segments of jobs held by an individual throughout his/her life time?

1. Responsibility

2. **Career**

3. Occupation
4. Position

Which of the following information is NOT collected through observation method while conducting job analysis?

1. **Who is monitoring the task?**

2. What task has done?
3. How task has done?
4. How long a task has taken to complete?

The cognitive component consists of a person's:

1. Emotions

2. **Knowledge**

3. Attitude
4. Feelings

What is another term used for 360-degree feedback?

1. Feedback loop

2. **Multi-source assessment**

3. Upward reporting

4. Round communication

Which one of the following is an outcome of 'organizing' function of management?

1. Organization's strategy
2. Motivation & commitment
3. **Organization's structure**
4. Performance measurement

Which of the following is a stated outcome of 'Job Analysis'?

1. Job description
2. Job specification
3. Job evaluation
4. **All of the given options**

Which of the following is MOST important to manage workforce diversity?

1. Lower cohesiveness
2. Support group
3. **Top-level commitment**
4. Resistance to change

Training to the raters of performance appraisal is an important responsibility of:

1. Top management

**2. HR department**

3. Line managers
4. Production department

Graphic rating scales are subjected to all of the following problems, EXCEPT:

1. Halo effects

**2. Complexity**

3. Central tendency
4. Leniency

Which of the following is responsible for implementing the developed strategies?

**1. Human resource**

2. Physical resource
3. Rules & policies
4. Installed equipment

In which of the following area organizations are legally bound to maintain consistency in HR policies?

1. Compensation system
2. Training & development
3. Safety measures

**4. None of the given options**

How can companies provide career counseling, development advice, and therapy for employees seeking to grow in their careers?

**1. Provide career coaches**

2. Encourage role reversal
3. Establish a corporate campus
4. Offer online career centers

Which ONE of the following is not a part of Human Resource Development?

**Select correct option:**

1. Training
- 2. Education**
3. Development
4. Rewards

What type of screening mode is used to reduce absenteeism and establish a baseline for future insurance claims?

- 1. Physical examinations**
2. Personality tests
3. Polygraph tests
4. Substance abuse screening

Which of the following is part of the organization's role in an employee's career development?

- 1. Communicating the mission, policies, and procedures**

2. Providing timely performance feedback
3. Participating in career development discussions
4. Seeking out career information

Which of the following term is said to be a part of Organizational Structure?

1. Goal attainment
- 2. Hierarchy level**
3. Performance standards
4. Supporting staff

"On going process of evaluating & managing both the behavior & outcomes in the workplace" is known as;

1. Training & development
- 2. Performance appraisal**
3. Compensation management
4. Job analysis

Which performance appraisal technique lists traits and a range of performance?

1. Alternation ranking
- 2. Graphic rating scale**
3. Management By Objective
4. Paired comparison

HRIS helps managers to perform \_\_\_\_\_ more effectively & systematically.

1. Management functions
2. Controlling functions
3. Planning functions
- 4. HR functions**

1)  
Q1. Rewards offered to labors involved in production, are categorized as;

- A. Salary
- B. Fringe benefits
- C. Wage**
- D. Commission

Q2. The goal of pre-retirement educational programs

is to;

- A. Improve job satisfaction
- B. Increase employee commitment
- C. Minimize medical claims from retirees
- D. Ease the transition from working life to retirement**

**Q3.** Organizations put maximum effort in measuring performance of organizational people because;

- A. It makes procedures cost effective
- B. It helps in detecting the problems**
- C. It leads to product innovation
- D. It assists in implementing new technology

**Q4.** Willingness, capacity & opportunity to perform are said to be;

- A. Performance outcomes
- B. Determinants of performance**
- C. Performance appraisals
- D. Types of performance standards

**Q5.** One of the major barriers to career advancement experiencing by working ladies is;

- A. Difficulty in balancing work and family life**
- B. Top management is usually male oriented
- C. Lack of educational opportunities
- D. Common perception that woman can not be better boss

**Q6.** Alternative work arrangements include all of the following **EXCEPT**;

- A. Part-time work
- B. Flexible hours
- C. On-site child care**
- D. Job sharing

**Q7.** Mr. Ahmed is a cashier and he feels dissatisfied at work. What best justifies this situation?

- A. His job may not be structured to suit his preferences**
- B. It involves physical toughness
- C. It requires mental toughness
- D. It involves too much customer interaction

**Q8.** The \_\_\_\_\_ problem occurs when supervisors tend to rate all their subordinates consistently high.

- A. Central tendency
- B. Leniency**
- C. Strictness
- D. Halo effect

**Q9.** The relationship between critical incident method & BARS (behaviorally anchored rating scale) is;

- A. No relationship exists
- B. Different methods to evaluate performance
- C. Both are similar PA methods**
- D. Comparison method is used for PA, while BARS is related to training evaluation

**Q10.** What is another term for 360-degree feedback?

A. Feedback loop

**B. Multi-source assessment**

C. Upward feedback

D. Circle feedback

Q11. Standards are established to;

**A. Achieve desired outcomes**

B. Meet legal compliance

C. Achieve competitive advantage

D. Promote goodwill in market

Q12. The point method to evaluate job is an extension of;

A. Ranking method

**B. Factor comparison method**

C. Classification method

D. Point factor method

Q13. Job evaluation is based on the;

A. Physical skills required by the job

**B. Relative job worth for an organization**

C. Complexity of the job to perform

D. Conceptual skill required by the job

Q14. Who is in the best position to observe and evaluate an employee's performance for the purposes of a performance appraisal?

A. Peers

B. Customers

C. Top management

**D. Immediate supervisor**

Q15. Groups are called \_\_\_\_\_ if jobs are similar.

**A. Classes**

B. Grades

D. Roles

Q16. Train the raters prior to conduct the performance appraisal is an important responsibility of;

A. Top management

**B. HR department**

C. Line managers

D. Production department

Q17. Currently Organizations are providing benefits to their employees;

**A. To attract new blood in the organization**

B. To create stronger customer relationship

C. To enhance the market share

D. All of the above

Q18. Following are all examples of direct compensation EXCEPT;

**A. Pension**

B. Salary

C. Bonus

D. Income

Q19. One of the main flaws of Classification method to evaluate the jobs is;

- A. It is an expensive method
- B. Only beneficial for small organizations
- C. Maximum probability of biasness
- D. Not useful when jobs are different**

Q20. Which of the following measurement methods rates employee performance? relative to other employees?

- A. Graphic rating scale
- B. Comparative method**
- C. Essay method
- D. Critical incident method

Q1. HRM is associated with the management of;

- A. General people
- B. Financial resources
- C. Organizational people**
- D. Community members

Q2. Cost of human resources refers to;

- A. Company profits
- B. Employee shares
- C. Salary packages**
- D. Earned revenues

Q3. Top level managers require \_\_\_\_\_ skills the most;

- A. Technical
- B. Interpersonal
- C. Conceptual**
- D. Mechanical

Q4. Matching the job description with the individuals' qualification is an important aspect of;

- A. IS
- B. MIS
- C. HRIS**
- D. DBMS

Q5. HR managers are generally the \_\_\_\_\_ managers;

- A. Line
- B. Middle
- C. Staff**
- D. Top

Q6. Manufacturing was the main concern of personnel department during;

- A. Mechanistic period**
- B. Catalytic period
- C. Organist period
- D. Strategic period

Q7. SWOT Analysis is a tool for;

- A. Determining organization's mission
- B. Developing organizational goals
- C. Formulating strategies
- D. Environmental scanning**

Q8. Jobs are identified & grouped while;

- A. Planning

**B. Organizing**

- C. Leading
- D. Controlling

Q9. According to the Hawthorne studies, the productivity of employees;

- A. Increased by increasing light
- B. Decreased by decreasing light
- C. Increased by observing them**
- D. No change in their productivity

Q10. Organizational goals should be;

- A. Achievable**
- B. Ambiguous
- C. Random
- D. Vague

Q11. Which one of the following is **NOT** the source of workforce diversity?

- A. Age
- B. Gender
- C. Education

**D. Resentment**

Q12. To anticipate the human resource needs of the organization based on some previous data or managerial judgment is known as;

- A. Demand forecasting**
- B. Supplies forecasting
- C. Financial forecasting
- D. Sales forecasting

Q13. The thorough & detailed study regarding jobs within an organization is represented by;

- A. Job analysis**
- B. Job description
- C. Job specification
- D. Job evaluation

Q14. A practice used by companies to assign their costly activities to outside providers, (for the purpose of cost saving), rather than completing it internally is called;

- A. Planning
- B. Decentralization
- C. Restructuring

**D. Outsourcing**

Q15. Organizational behavior depicts the;

- A. Jargons used within the organization

**b- behavior of an organization**

- C. Effect of society's common behavior on an organization
- D. Culture prevails in an organization

Q16. Leaders perform;

- A. Decisional roles
- B. Informal roles
- C. Informational roles

**D. Interpersonal roles**

Q17. Organizations take inputs from its;

A. Rules & Policies

**B. Internal Environment**

C. External Environment

D. Legislations

**Q18.** As organizational activities are interrelated, it is said to be;

A. A closed system

B. An isolated system

**C. An open system**

D. A clogged system

**Q19.** Management sciences department is one of the \_\_\_\_\_ of the VU;

A. System

**B. Subsystem**

C. Board

D. Structure

**Q20.** Shifting from manual to computerized system is resulted due to;

A. Workforce diversity

**B. Technological advancement**

C. Stake holder's involvement

D. Globalization

1. \_\_\_\_\_ is the process of acquiring, training, appraising and compensating employees, attending to their labor relations, health and safety and fairness concerns.

a. Labor Relations

b. Organizational Behavior

c. Human Resource Management

d. Organizational Health and Safety Management

2. Which of these refers to the temporary, parttime and self-employed workers?

a. Internal labor force

b. Contingent work force

c. High-performance work systems

d. Downsized employees

3. Which basic function of management includes delegating authority to subordinates and establishing channels of communication?

a. Planning

b. Organizing

c. Leading

d. Staffing

4. Over the past 25 years, all of these areas of legal environment have influenced HRM except:

a. Equal employment opportunity legislation

b. Employees pay and benefits

c. Employee competition legislation

d. Job security

5. One of the most popular methods of

increasing employee responsibility and control is

- a. Outsourcing
- b. "Military model" of management
- c. HRIS
- d. Work teams

6. Which of these is a major dimension of HRM practices contributing to company competitiveness?

- a. Compensating human resources
- b. Acquiring and preparing human resources
- c. Managing the human resource environment
- d. All of the given options

7. How has technology changed HRM practices?

- a. Recruiting using the web generates smaller, more focused applicant pools.
- b. Employee training is offered through scheduled classes rather than on demand.
- c. Electronic resumes take less time to evaluate than paper resumes.
- d. None of the given options.

8. How do companies facilitate workforce diversity?

- a. Rely on external support systems for minority workers.
- b. Encourage employees to challenge the beliefs and values of other employees.
- c. Build in accountability through surveys and audits.
- d. Reinforce traditional values.

9. Employee involvement requires extensive additional HRM activity in which of these areas?

- a. Training
- b. Benefits
- c. Labor negotiation
- d. Marketing

10. Managers who meet designated goals are

- a. Assertive
- b. Efficient
- c. Effective
- d. Entitled

11. David conducts new employee orientation for a large organization. His work is within which basic HRM function?

- a. Management
- b. Motivation
- c. Career planning
- d. Training and development

12. Employee relations specialists are involved in

which of these activities?

- a. Handling employee complaints
- b. Working with position control specialists in compensation
- c. Negotiating benefits packages
- d. Coordinating interview schedules

<http://vustudents.ning.com>

13. The father of scientific management is

- \_\_\_\_\_.
- a. Deming
  - b. Burns
  - c. Taylor
  - d. Hawthorne

14. A large organization is an EEO employer with an affirmative action plan. Which of these activities is performed as part of the plan?

- a. All job applicants must have a recommendation from current or past employee
- b. Insurance premiums from former employers of all applicants are analyzed
- c. Job requirements are determined based on skills, knowledge and abilities
- d. Job announcements are posted on the company bulletin board

15. Which of these items would be in the highest security category of a typical HRIS?

- a. Employee name
- b. Former employers
- c. Salary
- d. Work location

16. Which of these decreases in the labor supply is the easiest to predict?

- a. Transfers-in
- b. Retirements
- c. Voluntary quits
- d. Prolonged illnesses

17. Wal-Mart differentiates its business by offering the lowest prices. Offering the lowest prices is Wal-Mart's \_\_\_\_\_.

- a. Functional strategy
- b. Competitive advantage
- c. Distinctive competence
- d. Corporate strategy

18. \_\_\_\_\_ is the process of assessing progress toward strategic goals and taking corrective action as needed.

- a. Strategic management
- b. Strategic planning
- c. Strategic control
- d. Diversification

19. \_\_\_\_\_ is the right to make decisions, to direct the work of others and to give orders.

- a. Leadership
- b. Authority
- c. Delegation
- d. Management

20. Which of the following is considered a qualitative approach to job analysis?

- a. Position analysis questionnaire
- b. Interviews
- c. Department of Labor approach
- d. Functional job analysis

1. Which of the following personality characteristics are associated with people who are likely to exhibit violent behavior on the job?

- a. Neurotic
- b. Optimistic
- c. Extraverted
- d. Type A

2. Which of these suggestions is an effective way to deal with stress?

- a. Meditation
- b. Exercise
- c. Talking with others

d. All of the given options

3. In most large facilities, who is responsible for reducing unsafe working conditions and reducing unsafe acts by employees?

- a. Chief executive officer
- b. Chief safety officer
- c. Occupational safety and health officer
- d. Chief operations officer

4. Who distinguished between intrinsic motivation and extrinsic motivation?

- a. Frederick Taylor
- b. Frederick Herzberg
- c. David McClelland

d. Edward Deci

5. Which of the following is categorized as an indirect payment portion of employee compensation?

- a. Wages
- b. Salaries
- c. Employer-paid insurance
- d. Commissions

6. Stress can affect not only your health, but also other aspects of your life. What else can be affected by stress?

- a. Family relationships
- b. Work performance
- c. Your attention to safety

d. All of the given options

7. Unemployment benefits are typically about

\_\_\_\_\_ percent of a person's earnings and last for \_\_\_\_\_.

**a. 50; 26 weeks**

b. 75; 1 year

c. 100; 2 years

d. 25; 4 weeks

**8. Unsafe acts can be reduced through all of the following methods except:**

**a. Job rotation**

b. Screening

c. Training

d. Incentive programs

**9. Which of these is the most common type of retirement plan?**

**a. Defined benefit**

b. ERISA

c. Defined contribution

d. Money purchase plan

**10. Which one of the following statements is correct in relation to monetary rewards in accordance with Herzberg's Two-Factor theory?**

a. Pay increases are a powerful long-term motivator

**b. Inadequate monetary rewards are a powerful dissatisfier**

c. Monetary rewards are more important than non-monetary rewards

d. Pay can never be used as a motivator

**11. Which pattern of communication is the quickest way to send a message?**

a. The circle

b. The chain

c. The Y

**d. The wheel**

**12. Chronic stress is the stress that wears at people day after day. Which of these is an example of chronic stress?**

a. An unhappy marriage

b. Ongoing money problems

c. Dissatisfaction with a job

**d. All of the given options**

**13. The relative position of an organization's pay incentives compared to other companies in the same industry is known as:**

a. Pay structure

b. Pay appraisal

**c. Pay level**

d. Pay feedback

**14. Poor quality lateral communication will result in which of the following?**

a. Lack of direction

**b. Lack of coordination**

- c. Lack of delegation
- d. Lack of control

**15. Which of the following is a health hazard in the work place?**

- a. Uncollected waste paper
- b. Heavy object
- c. Frayed crypt

**d. All of the given options**

**16. Managers can motivate people to avoid performing dysfunctional behaviors by using:**

**I. Extinction**

**II. Punishment**

**III. Negative reinforcement**

- a. I, II, III
- b. I and III
- c. II and III

**d. I and II**

**17. Workers' compensation benefits fall into all of these major categories except:**

- a. Medical care

**b. Retirement benefits**

- c. Disability income
- d. Death benefits

**18. Expectancy theory focuses on the relationships between which three factors?**

- a. Needs, effort and persistence
- b. Needs, performance and inputs
- c. Inputs, performance and outcomes

**d. Needs, performance and outcomes**

**19. A horizontal extension of the object to increase task variety is called:**

- a. Job evaluation
- b. Job enrichment

**c. Job enlargement**

- d. Job rotation

**20. Communication between two members of a project team from different function, but the same level of authority is \_\_\_\_\_ communication.**

- a. UP ward
- b. Downward

**c. Lateral**

- d. Diagonal

Which of the following role a manager performs as a Resource allocator?

**Decisional role**

Informational role

Supportive role

The emigration of trained and talented individuals to other nations due to lack of opportunity or other

reasons is known as \_\_\_\_\_.

Job Insecurity

Outsourcing

Workforce diversity

**Brain Drain**

Staffing is a process of hiring qualified employees at the right place and at the right time, to achieve

\_\_\_\_\_.

Targeted sales goals

Individual career goals

Return on investment

**Organizational objectives**

Manufacturing was the main concern of personnel department during:

**Mechanistic period**

Catalytic period

Organistic period

Strategic period

\_\_\_\_\_ is achieved by combining capital, raw material & human resource by an organization.

Sales

Capital

Input

**Output**

Supervisors fall into the:

Top-level

Middle-level

**First-line level**

Executive level

HRM is associated with the management of:

General people

Labors only

**Organizational people**

Employers only

A practice used by different companies to reduce costs by transferring portions of work to outside provider rather than completing it internally is termed as:

Planning

Decentralization

Restructuring

**Outsourcing**

The cognitive component consists of a person's:

Emotions

**Knowledge**

Attitude

Feelings

Reactive approach to overcome the influence of discriminatory practices occurred in the past is referred as:

Equal employment opportunity

HR planning

Litigation process

Which of the following terminology describes the legal legislation in which job applicant should not be rejected on the basis of discriminatory practices?

Affirmative action

Legal compliance

**Equal employment opportunity**

Stereotype

An organization operates in:

An isolated system

A closed system

A clogged system

**An open system**

\_\_\_\_\_ refers to a set of expected behavior patterns attributed to someone who occupies a given position in a social unit.

Norm

Perception

**Role**

Stereotyping

People can be more productive while working in:

Isolation

**Groups**

Crowd

None of the given options

Which of the following component consists of a person's beliefs, opinions, knowledge, and information?

Affective component

**Cognitive component**

Behavioral component

Objective component

Which of the following involves holding beliefs about people that place them in categories for recognizing and accepting differences?

Backlash

Mistrust

**Cohesiveness**

Stereotyping

All of the following are External Environmental Factors except ?

a) Legal Considerations

b) The Labor Force

c) Customers

**d) Corporate Culture**

Correct!

2) The people who perform tasks in a wide variety of human resource-related areas are called?

a) HR Executives

**b) HR Generalists**

c) HR Specialist

d) All of the given options

3) A strategy intended to achieve fair employment by

urging employers to hire certain groups of people who were discriminated against in the past is known as?

- a) Fair employment
- b) Equal Employment Opportunity (EEO)

**c) Affirmative action**

- d) Employment discrimination
- 4) Generally, the goal setting is a ?

- a) Top down process
- b) Bottom up process

**c) Process of top down support and bottom up development**

- d) Function of senior management
- 5) Following are the reasons for conducting job analysis except?

- a) Staffing workers

**b) Observing workers**

- c) Training and Development
- d) Legal Considerations
- 6) The method that uses the organization's current level of employment as the starting point for determining future staffing needs is ?

**a) Zero Based Forecasting**

- b) Bottom-Up Approach
- c) Forecasting Human Resource Availability
- d) None of the given options

7) job analysis can be performed in all of the following ways except?

- a) Interviews conducted with departing employees
- b) Analyzing log books

**c) Observing hourly workers**

- d) Giving workers checklist to indicate which tasks on the list are performed during job.
- 8) What specific activities listed below are part of the organizing function?

**a) Giving each subordinate a specific task**

- b) Recruiting prospective employees
- c) Training and developing employees
- d) Developing rules and procedures
- 9) \_\_\_\_\_ are authorized to direct the work of subordinates?

- a) Staff managers

**b) Line managers**

- c) Leaders
- d) Advisory board members
- 10) What tactic will employers likely have to take to fill openings left by retiring employees?

- a) Instituting flexible work hours
- b) Providing elder care
- c) Hiring more women

**d) Rehiring retirees**

11) Following are the basic principles or conditions that facilitate learning except?

- a) Participation

- b) Relevance
- c) Feedback

**d) Education**

12) Career Development is:?

**a) A formal approach taken by an organization to help its people acquire the skills and experiences needed to perform current and future jobs.**

b) An employee's progresses vertically upward in the organization from one specific job to the next.

c) Both a vertical sequence of jobs and a series of horizontal opportunities.

d) Self-understanding for future jobs. Then, the person is in a position to establish realistic goals and determine how to achieve these goals.

13) \_\_\_\_\_ can provide an opportunity for the employee to share in decision making, to learn by watching others, and to investigate specific organizational problems.?

a) Lectures & Seminars

b) Assistant to Position

c) Committee Assignments

d) Simulations:

14) \_\_\_\_\_ is a career-path method recognizing that technical specialists can and should be allowed to continue to contribute their expertise to a company without having become managers.?

a) Demotion

b) Lateral skill path

c) Dual-career path

d) None of the given options

15) Training instruction for a small group, which employs such techniques as role-playing or simulation etc. and encounters give and take sessions and problem-solving techniques is called:?

a) Career counseling

**b) Workshop**

c) Development Plan

d) On the job training

16) Barriers to career advancement include:?

a) Lack of time

b) Rigid job specifications

c) Short-term focus

**d) All of the given options**

17) The basic skills possessed by the individual that are required to give certain performance are termed as:?

**a) Ability**

b) Motivation

c) Experience

d) Performance

18) Using the \_\_\_\_\_ approach, managers evaluate organizational effectiveness?

a) External resource

**b) Internal systems**

- c) Technical
- d) Systems

19) A career stage in which one begins to search for work and finds a first job is:?

- a) Exploration period

- b) Establishment period
- c) Middle stage
- d) None of the given options

20) Without proper feedback about an employee's effort and its effect on performance, we run the risk of decreasing his/ her \_\_\_\_\_?

- a) Salary
- b) Experience

**c) Motivation**

- d) Performance appraisal

21) The \_\_\_\_ trust is based on the behavioral predictability that comes from a history of interaction?

- a) Deterrence-based
- b) Knowledge-based
- c) Identification-based
- d) None of the given options

22) \_\_\_\_\_ is the process whereby union members vote out their union as their representative?

- a) Authorization card
- b) Representation certification

**c) Representation decertification**

- d) Trade union election

23) We can define \_\_\_\_\_ as activities people perform to acquire, enhance, and use power and other resources to obtain their preferred outcomes in a situation of uncertainty or disagreement?

- a) **Organizational politics**
- b) Executing authority
- c) Collective bargaining
- d) Position power

24) Protection from discrimination, safe working conditions and union formulation are \_\_\_\_\_ rights, provided to employees?

- a) Contractual
- b) Individual

**c) Statutory**

- d) Organizational

25) A situation in labor ? management negotiation whereby management prevents union members from returning to work is called \_\_\_\_\_?

- a) Grievance
- b) Strike
- c) Arbitration

**d) Lockout**

26) The first formal stage of the disciplinary procedure is?

a) Written Verbal Warning

**b) Written Warning**

c) Suspension

d) Dismissal

27) The cost associated with employee separations and turnover includes:?

a) Recruitment & Selection costs

b) Training cost

c) Separation costs

d) All of the given options

28) The \_\_\_\_\_ leadership is a set of abilities that allows the leader to recognize the need for change, to create a vision to guide that change, and to execute that change effectively?

**a) Transformational**

b) Charismatic

c) Autocratic

d) Transactional

29) According to \_\_\_\_\_, leaders may use different styles with different members of the same work group?

a) Path-goal leadership

b) Vroom-Jago-Yetton model

c) Leader-member exchange theory

d) The situational leadership theory

30) Following the \_\_\_\_\_, discipline should be immediate, provide ample warning, be consistent, and be impersonal?

a) Disciplinary rules

b) Corrective action

c) Punitive action

**d) Hot-stove rule**

31) \_\_\_\_\_ is the process of acquiring, training, appraising and compensating employees, attending to their labor relations, health and safety and fairness concerns?

a) Labor Relations

b) Organizational Behavior

c) Human Resource Management

d) Organizational Health and Safety Management

32) Which of these refers to the temporary, part-time and self-employed workers?

a) Internal labor force

b) Contingent work force

c) High-performance work systems

d) Downsized employees

33) Which basic function of management includes delegating authority to subordinates and establishing channels of communication?

a) Planning

b) Organizing

c) Leading

d) Staffing

34) Over the past 25 years, all of these areas of legal environment have influenced HRM except: ?

- a) Equal employment opportunity legislation
- b) Employees pay and benefits

**c) Employee competition legislation**

d) Job security

35) One of the most popular methods of increasing employee responsibility and control is \_\_\_\_\_?

- a) Outsourcing
- b) "Military model" of management
- c) HRIS
- d) Work teams

36) Which of these is a major dimension of HRM practices contributing to company competitiveness?

- a) Compensating human resources
- b) Acquiring and preparing human resources
- c) Managing the human resource environment
- d) All of the given options

37) How has technology changed HRM practices?

- a) Recruiting using the web generates smaller, more focused applicant pools.
- b) Employee training is offered through scheduled classes rather than on demand.

**c) Electronic resumes take less time to evaluate than paper resumes.**

d) None of the given options.

38) How do companies facilitate workforce diversity?

- a) Rely on external support systems for minority workers.
- b) Encourage employees to challenge the beliefs and values of other employees.

**c) Build in accountability through surveys and audits.**

d) Reinforce traditional values.

39) Employee involvement requires extensive additional HRM activity in which of these areas?

**a) Training**

- b) Benefits
- c) Labor negotiation
- d) Marketing

40) Managers who meet designated goals are \_\_\_\_\_?

- a) Assertive
- b) Efficient

**c) Effective**

d) Entitled

41) David conducts new employee orientation for a large organization. His work is within which basic HRM function?

- a) Management
- b) Motivation
- c) Career planning

**d) Training and development**

42) Employee relations specialists are involved in which of these activities?

**a) Handling employee complaints**

b) Working with position control specialists in compensation

c) Negotiating benefits packages

d) Coordinating interview schedules

43) The father of scientific management is \_\_\_\_\_?

a) Deming

b) Burns

c) Taylor

d) Hawthorne

44) A large organization is an EEO employer with an affirmative action plan. Which of these activities is performed as part of the plan?

a) All job applicants must have a recommendation from current or past employee

b) Insurance premiums from former employers of all applicants are analyzed

c) Job requirements are determined based on skills, knowledge and abilities

d) Job announcements are posted on the company bulletin board

45) Which of these items would be in the highest security category of a typical HRIS?

a) Employee name

b) Former employers

c) Salary

d) Work location

46) Which of these decreases in the labor supply is the easiest to predict?

a) Transfers-in

b) Retirements

c) Voluntary quits

d) Prolonged illnesses

47) Wal-Mart differentiates its business by offering the lowest prices. Offering the lowest prices is Wal-Mart's \_\_\_\_\_?

a) Functional strategy

b) Competitive advantage

c) Distinctive competence

d) Corporate strategy

48) \_\_\_\_\_ is the process of assessing progress toward strategic goals and taking corrective action as needed?

a) Strategic management

b) Strategic planning

**c) Strategic control**

d) Diversification

49) \_\_\_\_\_ is the right to make decisions, to direct the work of others and to give orders?

a) Leadership

**b) Authority**

c) Delegation

d) Management

50) Which of the following is considered a qualitative approach to job analysis?

a) Position analysis questionnaire

**b) Interviews**

c) Department of Labor approach

d) Functional job analysis

## **KEY TERMS**

### **1. Human Resource Management**

The staffing functions of the management process. Or the policies and practices needed to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising etc.

**Manager** Individuals in an organization who direct the activities of others. Member of the organization performing the management function

**Motivation:** Motivation means to influence performance of others and to redirect the efforts in desirable direction by using different motivational tools that can help in fulfilling the mission of organization

**Organization** A systematic arrangement of people to accomplish some specific purpose.

**Competitive Advantage** Any factor that allows an organization to differentiate its product or service from those of its competitors to increase market share.

**Stakeholders** All individuals and groups that are directly or indirectly affected by an organization’s decisions

**Controlling:** Specific activities are to set performance standards that indicate progress toward long-term goals

**Decisional roles** included those of entrepreneur, disturbance handler, resource allocator, and negotiator activities.

**Disseminator** is a conduit to transmit information to organizational members

**Disturbance handlers** take corrective action in response to unforeseen problems

**Effectiveness:** A measure of the appropriateness of the goals chosen (are these the right goals?), and the degree to which they are achieved

**Efficiency** measure of how well resources are used to achieve a goal

**Entrepreneur:** managers initiate and oversee new projects that will improve their organization’s performance

**Figurehead:** duties that are ceremonial and symbolic in nature

**Informational roles** included monitoring, disseminating, and spokesperson activities

**Interpersonal roles** included figurehead, leadership, and liaison activities

**Leadership:** hires, train, motivate, and discipline employees

**Leading:** Leading is stimulating people to be high performers It is directing, motivating, and communicating

with employees, individually and in groups.

**Liaison:** contact outsiders who provide the manager with information. These may be individuals or groups inside or outside the organization.

**Line manager:** Authorized to direct the work of subordinates—they're always someone's boss. In addition,

line managers are in charge of accomplishing the organization's basic goals.

**Management:** Management is the process of working with different resources to accomplish organizational goals.

**Manager:** The member of the organization who participates in the management process by planning, organizing, leading, or controlling the organization's resources

**Monitor:** collect information from organizations and institutions outside their own

**Negotiator role:** discuss issues and bargain with other units to gain advantages for their own unit

**Organizing** is assembling and coordinating the human, financial, physical, informational, and other resources

needed to achieve goals.

**Planning:** Planning is specifying the goals to be achieved and deciding in advances the appropriate actions taken to achieve those goals.

**Resource allocators:** responsible for allocating human, physical, and monetary resources

**Spokesperson:** represent the organization to outsiders

**Staff manager:** Authorized to assist and advise line managers in accomplishing these basic goals.

**Diverse Workforce:** A diverse workforce refers to two or more groups, each of whose members are identifiable and distinguishable

**Effectiveness:** A measure of the appropriateness of the goals chosen (are these the right goals?), and the degree to which they are achieved

**Efficiency:** Efficiency is the ratio of outputs to inputs

**Organization:** Organization is a managed system designed and operated to achieve a specific set of objectives.

**Stakeholders:** Stakeholders are those who have

interests in the organization

**Structure:** Structure is the basic arrangement of people in the organization.

**Synergy:** This concept states that the whole is greater than the sum of its parts

**System:** A system is an entity with a purpose that has interdependent parts

**Task:** This component can be defined as a mission or purpose of the existence of organization

**Organizational Behavior:** OB is concerned specifically with the actions of people at work

**Cognitive component:** The cognitive component consists of a person's beliefs, opinions, knowledge, and information held by a person.

**Skills & Abilities:** Mental and physical capacities to perform various tasks. This comes from knowledge, learning, and experiences.

**Personality:** The unique combination of psychological traits that describes a person. OR behaviors or trends that influence other people.

**Perceptions:** Perception is the mental process to pay attention selectively to some stimuli and cues in our environment.

**Attitudes:** Attitudes are comprised of feelings, beliefs, and behaviors.

**Values:** Basic convictions about what is right and wrong.

**Ethics:** Rules and principles that define right and wrong conduct.

**Individuals:** Individuals are important units of any organization

**Group:** A group is defined as two or more interacting and interdependent individuals who come together to achieve particular objectives.

**Team:** A team is a mature group with highly independent members who are completely committed to a common goal

**Role:** A role refers to a set of expected behavior patterns attributed to someone who occupies a given position in a social unit.

**Self Esteem:** Self-esteem conveys people's feelings of self-worth.

**Brain Drain:** the loss of intellectual property that results when competitors lure away key employees.

**Downsizing:** Periodic reductions in a company's work force to improve its bottom line-often called downsizing

**Ethics and Social Responsibility:** Corporate social responsibility refers to the extent to which companies should and do channel resources toward improving one or more segments of society other than the firm's owners or stockholders. Ethics is the bedrock of socially responsible behavior.

**Outsourcing Firms:** The process of transferring responsibility for an area of service and its objectives to an external provider

**Restructuring:** A number of firms are changing the way the functions are performed. OR Restructuring is the corporate management term for the act of partially dismantling and reorganizing a company for the purpose of making it more efficient and therefore more profitable. It generally involves selling off portions of the company and making severe staff reductions

**Re-engineering** is the radical redesign of an organization's processes, especially its business processes. Rather than organizing a firm into functional specialties (like production, accounting, marketing, etc.) and looking at the tasks that each function performs, we should, according to the reengineering theory, be looking at complete processes from materials acquisition, to production, to marketing and distribution. The firm should be reengineered into a series of processes.

**Affirmative Action:** Steps that are taken for eliminating the present effects of past discrimination

**Cohesiveness:** Refers to how tightly knit the group is and the degree to which group members perceive, interpret and act on their environment in similar or mutually agreed upon ways

**Corporate Culture** The system of shared values, beliefs, and habits within an organization that interacts with the formal structure to produce behavioral norms

**Mission:** The organization's continuing purpose or reason for being.

**Policies:** A predetermined guide established to provide direction in decision-making

**The Labor Force:** The labor force is a pool of individuals external to the firm from which the organization obtains its workers

**Unions:** Union is a group of employees who have joined together for the purpose of dealing collectively with their employer.

**Authority:** Authority is the right to make decisions, to direct the work of others, and to give orders.

**Executives:** Executives are top-level managers, who report directly to the corporation's chief executive officer

or the head of a major division.

**Generalists:** Generalists are people who perform tasks in a wide variety of human resource-related areas. The generalist is involved in several, or all, of the human

resource management functions.

**Line Authority:** Line authority entitles a manager to direct the work of an employee.

**Specialist:** Specialist may be a human resource executive, manager, or non-manager who typically is concerned with only one of the functional areas of human resource management.

**Affirmative Action:** An approach that an organization with government contracts develops to demonstrate that women or minorities are employed in proportion to their representation in the firm's relevant labor market

**Employment discrimination:** To make an employment decision, not on the basis of legitimate job-related factors

**Plans** Plans are methods for achieving a desired result.

**Simulation** A technique for experimenting with a realworld situation through a mathematical model representing that situation. A model is an abstraction of the real world.

**Strategic planning** is the process by which top management determines overall organizational purposes and objectives and how they are to be achieved.

**Layoffs** At times, the firm has no choice but to actually lay off part of its workforce.

**Human Resource Information System:** HRISs are systems used to collect, record, and store, analyze, and retrieve data concerning an organization's human resources.

**Job Analysis:** Studying and understanding jobs through the process known as *job analysis* is a vital part of any HRM program

**Job Specification:** A job specification is a document containing the minimum acceptable qualifications that a person should possess in order to perform a particular job

**Job Description:** A job description is a written statement of what the jobholder actually does, how he or she does it, and under what conditions the job is performed.

**Job Evaluation:** It suggests about the relevant importance of a particular job in organization.

**Job Identification** – contains the job title, the FLSA status, date, and possible space to indicate who approved the description, the location of the job, the immediate supervisor's title, salary and/or pay scale.

**Job Summary** – should describe the general nature of the job, and includes only its major functions or

activities.

**Human resource planning (HRP):** It is the process of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills, is available when they are needed.

**Recruitment:** It is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, and encouraging them to apply for jobs with an organization.

**Job Evaluation:** It is used to evaluate the importance of job by considering its contribution towards achievements of the objectives of organization.

**Advertising:** A way of communicating the

employment needs within the firm to the public through media such as radio, newspaper, television, industry publications, and the Internet.

**Yield Ratios:** Yield Ratios help organizations decide how many employees to recruit for each job opening.

**Internal Recruiting Sources:** When job vacancies exist, the first place that an organization should look for placement is within itself

**Outsourcing:** Outsourcing is the process of transferring responsibility for an area of service and its objectives to an external service provider instead of internal employee.

**Contingent Workers:** It is also known as part-timers, temporaries, and independent contractors, comprise the fastest-growing segment of our economy.

**Internships:** A special form of recruiting that involves placing a student in a temporary job.

**Recruitment:** Recruiting refers to the process of attracting potential job applicants from the available labor force.

**Selection Process:** *Selection* is the process of choosing from a group of applicants those individuals best suited for a particular position.

**Application Blank:** Application blank is a formal record of an individual's application for employment

**Standardization:** Refers to the uniformity of the procedures and conditions related to administering tests. It is

necessary for all to take the test under conditions that are as close to identical as possible.

**Objectivity:** Achieved when all individuals scoring a given test obtain the same results.

**Norms:** Provide a frame of reference for comparing applicants' performance with that of others. A norm reflects the distribution of scores obtained by many people similar to the applicant being tested. The prospective

employee's test score is compared to the norm, and the significance of the test score is determined.

**Reliability:** The extent to which a selection test provides consistent results. If a test has low reliability, its

validity as a predictor will also be low. To validate reliability, a test must be verified.

**Validity:** The extent to which a test measures what it purports to measure. If a test cannot indicate ability to perform the job, it has no value as a predictor.

**Snap Judgments:** This is where the interviewer jumps to a conclusion about the candidate during the first few minutes of the interview.

**Socialization:** Teaching the corporate culture and philosophies about how to do business

**Socialization:** In order to reduce the anxiety that new employees may experience, attempts should be made to

integrate the person into the informal organization.

**Training:** Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. It involves planned learning activities designed to improve an employee's performance at her/his current job.

**Corporate Culture:** The firm's culture reflects, in effect, how we do things around here. This relates to everything from the way employees dress to the way they talk.

**Training:** The process of teaching new employees the basic skills they need to perform their jobs.

**Task analysis:** A detailed study of a job to identify the skills required so that an appropriate training program may be instituted.

**Performance analysis:** Careful study of performance to identify a deficiency and then correct it with new equipment, a new employee, a training program, or some other adjustment.

**On-the-job training (OJT):** Training a person to learn a job while working at it.

**Vestibule or simulated:** Training employees on special off-the-job equipment, as in training airplane pilot training, whereby training costs and hazards can be reduced.

**Coaching/Mentoring:** A method of on-the-job training where an experienced worker, or Method the trainee's supervisor trains the employee.

**Action Learning:** A training technique by which management trainees are allowed to work full-time analyzing and solving problems in other departments.

**Case study method:** A development method in which

the manager is presented with a written description of an organizational problem to diagnose and solve.

**Business games:** A development technique in which teams of managers compete with one another by making computerized decisions regarding realistic but simulated companies.

**Behavior modeling:** A training technique in which trainees are first shown good management techniques in a film, are then asked to play roles in a simulated situation, and are then given feedback and praise by their supervisor.

**Learning organization:** An organization skilled at creating, acquiring, and transferring knowledge and at modifying its behavior to reflect new knowledge and insights.

**A psychological condition in which a person is put into a deep sleep-like state, while still remaining awake. It can be used to relieve pain & stress is called:**

▶ **Hypnosis**

- ▶ Biofeedback
- ▶ Transcendental meditation
- ▶ Burnout

**Employees quit the organizations at their own choice through:**

- ▶ Outplacement, restructuring
- ▶ Discharging, layoff
- ▶ Transfer, demotion
- ▶ **Resigning, retirement**

**According to which of the following it is better to convince the employees to abide by the company's rules, rather than promptly responding with written or oral warnings to employees?**

- ▶ Hot stove rule

▶ **Positive discipline**

- ▶ Progressive discipline
- ▶ Implied discipline

**General practice carried out by Mr. Aslam is to encourage the participation of his subordinates while making departmental decisions. He is therefore said to be:**

- ▶ Involved in practicing his referent power
- ▶ Involved in practicing legitimate power

▶ **Involved in a leadership process**

- ▶ Involved in making efforts to get favors from employees

**The CEO has appointed Amjad to lead the current project as he has the talent to handle critical situations with an ease which enhances the**

followers' morale as well. He is said to be a successful leader as per:

- ▶ **Leadership Theory**
- ▶ Trait Theory
- ▶ Behavioral Theory
- ▶ Motivational Theory

Creating conditions for a team to be effective is the responsibility of a(n):

- ▶ **Leader**
- ▶ Employee
- ▶ Organization
- ▶ HR department

United Nations sent a rescue team in the supervision of Mr. Kim from Geneva to the northern areas of Pakistan affected by the destructive earthquake of 2005. Mr. Kim is a/an:

- ▶ **Parent-country national**
- ▶ Host-country national
- ▶ Third-country national
- ▶ Local-country national

Employee handbook is a tool used for:

- ▶ **Communicating rules & policies within an organization**
- ▶ Providing information to stakeholders outside the organization
- ▶ Manipulating the competitors with false information
- ▶ Providing information about salary scale only

Organizational guarantee about the job security is a functional form of:

- ▶ **Statutory law**
- ▶ Contractual law
- ▶ Public policy
- ▶ Management rights

Ahmed has provided the personal contact numbers of his subordinates to one of his friend who is working as an insurance agent in a private insurance firm, to help him in achieving his monthly sales target. This practice is:

- ▶ Clear violation of labor laws
- ▶ Implementation of discrimination law
- ▶ **Prohibited by the privacy rights**
- ▶ Violation of employment at will

Organizations are bound to pay its employees at least the defined minimum wage as per government decision. This obligation resulted because:

- ▶ It is necessary to build goodwill
- ▶ **It is the statutory right of an employee**
- ▶ It enhances the market share of a company's product
- ▶ It provides benefits to all of its stakeholders

The BEST indicator of an effective safety and health program of an organization is:

- ▶ Employees do not feel hesitant while sharing their problems
- ▶ Employees feel motivated to perform well and

▶ Employees feel honor that organization is concerned about their problems

▶ **Employees do not face injuries and illnesses on regular basis**

**The physical or psychological condition induced in workers by overwork or overexposure to stress in the workplace, is known as:**

▶ Exhaustion

▶ **Burnout**

▶ Collapse

▶ Fatigue

**For which of the following reason, unionmembership in organizations losses it's importance during recent years?**

▶ **Legislation protects workers in a better way**

▶ Unions give advantage to union leaders

▶ Union membership is quite expensive

▶ Companies do not hire union members

**All of the following are reasons of conflicts in an organization, EXCEPT:**

▶ Everyone competing for scarce resources

▶ **Interactionist view about employees**

▶ Poor coordination among employees

▶ Stereotypical views about employees

**Which of the following is an incentive plan that rewards employees for exceeding a predetermined goal by sharing the extra profits?**

▶ Scanlon plan

▶ Piece-work plan

▶ **Gainsharing plan**

▶ Variable pay plan

**Which one of the following does NOT categorized as 'pay-for-performance' program?**

▶ **Piecework plan**

▶ Scanlon plan

▶ Gainsharing plan

▶ Profit sharing plan

**Which of the given expression is termed as 'equity'?**

▶  $Output\ 1 < Output\ 2$

Input Input

▶  **$Output\ 1 = Output\ 2$**

**Input Input**

▶  $Output\ 1 \leq Output\ 2$

Input Input

▶  $Output\ 1 > Output\ 2$

Input Input

**An employee's compensation usually comprises of:**

▶ High monetary rewards

- ▶ Quality rewards requested by employees
- ▶ Benefits like medical & transport allowances
- ▶ **Financial & non-financial rewards**

To make the 'Ranking Method' of job evaluation more effective:

- ▶ Perform performance appraisals on regular basis
- ▶ Train employees prior to appraisals
- ▶ Develop high compensation packages
- ▶ **Clearly define job description initially**

Which of the following is most popular technique for appraising employee performance?

- ▶ Alternation ranking
- ▶ Graphic rating scale
- ▶ **Management by objective**
- ▶ Paired comparison

Which is the best time or occasion to discuss career-related issues with an employee?

- ▶ Weekly staff meeting
- ▶ Social lunch

▶ **Employee's annual appraisal**

- ▶ Career success team meeting

The basis for promotion will typically be competence rather than seniority when:

- ▶ Team cohesiveness is important
- ▶ **Company is promoting competition**
- ▶ Union agreements are involved
- ▶ Organization is Legaly bound by government

Which of the following is a part of organization's role in the career development of an employee?

- ▶ Communicating the mission, policies and procedures
- ▶ Providing timely performance feedback

▶ **Participating in career development discussions**

- ▶ Seeking out career information

Amjad has reached the age of full retirement, but he still wants to continue his job. Moreover, organization has not yet found any replacement to him. In such situation Amjad should pursue:

- ▶ Counseling to utilize his leisure time
- ▶ Search careers outside the company
- ▶ Psychological counseling to prepare for retirement
- ▶ **Extension of current job within company**

Question No: 26 -

Which of the following is the utmost preference of an organization while selecting a training and development program?

▶ **Ensure the cost effectiveness of the training session**

- ▶ Expert & professional trainers should be hired
- ▶ Training should be provided to all the

employees

▶ Maximum training mediums should be used  
**Which of the following is the greatest contributor towards the success of an organization?**

▶ **grapevine network of employees**

- ▶ Conduct frequent trainings to employees
- ▶ **Set goals to define the direction to pursue**
- ▶ Implementation of the newest technology

**The re-arrangement of organizational structure & change in organizational culture is accomplished during:**

- ▶ Task analysis
- ▶ Organizational analysis
- ▶ Person analysis
- ▶ **Management analysis**

**Which of the following term reflects the process of preparing organizational people according to the future needs?**

- ▶ Learning
- ▶ Training
- ▶ **Development**
- ▶ Need analysis

**Which of the following is a test validation method that determines whether a test measures certain traits that are important in performing a job or not?**

- ▶ Concept validity
- ▶ Criterion validity
- ▶ **Construct validity**
- ▶ Content validity

**Which of the following is a goal-directed summary of a person's experience, education and training developed for use in the selection process?**

- ▶ **Curriculum vitae**
- ▶ Educational record
- ▶ Career goal
- ▶ Interview questioning

**Which of the following force makes an individual eligible to make decisions, give orders & directing work activities of others?**

- ▶ Power
- ▶ Influence
- ▶ **Authority**
- ▶ Command

**Previous company records & customer satisfaction surveys may serve as a source for:**

- ▶ Cultivating learning culture within the organization
- ▶ **Determining deficiencies that require training**
- ▶ Developing career development plans for employees
- ▶ Identifying training outcomes through

evaluation

**Which of the following method includes the exchange of information between organizational member & the applicant through a goal-oriented conversation?**

- ▶ Counseling simulations
- ▶ Vocational interest test
- ▶ Role playing
- ▶ **Employment interview**

**Which of the given employment testing approach requires individuals to perform activities similar to those they might encounter in an actual job?**

- ▶ In-basket technique
- ▶ **Role playing**
- ▶ Interview simulations
- ▶ Case study

**As an HR manager, what should be your main focus while recruitment?**

- ▶ The potential candidate must possess interpersonal and analytical skills
- ▶ The potential candidate should be very confident and sharp
- ▶ The potential candidate must be attractive enough to fit in the position
- ▶ **The potential candidate should match the requirements of the job**

**What could be the main consideration of an HR manager during recruitment?**

- ▶ Outsource the employee selection to recruiting agencies
  - ▶ Screen the pool of appropriate applicants
  - ▶ **Attract a large number of applicants**
  - ▶ Only hire the experienced candidates
- 'There is no need to make any new appointment'; therefore, the organization has transferred Mr. Azam to another branch. This step of the organization is taken to:
- ▶ Increase the labor supply than demand
  - ▶ **Maintain the balance of labor supply and demand**
  - ▶ Decrease the labor supply than demand
  - ▶ Devastate the balance of labor supply and demand

**Term used to refer the potential employees available for work within the geographic area from which employees are recruited is:**

- ▶ **Labor market**
- ▶ Employment market
- ▶ Employee market
- ▶ Job market

**The best way of reducing the problems of leniency or strictness in performance appraisals is to:**

- ▶ Rank employees

▶ **Train supervisors to avoid it**

- ▶ Impose a distribution for performance
- ▶ Consider the purpose of the appraisal

Which of the following problem occurs when supervisors tend to rate all their subordinates

- ▶ Central tendency
- ▶ Leniency

▶ **Strictness**

- ▶ Halo effect

Rating a person high or low on all items because of one characteristic during performance appraisal, is known as:

▶ **Halo effect**

- ▶ Central tendency
- ▶ Stereotyping
- ▶ Biasness

Which of the following performance appraisal method is usually adopted for evaluating performance at managerial positions?

- ▶ Management by objective
- ▶ Critical incident

▶ **Paired comparison**

- ▶ Essay method

In which method supervisor keeps a log of positive and negative examples of a subordinate's workrelated behavior?

- ▶ Management by objective
- ▶ Comparison method
- ▶ Essay method

▶ **Critical incident method**

When supervisors are indulged in identifying the subordinates' performance deficiencies & provide suggestions for improvements , the process is said to be:

▶ **Strategic performance appraisal**

- ▶ Organizational development
- ▶ Upward feedback
- ▶ Downward feedback

Grouping of different jobs having similar job responsibilities & duties is called:

- ▶ Classes

▶ **Grades**

- ▶ Scales
- ▶ Roles

According to which of the following method, each job is assigned to a particular grade/category depending on the type of jobs, the organizations required?

- ▶ Ranking method

▶ **Classification method**

- ▶ Factor comparison method
- ▶ Point factor method

Which of the following step is MOST important in

creating job-fit?

▶ **An effective selection process**

- ▶ Promotion and transfer of existing employees
- ▶ Training of employees
- ▶ Competitive compensation packages

**Question No: 49 -**

**Organization has legitimacy and rationale configuration that is why it is said to be a/an:**

▶ **Formal organization**

- ▶ Informal organization
- ▶ Virtual organization
- ▶ Learning organization

**According to the 'Hawthorne Studies' productivity of employees:**

- ▶ Increased by increasing light intensity
- ▶ Decreased by decreasing light intensity

▶ **Increased by observing them**

- ▶ None of the given options

**Question No: 51 ( Marks: 5 )**

**Company consults its legal advisor for some legal assistance, what sort of power that legal advisor will practice?**

**ANS:** The legal advisor will practice the following power:

**Expertise: It is a type of power which is**

possessed by a person due to personal expertise and knowledge.

Using his expertise and knowledge advisor will provide legal assistance to the company and help them to get rid of their problems.

**Question No: 52 ( Marks: 10 )**

**Identify the measures that should be taken to make the performance appraisal system of an organization more effective.**

**ANS: Effective Performance Appraisal:** In order to make performance appraisal more effective the following measures should be taken:

- 1. Providing training to appraiser:** Before starting the appraisal it is important that the appraiser must be trained well so that he/she does not commit the common mistakes of performance appraisal.
- 2. Ensuring mistakes are not made during appraisal:** An effective appraisal system is free of errors and appraiser carries appraisal well.
- 3. Proper methods are used:** A proper method to carry performance appraisal should be adopted to make it effective.
- 4. Clear objectives:** It should be clear in appraiser's mind that what should be evaluated and for what reason he/she is being evaluated.

**Being a manager how can you make the**

**performance appraisal system of your organization legally defensible?** <http://vustudents.ning.com>

**Identify the methods that can be adopted to maximize the effectiveness of learning.**

**ANS: Maximize Effectiveness of Learning:**

To maximize the effectiveness of learning the following methods (learning principles) should be adopted:

1. **Participation:** Learning is only effective when the learners participate in the learning process. So such conditions should be provided to learners so that they participate in the learning process.
2. **Repetition:** An important aspect to enhance learning is repetition that is given the learner the opportunity to practice what he is being taught.
3. **Relevance:** Learning must be problem centered rather than content centered. People should be trained when there is some deficiency in them and the learning is solving that problem.
4. **Transference:** Learning is no effective if it is not transferred to actual workplace so that trainees should apply what they have learned the skills and knowledge to workplace to increase their productivity. So it should be ensured that transfer of learning takes place.
5. **Feedback:** Feedback of performance is necessary for learning. Feedback helps employees to improve their performance.

**While downsizing, organizations sometimes reduce the number of its employees by offering early retirements because:**

- ▶ HR requirement is less than existing number of employees
- ▶ HR requirement is greater than the existing number of employees
- ▶ Company's cost in terms of employee compensation can be saved
- ▶ **Organizations can be more efficient by this action of management (correct)**

**Which of the following can be an alternative decision to employee termination?**

- ▶ Demotion
- ▶ Retirement
- ▶ Resignation
- ▶ **Lay-off (Correct)**

**If the time between violation & the respective penalty implementation lengthens, the impact of the disciplinary action will:**

- ▶ **Be exceeded (Correct)**
- ▶ Remain the same

- ▶ Become invisible
- ▶ Be reduced

**Mr. Imran is appointed to supervise all the employees of the admin department. In this situation he is said to be a \_\_\_\_\_.**

▶ **Manager only (Correct)**

- ▶ Charismatic leader
- ▶ Leader only
- ▶ Leader & manager at the same time

**What sort of relationship exists between 'negative reinforcement' & 'punishment'?**

▶ Both are similar concepts

▶ **Punishment leads to negative-reinforcement**

**(Correct)**

- ▶ Negative-reinforcement leads to punishment
- ▶ Both leads to similar consequences

**'Federal law' requiring employers to give 60 days notice prior to plant closing or major layoff, as stated by:**

▶ **Statutory right of employees (Correct)**

- ▶ Employer itself
- ▶ Due process by an employer
- ▶ Union recommendations

**Which of the following facilitates the employer to hire, fire, demote or promote anyone, in the absence of any legal obligation?**

▶ Discrimination law

▶ **Employment at will (Correct)**

- ▶ Affirmative action
- ▶ Equal employment opportunity

**'Honda Pakistan', implemented a safety & health program for its employees after consulting experts and management in the organization. But, no reduction in the accidents or injuries is observed. Identify a reason which is least possible to the failure of this Safety & Health program?**

▶ Company is not considering inputs of employees regarding safety decisions

▶ Safety & health program is not communicated properly to all employees

▶ **Proper safety & health training has not been provided to the employees (Correct)**

▶ Proper budget is not allocated to safety and health program as required

**Which one of the following is NOT included in the content of 'Employee Handbook'?**

▶ Fringe benefits

▶ Safety procedures

▶ **Financial statements (Correct)**

▶ Job duties

**"Accounting staff of a EFU General Insurance Ltd, share information of different departments to assist in preparing the annual budget on a consistent**

basis". Which type of communication it is?

- ▶ Diagonal communication
- ▶ **Horizontal communication (Correct)**
- ▶ Upward communication
- ▶ communication

Under a strong union influence, the union members demanded the salary increment as per the rate of increase in inflation. As an HR manager what will be your initial step?

- ▶ Rejecting the request as it is unnecessary
- ▶ Approving the demand immediately
- ▶ Asking union to make a contract
- ▶ **Arranging negotiation to discuss the issue**

According to which of the following view, "conflict is bad and should be avoided"?

- ▶ **Behavioral view (Correct)**
- ▶ Traditional View
- ▶ Human Relations View
- ▶ Interactionist View

If the political behavior is motivated by self-serving interests without taking into account the goals of the organization, the move would be considered as:

- ▶ Ethical
- ▶ Neutral
- ▶ **Unethical (Correct)**
- ▶ Intense

Legitimate power includes which of the following?

- ▶ **Acceptance of authority by organizational members (Correct)**
- ▶ Limited ability to reward employees
- ▶ Ability to only punish employees
- ▶ Limited control of company's physical resources

A power base that depends on fear comes under which of the following category of power?

- ▶ Reward power
- ▶ **Coercive power (Correct)**
- ▶ Referent power
- ▶ Legitimate power

Which of the following is NOT included in time-off benefits?

- ▶ On-the-job breaks
- ▶ Annual holidays
- ▶ **Flexi time (Correct)**
- ▶ Paid leaves

Ali was working as MTO in ABL & getting the package of Rs.20,000, few weeks ago he resigned from ABL & joined HBL which is offering him Rs.30,000 at the same post of MTO. In this situation HBL is adopting the \_\_\_\_\_ pay strategy.

- ▶ **Above market rate (Correct)**
- ▶ Below market rate

- ▶ At market rate
- ▶ All of the given options

**What type of pay plan is being used when workers are paid a sum for each unit they produce?**

- ▶ Base pay
- ▶ **Competency-based pay (Correct)**
- ▶ Bonus pay
- ▶ Piecework pay

**To make the 'Ranking Method' of job evaluation more effective:**

- ▶ Perform performance appraisals on regular basis
- ▶ Train employees prior to appraisals
- ▶ Develop high compensation packages

▶ **Clearly define job description initially**

**Miss. Fouzia wants to excel herself in the banking field by clearing the IBP Superior Qualification (ISQ) examination. But her current job's strict timings do not allow her to fulfill her plans. To address this problem, the bank could help her by:**

- ▶ Providing her with a career coach
- ▶ Encouraging her to join a career success team
- ▶ **Facilitating her with flexible working hours**
- ▶ Suggesting her a better occupation to adopt

**Which of the following is part of a manager's role in the career development of an employee?**

- ▶ Communicating the mission, policies and procedures
- ▶ Utilizing career development opportunities
- ▶ Participating in career development discussions
- ▶ **Establishing goals and career plans**

**Which of the following plays a role in assessing interests, seeking out career information and utilizing development opportunities in career development?**

- ▶ Individual
- ▶ **Manager (Correct)**
- ▶ Supervisor
- ▶ Company

**The lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment is called:**

- ▶ Organizational development
- ▶ **Career management (Correct)**
- ▶ Career development
- ▶ Career planning

**How do compensation and benefits with a career development focus differ from compensation and benefits with a traditional focus?**

- ▶ Employee's productivity is rewarded
- ▶ Employee's efficiency is rewarded
- ▶ Enhancement in abilities is rewarded
- ▶ **All of the given options (Correct)**

**Amjad has reached the age of full retirement, but he still wants to continue his job. Moreover, organization has not yet found any replacement to him. In such situation Amjad should pursue:**

selling to utilize his leisure time

- ▶ Search careers outside the company
- ▶ Psychological counseling to prepare for retirement

▶ **Extension of current job within company**

**Which of the given objective is mainly focused during pre-retirement educational programs?**

- ▶ Improve job satisfaction among senior staff
- ▶ Enhance employee performances through such concerns

▶ **Prepare employees for their upcoming retired life (Correct)**

- ▶ Minimize medical claims from retirees

**During which stage of socialization, employees successfully internalize the organizational norms & beliefs?**

- ▶ Pre-arrival stage
- ▶ Encounter stage

▶ **Metamorphosis stage (Correct)**

- ▶ Post-retirement stage

**During which of the following interview, an interviewer asks probing and open-ended questions?**

- ▶ Structured interview

▶ **Unstructured interview (Correct)**

- ▶ Formal interview
- ▶ Planned interview

**Which of the following is a process of attracting individuals on timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization?**

- ▶ Selection

▶ **Recruitment (Correct)**

- ▶ Staffing
- ▶ Enrollment

**Which of the following is a force by which personality traits (expertise) affects others' behavior?**

- ▶ Power

▶ **Influence (Correct)**

- ▶ Authority
- ▶ Command

**Which of the following practice involves the selling off portions of the company and making severe staff reductions?**

- ▶ Redesigning
- ▶ **Restructuring (Correct)**
- ▶ Organizational designing
- ▶ Reengineering

**People can be more productive while working in:**

- ▶ Isolation
- ▶ **Groups (Correct)**
- ▶ Crowd
- ▶ None of the given options

**The MOST common reason that an expatriate fails at an international assignment is \_\_\_\_\_.**

- ▶ Incompetency
- ▶ Technical demands of the job
- ▶ Expense
- ▶ **Family pressures (Correct)**

**Previous company records & customer satisfaction surveys may serve as a source for:**

- ▶ **Cultivating learning culture within the organization (Correct)**
- ▶ Determining deficiencies that require training
- ▶ Developing career development plans for employees
- ▶ Identifying training outcomes through evaluation

**The best hiring occurs when the goals of which of the following should consistent to each other?**

- ▶ HR managers, Finance managers
- ▶ Head office, Branch
- ▶ **Organization, Individual (Correct)**
- ▶ Lower managers, Top managers

**Which one of the following is NOT the advantage of Workforce Diversity?**

- ▶ Multiple perspectives
- ▶ Greater openness to new ideas
- ▶ Increased creativity and flexibility
- ▶ **Decreased problem-solving skills (Correct)**

**Due to which of the following reason, subordinates may feel dissatisfied with their appraisal interviews?**

- ▶ **They feel threatened during the interview**
- ▶ They can influence the course of the interview
- ▶ Constructive interviewer is conducting the interview
- ▶ Their poor performance is being highlighted

**Which of the given solution served as the best one for reducing the problem of central tendency in performance appraisals?**

- ▶ Rank employees
- ▶ **Train supervisors to avoid it (Correct)**
- ▶ Impose a distribution for performance
- ▶ Consider the purpose of the appraisal

**Some supervisors, when filling in rating scales, tend to avoid the highs and lows on the scale and rate most people in the middle. This type of evaluation is said to be effected by:**

- ▶ Stereotyping

▶ **Central tendency (Correct)**

- ▶ Strictness

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“Ongoing process of managing & evaluating both the behavior & outcomes in the workplace” is known as:

- ▶ Training & development
- ▶ **Performance appraisal (Correct)**
- ▶ Compensation management
- ▶ Job analysis

Employees' routine working is now being monitored through computers electronically; this trend has affected the Performance Appraisal (PA) system in which of the following manner?

- ▶ Development of PA on more frequent basis
- ▶ Enhanced importance of PA for employees
- ▶ PA have become more accurate & efficient one
- ▶ **Human involvement is completely removed**

By what means, organizations show concerns for their employees and earn their commitment?

- ▶ Solely ensuring job security of employees
- ▶ **Provide career development opportunities**
- ▶ Promise after retirement incentives only
- ▶ Offer stock options limited to senior employees

The frequency of conducting the performance appraisal depends on:

- ▶ Environmental challenges
- ▶ Training sessions
- ▶ Job analysis
- ▶ **Organizational policies (Correct)**

Evaluation method generally adopted by most of the educational institutes to evaluate the students' academic performance is:

- ▶ **Project based method (Correct)**
- ▶ Focal point method
- ▶ Anniversary method
- ▶ Base timings method

Which of the following approach emphasizes the effect of psychological & social factors on employees' performance?

- ▶ Scientific approach
- ▶ Rational approach
- ▶ Human relations approach
- ▶ **Systematic approach (Correct)**

In Hawthorne studies which decisive factor was used in the variation of the workers' performance?

- ▶ Safety measures
- ▶ Health condition
- ▶ Light variation
- ▶ Salary bonuses

Which of the following signifies a term “Task” as a component of an organization?

- ▶ Organizational HR

- ▶ Organizational hierarchy
- ▶ **Mechanical process (Correct)**
- ▶ Existence purpose

**Which of the following abilities are categorized as the Technical skill of an individual?**

- ▶ Judgment & creativity
- ▶ Analysis & communication
- ▶ **Knowledge & proficiency (Correct)**
- ▶ Innovation & advancement

**Reactive approach to overcome the influence of discriminatory practices occurred in the past is referred as:**

- ▶ Equal employment opportunity
- ▶ **Affirmative action (Correct)**
- ▶ HR planning
- ▶ Litigation process

**The cognitive component consists of a person's:**

- ▶ Emotions
- ▶ **Knowledge (Correct)**
- ▶ Attitude
- ▶ Feelings

**Yousaf has beaten his fellow employee for which his manager has dismissed him. Evaluate manager's response in terms of ethical application of power.**

**Answer:**

**No employee is supposed to get physical with any of the colleagues. Manager's decision was the extreme as he could have brought both employees together and tried to know the problem between them. I see this move as an unethical act by the manager.**

**What measures should be taken to limitize the union membership by employees? Explain each in detail.**

**Answer:**

**When do organizational people indulged themselves in organizational politics? Discuss any five factors in detail.**

**Answer:**

Organizational politics are actions that allow people in organizations to attain goals without going through ceremonial channels. Whether political activities help or hurt the organization depends on whether the person's goals are steady with the organization's goals. In the impartial model of organizations, people are assumed to manage sensibly, based on clear information and well-defined goals.

There are few factors that result in political activities in an organization and are explained as under.

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**1. Changes in Leadership** which changes conventional associations and processes can create an opportunity for increased political

behavior.

**2. Changes in Coordination and integration** of organizational activities used to achieve common goals can also lead to an increase in political behavior.

**3. Changes in any of the five contextual forces,** i.e. environment, technology, strategy, culture, and structure, can generate uncertainty over resource allocation, leading to an increase in political behavior.

**4. Blame & Integration.** Blaming and attacking others to deflect attention from one's mistakes and using ingratiating behavior to gain favor are unethical and negative types of political actions.

**5. Building Relationship.** People develop relationships through coalitions, grouping, networks, and accommodating managerial linkages. Coalitions are relationships formed over specific issues. Alliances are general agreements of support among different individuals and groups; and networks are broad, loose support systems. Relationship building can either help or harm the organization.

**In order to get advantage of each method, will it be a sensible decision to simultaneously apply all the four methods of job evaluation?**

Answer:

**Four methods of Job evaluation**

**1. Ranking Method:** Raters examine the description of each job being evaluated and assemble the jobs according to their value to the corporation. This technique requires a team characteristically composed of both management and employee delegate to arrange job in a simple rank order from uppermost to lowest. The most noticeable restraint to the ranking method is its utter lack of ability to be managed when there are a large number of jobs.

**2. Classification Method:** A job evaluation method by which a number of classes or ratings are defined to explain a group of jobs is known as categorization method. The classifications are created by identifying some common denominator skills, knowledge, and responsibilities

with the desired goal being the criterion of a number of distinctive classes or grades of jobs.

### **3. Factor Comparison Method**

Raters need not keep the entire job in mind as they evaluate instead, they make decisions on separate phases, or issues, of the job. A basic fundamental hypothesis is that there are five universal job factors: (1) Mental Requirements (2) Skills (3) Physical Requirements (4) Responsibilities 5) Working Conditions.

**4. Point Method:** Raters assign numerical values to specific job components, and the sum of these values provides a quantitative appraisal of a job's relative significance. The point method requires selection of job factors according to the nature of the specific group of jobs being evaluated. After determining the group of jobs to be studied, analysts conduct job analysis and write job descriptions. Next, the analysts select and define the factors to be used in measuring job value and which become the standards used for the evaluation of jobs. Education, experience, job knowledge, mental effort, physical effort, responsibility, and working conditions are examples of factors typically used.

**Which of the following employee benefits are legally imposed on organizations?**

- ▶ **Social security**
- ▶ Stock options
- ▶ Care centers
- ▶ Flexible hours

**Question No: 2 -**

**Leadership will mostly be considered failed if:**

- ▶ Leaders are appointed by top management
- ▶ Leader established high goals to be achieved
- ▶ Leader also plays the role of a manager in an organization

▶ **Followers stop sharing their issues with a leader**

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Usually it is observed that after becoming the team's captain the player's own performance declines. What could be the reason behind it?

▶ **Unable to handle extra pressure**

- ▶ Absence of task related knowledge
- ▶ Lack of high energy level
- ▶ Imposed on a team by management

'Unilever' comes under which of the following categories while conducting its business globally?

- ▶ Domestic
- ▶ International
- ▶ Multinational
- ▶ **Transnational**

Which group of employees may also be known as expatriate?

- ▶ **Parent-country nationals**
- ▶ Host-country nationals
- ▶ Third-country nationals
- ▶ Local-country nationals

\_\_\_\_\_ are citizens of the country in which the multinational company has its headquarters.

▶ **Expatriates**

- ▶ Third-country nationals
- ▶ Home-country nationals
- ▶ Host-country nationals

Neither an organization nor any organizational member can provide the employee database information to any person/organization without the permission of the concerned employee. This restriction is supported by:

- ▶ Employment at will
- ▶ Discrimination law
- ▶ **Rights to privacy**
- ▶ Labor law

Communication in which information flows from the top of the organizational management hierarchy to the employees telling them what is the mission and what are the policies of the organization is known as:

- ▶ Diagonal communication
- ▶ Horizontal communication
- ▶ Upward communication
- ▶ **Downward communication**

All of the following would be considered as sources of conflicts, EXCEPT:

- ▶ Goal incompatibility
- ▶ Different values and beliefs
- ▶ Lack of resources and finances
- ▶ **Strengthened team dynamics**

The labor union of 'SAGA Trading Pvt Ltd' is demanding company to buy resources from their settled place. Company didn't bother about raising

such issue by the union, as the issue comes under:

- ▶ Labor issues
- ▶ Mandatory issues
- ▶ Permissive issues
- ▶ **Prohibited issues**

According to which of the following view, "conflict should be encouraged and managed"?

- ▶ Traditional View
- ▶ **Human Relations View**
- ▶ Interactionist View
- ▶ Behavioral view

Asif has punished his subordinate for the reason that he had refused to drop Asif's children at school. What type of power Asif practiced over his subordinate?

- ▶ Referent power
- ▶ Social power
- ▶ **Personal power**
- ▶ Charismatic power

If being a manager you have the power to dismiss, suspend or demote your subordinates, you are said to have which of the following power?

- ▶ Charismatic power
- ▶ Referent power
- ▶ Coercive power
- ▶ **Legitimate power**

Question No: 14 -

Performance measures include all of the following, EXCEPT:

- ▶ Individual's productivity
- ▶ Team's productivity
- ▶ Departmental productivity
- ▶ **Market productivity**

Which of the following is NOT included in time-off benefits?

- ▶ **On-the-job breaks**
- ▶ Annual holidays
- ▶ Flexi time
- ▶ Paid leaves

For which of the following reason, organizations consider employee benefits important?

- ▶ To attract new blood in the organizations
- ▶ To retain the valuable employees
- ▶ To create good reputation in the market
- ▶ **All of the given options**

Question No: 17 -

Which of the following is NOT included in direct financial payments?

- ▶ Wages
- ▶ Insurance
- ▶ Commissions
- ▶ **Incentive**

Employee's performance is so poor that a

**written warning is required, that warning should:**

- ▶ Identify the standards by which the employee is judged
- ▶ Contain examples of employees who met the standards
- ▶ Provide previous examples when employee met the standards
- ▶ **Be sent to the employee in question and to the superior manager**

**If a supervisor wants to criticize his subordinate in an appraisal interview, it is best to:**

- ▶ **Hold meeting with other people to diffuse the negative situation**
- ▶ Provide examples of critical incidents by that employee
- ▶ Acknowledge personal biases with the employee
- ▶ Scold the employee on excuses for poor performance

**Which of the following depicts today's major barrier to career advancement of the working ladies?**

- ▶ Top management is usually male oriented
- ▶ Lack of educational opportunities for women
- ▶ Common perception that woman can never be a better boss
- ▶ **Difficulty in balancing the work and family life**

**Which of the following is part of a manager's role in the career development of an employee?**

- ▶ Communicating the mission, policies and procedures
- ▶ Utilizing career development opportunities
- ▶ **Participating in career development discussions**
- ▶ Establishing goals and career plans

**Which of the following is a part of organization's role in the career development of an employee?**

- ▶ Communicating the mission, policies and procedures
- ▶ Providing timely performance feedback
- ▶ Participating in career development discussions
- ▶ **Seeking out career information**

**Which of the following term is used to represent the shift in job position without any change in salary or grade?**

- ▶ Promotion
- ▶ **Transfer**
- ▶ Demotion
- ▶ Resignation

**Employee commitment had suffered a lot in recent years due to which of the following reasons?**

- ▶ **Structural downsizing**
- ▶ Skill inadequacy
- ▶ Rational appraisals
- ▶ Organizational expansion

Shehzad planned to retire from his company because he would get a better package after 30 years of service. However, according to him without a job it would be difficult for him to spend time so he may consider other options. What do you suggest for him?

- ▶ Explanation of social security benefits
- ▶ Pursue career outside the company
- ▶ Counseling to utilize leisure time

▶ **All of the given options**

How organizations prepare their employees for retirement?

- ▶ Provide leisure time counseling
- ▶ Search careers outside the company
- ▶ Explanation of social security benefits

▶ **Psychological counseling to accept retirement**

Which of the following measures are taken to assess the intensity of employees' satisfaction and their attitude toward the training program?

▶ **Continuous feedback**

- ▶ Profitability rate
- ▶ Market share
- ▶ Productivity levels

Which of the following is the greatest contributor towards the success of an organization?

- ▶ Prevailed grapevine network of employees

▶ **Conduct frequent trainings to employees**

- ▶ Set goals to define the direction to pursue
- ▶ Implementation of the newest technology

Which of the following test is used to measure a candidate's knowledge regarding job duties he/she is supposed to perform in a particular job position?

- ▶ Work knowledge test
- ▶ Trade knowledge test

▶ **Job knowledge test**

- ▶ Position knowledge test

The extent to which an employment selection test provides consistent results is known as:

- ▶ Reliability
- ▶ Dependability

▶ **Consistency**

- ▶ Trustworthiness

Which of the following term is used as the indicator of missing information by the applicant while making selection decision?

▶ **Red flag**

- ▶ Red alert
- ▶ High alert
- ▶ Alarming situation

Which of the following method is used to inform employees about the company's job openings?

- ▶ Job publishing

▶ **Job declaration**

Job Opportunity

- ▶ Job listing

**Organizations started focusing on quality, productivity and efficiency during:**

- ▶ Mechanistic period
- ▶ Legalistic period
- ▶ Organistic period

▶ **Strategic period**

**Which of the following should be considered during task analysis, before conducting the training in an organization?**

▶ **Individuals who require training**

- ▶ Shortcomings in existing technology
- ▶ Ineffective feedback system of organization
- ▶ Areas where training is required

**'Due to lack of knowledge among employees, they are unable to operate the computerized MIS', which of the following addresses this problem?**

- ▶ Provision of new computers

▶ **Conduct relevant training**

- ▶ Supply input devices
- ▶ Supply output devices

**The process by which people acquire skills & abilities required to perform jobs at hand, is known as:**

- ▶ Learning
- ▶ **Training**
- ▶ Development
- ▶ Need analysis

**According to which of the following interview type, several applicants are being interviewed by one or more company representatives?**

- ▶ One-to-one interview
- ▶ **Panel interview**
- ▶ Group interview
- ▶ Stress interview

**Which of the following represents the basic goal of the recruitment?**

- ▶ Communicate job opening positions clearly
- ▶ Attract maximum number of applicants
- ▶ Self select out the candidates to save time and money

▶ **Attract the qualified candidates & not the unqualified ones**

**Which of the given solution served as the best one for reducing the problem of central tendency in performance appraisals?**

▶ **Rank employees**

- ▶ Train supervisors to avoid it
- ▶ Impose a distribution for performance
- ▶ Consider the purpose of the appraisal

**Rating a person high or low on all items because of one characteristic during performance appraisal, is**

known as:

▶ **Halo effect**

- ▶ Central tendency
- ▶ Stereotyping
- ▶ Biasness

**Management by objectives (MBO) refers to an appraisal method, which:**

- ▶ Evaluates progress made toward the accomplishment of measurable goals

▶ **Assigning scale points with specific examples of good or poor performance**

- ▶ A log of positive and negative examples of a subordinate's work-related behavior
- ▶ Assigning predetermined percentages for different performance categories

**If a performance appraisal focuses on an employee's quality and quantity of work, then the performance appraisal is focused on measuring**

- 
- ▶ Generic dimensions of performance
  - ▶ Performance of actual duties
  - ▶ **Employee competency**
  - ▶ Achievement of objectives

**Which of the following is NOT one of the guidelines for effective goal setting?**

- ▶ Allocate specific goals
- ▶ Set challenging but achievable goals
- ▶ **Assign consequences for performance**
- ▶ Encourage employee participation

**All of the following could be the reasons of an employee stress, EXCEPT:**

- ▶ Supervisor's rude attitude
- ▶ No recognition of efforts
- ▶ Job insecurity and safety
- ▶ **Missing out the thanking notes**

**Management has pointed out Mr. Haseeb as a low performer & shows their dissatisfaction with his performance, Mr. Haseeb had tried a lot to put more & more efforts but still unable to satisfy the management, after some time he started overlooked the appraisal reports as he perceived that management is habitual of criticizing the employees' performance. This reaction by Haseeb is resulted due to:**

- ▶ Lack of trained raters
- ▶ Unserious attitude towards appraisal
- ▶ Lack of proper feedback
- ▶ **Management is biased**

**Which one of the following is NOT the characteristic of a Virtual Team?**

- ▶ Lack of nonverbal signals
- ▶ **Limited social contact**
- ▶ Increased social relationship

▶ Ability to overcome time and space constraints  
**Jobs are identified & grouped during which of the following managerial function?**

- ▶ Planning
- ▶ **Organizing**
- ▶ Leading
- ▶ Controlling

**As a result of which of the following activity, HRIS is gaining popularity day by day?**

- ▶ Generating organizational reports
- ▶ Managing resources effectively
- ▶ **Retrieving timely information**
- ▶ Handling bundles of data

**HRIS provides information that supports organizations in:**

- ▶ **Designing compensation packages**
- ▶ Launching new equipments
- ▶ Forecasting financial budgets
- ▶ Anticipating customers' trend

**'Job description' provides which of the following information?**

- ▶ Working conditions prevailing in an organization
- ▶ **Set of KSA required to perform a job**
- ▶ Level of experience mandatory for a particular job
- ▶ Individual's general attitude that affects the job performance

**Question No: 51 ( Marks: 5 )**

**What are the criteria that make the leaders & managers similar to each other?**

There are some points by which leaders and managers become similar to each others.

1. Both leader and manager interact and motivate their subordinates.
2. Both leader and manager have power over their subordinates.
3. Leaders work for achieving the desire strategic goals while managers also work for getting their goals.
4. Both works in organizations. Both are responsible for their subordinates and people.

**Question No: 52 ( Marks: 10 )**

**Leaders should be selected by the respective followers or must be imposed by the policy makers?**

**In your opinion which could be the better option?**

**Elaborate in detail by explaining the pros & cons of both the situations.**

Leaders are selected by the respective followers because as we know that best leaders are selected by the people who want him. The good leader is that who leads his followers. So his people will follow him. But if a leader is selected by policy makers, may be this leader will not be able to motivate and guide his people. Because there is no opinion taken from people

in selection of this leader. We will take a real example from today's life.

For example, if we select a leader in elections on high majority, we will be happy from that leader. But if some party has select a leader without the knowledge of people. That will be not a good opinion. I think that the first sentence will be correct in my view.

**Question No: 53 ( Marks: 10 )**

**A warehouse of a company caught fire, a labor named Iftikhar had voluntarily took steps to extinguish the fire. For this act of bravery, company's management awarded him with the 'medal of bravery'. In the light of Maslow's Need Theory, how will you evaluate this reward offered by company to appreciate & keep Iftikhar motivated?**

According to Maslow's Need Theory, money can motivate an employee. But here the company awarded Mr iftikhar a Medal. So iftikhar will try to work more hard for getting cash award to fulfill his lower needs. If for example iftikhar gets money awards on his performance, he will try to fulfill his higher needs. For this he will do some special work to inspire its managers.

**Question No: 54 ( Marks: 10 )**

**How can managers reinforce positive behaviors among their employees through non-monetary incentive? Support your answer by providing any practical example of such practices adopted in various organizations.**

In organizations, managers can motivate positive behaviors among their employee through some nonmonetary incentives. By which all employees will be neutrally work and motivated.

Manager should provide non-monetary rewards to their employees. For example,

Employee must have a pleasant working environment, so they will enjoy their work with good performance.

Also their behavior will be positive.

They should be trained in a good way.

Social security is also a right of employees. Managers should provide disability insurance, medical, and security for employees.

**Which of the following is a part of non-financial compensation?**

- ▶ Monthly commission
- ▶ Employee autonomy
- ▶ Stock option
- ▶ Medical allowance

**Which of the following employee benefits are legally imposed on organizations?**

- ▶ Social security
- ▶ Stock options

- ▶ Care centers
- ▶ Flexible hours

**Background and reference checks are made by HR department while hiring employees to:**

- ▶ Evaluate employee's capability
- ▶ Meet requirements of federal law
- ▶ Check employee's communication network
- ▶ **Check authenticity of provided information**

**Hamid immediately left the organization for personal reasons during the office hours without informing his manager. Manager should take notice of it because:**

- ▶ It is his responsibility to remain informed about employees' problems
- ▶ It is a disciplinary problem that requires immediate action
- ▶ It is about assigning Hamid's work to some other employee before leaving
- ▶ **It is his responsibility to keep record of enter & exit of employees during office hours**

**'Unilever' comes under which of the following categories while conducting its business globally?**

- ▶ Domestic
- ▶ International
- ▶ Multinational
- ▶ Transnational

**Mehmood, a Pakistani national is working in the HSBC, Pakistan branch of a China based multinational bank. Mehmood is therefore be classified as a/an:**

- ▶ Expatriate
- ▶ Third-country national
- ▶ Home-country national
- ▶ Host-country national

**Which group of employees may also be known as expatriates?**

- ▶ Parent-country nationals
- ▶ Host-country nationals
- ▶ Third-country nationals
- ▶ Local-country nationals

**Amjad is a Pakistani born national who is working in Saudi Arabia as a HR manager for an American company. So, Amjad is a/an:**

- ▶ Expatriate
- ▶ Third-country national
- ▶ Home-country national
- ▶ Host-country national

**Assessing an employee's probable success in handling a foreign transfer and the best predictor of future success is proved to be:**

- ▶ Job competence
- ▶ Past international travel
- ▶ Language skills

- ▶ Extraversion

**Ali often gets aggressive on minute things, the counselor indicate his responses as:**

- ▶ Short-term physical symptom of stress
- ▶ Long-term physical symptom of stress
- ▶ Behavioral symptom of stress
- ▶ Internal symptom of stress

**The 2 factors used by Herzberg in 'Two factor theory' are:**

- ▶ Expectancy & relatedness
- ▶ Hygiene & motivators
- ▶ People X & people Y
- ▶ Self-esteem & security

**Organizational guarantee about the job security is a functional form of:**

- ▶ Statutory law
- ▶ Contractual law
- ▶ Public policy
- ▶ Management rights

**Occupational health & safety refers to which of the following dimensions of a workforce that result from the work environment provided by the organization?**

- ▶ Physical & physiological
- ▶ Physiological & Mycological
- ▶ Chronological & psychological
- ▶ **Physiological & psychological**

**Which one of the following is NOT included in the content of 'Employee Handbook'?**

- ▶ Fringe benefits
- ▶ Safety procedures
- ▶ **Financial statements**
- ▶ Job duties

**The physical or psychological condition induced in workers by overwork or overexposure to stress in the workplace, is known as:**

- ▶ Exhaustion
- ▶ **Burnout**
- ▶ Collapse
- ▶ Fatigue

**The labor union of 'SAGA Trading Pvt Ltd' is demanding company to buy resources from their settled place. Company didn't bother about raising such issue by the union, as the issue comes under:**

- ▶ Labor issues
- ▶ Mandatory issues
- ▶ Permissive issues
- ▶ Prohibited issues

**According to which of the following view, "conflict is bad and should be avoided"?**

- ▶ Behavioral view
- ▶ Traditional View
- ▶ Human Relations View

▶ Interactionist View

**Activities that people perform to acquire and enhance their power & other resources, to obtain their preferred outcomes, are represented as:**

- ▶ Authorities
- ▶ Politics
- ▶ Principles

**Asif has punished his subordinate for the reason that he had refused to drop Asif's children at school. What type of power Asif practiced over his subordinate?**

- ▶ Referent power
- ▶ Social power
- ▶ **Personal power**
- ▶ Charismatic power

**A power base that depends on fear comes under which of the following category of power?**

- ▶ Reward power
- ▶ Coercive power
- ▶ Referent power
- ▶ Legitimate power

**For which of the following reason, organizations consider employee benefits important?**

- ▶ To attract new blood in the organizations
- ▶ To retain the valuable employees
- ▶ To create good reputation in the market
- ▶ **All of the given options**

**Which of the following pay category depicts the increase in salary, the firm awards to an individual employee based on his or her individual performance?**

- ▶ Merit pay
- ▶ Variable pay
- ▶ **Piecework pay**
- ▶ Job-based pay

**Rewards offered to individuals serving at the managerial positions on monthly basis are termed as:**

- ▶ Commission
- ▶ **Salary**
- ▶ Wage
- ▶ Bonus

**When an employee's performance is so poor that a written warning is required, that warning should:**

- ▶ Identify the standards by which the employee is judged
- ▶ Contain examples of employees who met the standards
- ▶ Provide previous examples when employee met the standards
- ▶ Be sent to the employee in question and to the superior manager

**Which of the following methods of performance**

**appraisal includes evaluating performance by assigning predetermined percentages of rates into performance categories?**

- ▶ Alternation ranking
- ▶ Paired comparison
- ▶ Forced distribution
- ▶ Graphic ranking scale

**Which of the following is MOST essential for sustainable performance of an employee?**

- ▶ Clearly defined job description
- ▶ Career development opportunities
- ▶ Commitment from top management
- ▶ Feedback in term of appropriate rewards

**Which of the following is a part of organization's role in the career development of an employee?**

- ▶ Communicating the mission, policies and procedures
- ▶ Providing timely performance feedback
- ▶ Participating in career development discussions
- ▶ Seeking out career information

**Which of the following plays a role in assessing interests, seeking out career information and utilizing development opportunities in career development?**

- ▶ Individual
- ▶ Manager
- ▶ Supervisor
- ▶ Company

**Employee commitment had suffered a lot in recent years due to which of the following reasons?**

- ▶ Structural downsizing
- ▶ Skill inadequacy
- ▶ Rational appraisals
- ▶ Organizational expansion

**How organizations prepare their employees for retirement?**

- ▶ Provide leisure time counseling
- ▶ Search careers outside the company
- ▶ Explanation of social security benefits
- ▶ Psychological counseling to accept retirement

**Which of the following phase includes the content development of training program?**

- ▶ Training evaluation
- ▶ Training design
- ▶ Training need analysis
- ▶ Defining training objectives

**Who is responsible for hiring the wrong person for the particular job?**

- ▶ **HR manager**
- ▶ Regional manager
- ▶ Regional head
- ▶ CEO

**Which of the following strategy is said to be more**

**effective to motivate contingent workers?**

- ▶ Facilitate with job security
- ▶ Make jobs more appealing
- ▶ Develop interest through job rotation
- ▶ Provide challenging projects

**The inner drive that directs a person's behavior towards goal attainment is known as:**

- ▶ Attitude
- ▶ Performance
- ▶ Motivation
- ▶ Need

**Which of the given employment testing approach requires individuals to perform activities similar to those they might encounter in an actual job?**

- ▶ In-basket technique
- ▶ Role playing
- ▶ Interview simulations
- ▶ Case study

**Ahmed, the supervisor of the manufacturing department, is in the process of evaluating his staff's performance. He has determined that 15% of the group will be identified as high performers, 20% as above average performers, 30% as average performers, 20% as below average performers, and 15% as poor performers. He is using a \_\_\_\_\_ method.**

- ▶ Graphic rating scale
- ▶ Constant sum ranking scale
- ▶ Forced distribution
- ▶ Alternation ranking

**According to which of the following method, each job is assigned to a particular grade/category depending on the type of jobs, the organizations required?**

- ▶ Ranking method
- ▶ Classification method
- ▶ Factor comparison method
- ▶ Point factor method

**Management has pointed out Mr. Haseeb as a low performer & shows their dissatisfaction with his performance, Mr. Haseeb had tried a lot to put more & more efforts but still unable to satisfy the management, after some time he started overlooked the appraisal reports as he perceived that management is habitual of criticizing the employees' performance. This reaction by Haseeb is resulted due to:**

- ▶ Lack of trained raters
- ▶ Unserious attitude towards appraisal
- ▶ Lack of proper feedback
- ▶ Management is biased

**Question No: 39 -**

**HR generalist is involved in:**

- ▶ Performing all or few (more than one) HR functions
- ▶ Performing a single focused HR function
- ▶ Providing orientation to employees only
- ▶ Designing special compensation packages for female employees

**Managers who are indulged in establishing policies & procedures are fall under which category?**

- ▶ Staff
- ▶ Line
- ▶ Functional
- ▶ Operational

**In Hawthorne studies which decisive factor was used in the variation of the workers' performance?**

- ▶ Safety measures
- ▶ Health condition
- ▶ Light variation
- ▶ Salary bonuses

**Which of the following term defined Management Sciences Department of the Virtual University (VU)?**

- ▶ System
- ▶ Subsystem
- ▶ **Board**
- ▶ Arrangement

**Strategic managers are responsible for overall:**

- ▶ Production
- ▶ Planning
- ▶ Controlling
- ▶ Changes

**Which of the following terms correctly represents different types of managers?**

- ▶ Tactical, operational, functional
- ▶ **Tactical, operational, strategic**
- ▶ Executive, CEO, director
- ▶ Dimensional, functional, strategic

**According to which act, pay discrimination on the basis of gender for same position & performance is prohibited?**

- ▶ Civil rights
- ▶ Equal pay
- ▶ Worker compensation
- ▶ Age discrimination

**Which of the following Management functions are applicable w.r.t HRM?**

- ▶ **Planning, organizing, leading & controlling**
- ▶ Planning & organizing only
- ▶ Leading & controlling only
- ▶ None of the management functions applied

**While developing laws, management should be able to:**

- ▶ Implement laws by force
- ▶ Modify as per requirement

- ▶ Defend their decisions
- ▶ Easily convey among employees

**Which of the following emerged when individuals realized the strength they could gain by joining together to negotiate with employers?**

- ▶ Trade unions
- ▶ Human relation movement
- ▶ Employment legislations
- ▶ None of the given options

**Matching job description with the individual's qualification, is one of the important aspects of:**

- ▶ DBMS (Data Base Management System)
- ▶ IS (Information System)
- ▶ MIS (Management Information System)
- ▶ **HRIS (Human Resource Information System)**

**Question No: 51 ( Marks: 5 )**

**Parveez was asked for the explanation of his frequent leaves in a month. The justification he made was his illness but he was unable to provide any medical prescription to prove his illness. Does management accept his excuse? Justify.**

**Question No: 52 ( Marks: 10 )**

**What are the advantages and disadvantages of using home country nationals in international assignments?**

**Question No: 53 ( Marks: 10 )**

**What are the different dimensions of stress? List & discuss them in detail.**

1) Appraisal of a worker's performance can be described as:

- a) Planning Activity
- b) Organizing Activity
- c) Controlling Activity**
- d) Leading Activity

2) Hawthorne studies depict the effects of work environment on:

- a) Human Behavior**
- b) Human Performance
- c) Human Satisfaction
- d) All the given options

3) Process of working with different resources to accomplish organizational goals is known as:

- a) Strategic management
- b) Human Resource management

**c) Management**

d) Team work

4) The concept of how a person behaves in a group can be attributed to:

- a) Thermodynamics
- b) Group Dynamics**
- c) MBO (Management by objectives)
- d) Group Behavior

5) The study of Organizational Behavior is closely

related to:

- a) Human Psychology
- b) Human Behavior in general
- c) Human Behavior at work**
- d) Human-Machine Interaction

6) Essential component of an organization is:

a) Team

**b) Structure**

c) Individual

d) None of the given options

7) The whole is greater than the sum of its parts is known as:

a) Efficiency

b) Effectiveness

c) Productivity

**d) Synergy**

8) Virtual teams can contribute to better coordination among the team members because:

**a) Technology brings them together on a forum.**

b) Team members meet physically with each other

c) Team members share views among themselves via communication links.

d) Team members have the real time environment for interaction.

9) Setting standards should be left to the employee rather than organization leads to self controlling because:

a) It follows the management by objective approach.

b) It increases the productivity of the worker

c) It increases the confidence of workers

**d) Workers come up to the high standard since they have no pressure from his superiors.**

10) Which one is not basic component of OB (Organizational Behavior) Model?

a) Organization

b) Group

**c) Team**

d) Individual

**Organizations started giving more focus on the quality of work life (QWL) during:**

1960-70

1970-80

1980-90

1990-2000

**Which of the following is MOST important to manage workforce diversity?**

• a) Lower cohesiveness

• b) Support group

• **c) Top-level commitment**

• d) Resistance to change

**Performance measures include all of the following, EXCEPT:**

- a) Individual's productivity
- b) Team's productivity
- c) Departmental productivity
- **d) Market productivity**

**While conducting job analysis the 'Observation Method' is useful when:**

- a) Job requires more intellectual skills to complete
- b) Job is repetitive in nature
- c) Job is market oriented and requires more data
- **d) Job consists of physical activity like machine operations**

**For the selection of pilot, PIA's management took the written test based on the understanding & application of aeronautical engineering; under which category this test will fall?**

- a) Reliable test
- **b) Content-valid test**
- c) Criterion-valid test
- d) Face-valid test

**The communication flowing from subordinates to superiors, is known as:**

- a) Diagonal communication
- b) Horizontal communication
- **c) Upward communication**
- d) Downward communication

**Leadership is a \_\_\_\_\_ not a \_\_\_\_\_.**

- a) Position; process
- b) System; phase
- **c) Process; position**
- d) Phase; system

**Rewards that employees receive as a result of their employment and position rather than performance in the organization are referred to:**

- a) Variable pay
- b) Benefits
- **c) Salary**
- d) Bonuses

**Which of the following term is used for choosing the individual that is best suited to a particular position and to the organization from a group of potential applicants?**

- a) Recruitment
- **b) Selection**
- c) Staffing
- d) Enrollment

**Question # 11 of 20 ( Start time: 11:18:20 PM )**

**Total Marks: 1**

**Which of the following is NOT one of the methods of recruiting outside candidates?**

**Select correct option:**

- a) Job advertisements

- b) Job postings
- c) Employment agencies
- d) Executive recruiters

**Employee's inability to complete the assigned tasks within the deadline may leads to:**

- a) Decline in his salary only
- b) Increased work burden
- c) Employee demotion only
- d) **Disciplinary action against him**

**The inner drive that directs a person's behavior towards goal attainment is known as:**

- a) Performance
- b) **Motivation**
- c) Need
- d) Attitude

**Which performance appraisal technique lists traits and a range of performance?**

- a) Alternation ranking
- b) **Graphic rating scale**
- c) Management By Objective
- d) Paired comparison

**The cognitive component consists of a person's:**

- a) Emotions

**Knowledge**

- c) Attitude
- d) Feelings

**Which of the following criteria is said to be essential for an effective communication?**

- a) Sender and receiver are using the same code/language
- b) At least two people are involved & willing to communicate
- c) A channel to communicate should be present
- d) **All of the given options**

**Employees quit the organizations at their own choice through**

- a) Outplacement, restructuring
- b) Discharging, layoff
- c) Transfer, demotion
- d) **Resigning, retirement**

**The supervisor keeps a log of positive and negative examples of a subordinate's work-related behavior in:**

- a) Management By Objective
- b) Comparison method
- c) Essay method
- d) **Critical incident**

**HRIS helps managers to perform \_\_\_\_\_ more effectively & systematically.**

- a) Management functions
- b) Controlling functions

- c) Planning functions
- d) **HR functions**

**In which of the following area organizations are legally bound to maintain consistency in HR policies?**

- a) Compensation system
- b) Training & development
- c) Safety measures
- d) **None of the given options**

-- HR-related guidelines for building effective selfdirected teams include:

- a. designating a strong leader as manager of the team.
- b. eliminating cross training so that workers can concentrate on their jobs.
- c. **providing extensive training so that team members have the skills needed to do their jobs.**
- d. assigning employees who dislike teams to work together as a team to overcome their resistance

**Which of the following component of attitude represents a person's opinions, knowledge, and information?**

- ▶ Affective component
- ▶ **Cognitive component**
- ▶ Behavioral component
- ▶ Objective component

**Which of the following term best represents the individuals who have interests in an organization and are influenced by it?**

- ▶ Workforce
- ▶ **Stakeholders**
- ▶ Customers
- ▶ Stockholders

**Decision regarding the delivery medium for training is made prior to which of the following step?\**

- ▶ Evaluating the training program
- ▶ **Designing the contents of training to be delivered**
- ▶ Identifying whether the training is required or not
- ▶ Conducting need assessment to identify issues

**The screening used to reduce absenteeism on the basis of medical problems and to establish a baseline for future health insurance claims, is:**

- ▶ **Physical examination**
- ▶ Personality test
- ▶ Polygraph test
- ▶ Substance abuse

**Which of the following test is used to measure a candidate's knowledge regarding job duties he/she is supposed to perform in a particular job position?**

- ▶ **Work knowledge test**

- ▶ Trade knowledge test
- ▶ **Job knowledge test**
- ▶ Position knowledge test

**Which of the following is a goal-directed summary of a person's experience, education and training developed for use in the selection process?**

- ▶ **Curriculum vitae**
- ▶ Educational record
- ▶ Career goal
- ▶ Interview questioning

**Which of the following information is NOT collected through observation method while conducting job analysis?**

- ▶ **Who is monitoring the task?**
- ▶ What task has done?
- ▶ How task has done?
- ▶ How long a task has taken to complete?

**'Fair employment legislation' is applicable to which of the following?**

- ▶ Collective bargaining
- ▶ **Planning & selection**
- ▶ Training & development
- ▶ Grapevine network

**'Career counseling' is part of which of the following functions of HRM?**

- ▶ Compensation & benefits
- ▶ Planning & selection
- ▶ **Training & development**
- ▶ Maintenance of HRIS

**The emigration of trained and talented individuals to other nations mostly due to lack of opportunities is known as:**

- ▶ Job insecurity
- ▶ Outsourcing
- ▶ Workforce diversity
- ▶ **Brain drain**

**\_\_\_\_\_ refers to a set of expected behavior patterns attributed to someone who occupies a given position in a social unit.**

- ▶ Norm
- ▶ Perception
- ▶ **Role**
- ▶ Stereotyping

**Which of the following skills are required most by the Top-level managers?**

- ▶ Technical skills
- ▶ Interpersonal skills
- ▶ **Conceptual skills**
- ▶ All of the given options

**Which of the following involves channeling the behavior of all personnel to accomplish the organization's mission and objectives while simultaneously helping them accomplish their own**

**career objectives?**

- ▶ Planning
- ▶ Organizing
- ▶ **Leading**
- ▶ Controlling

**Which of the following stage of training module identifies the mediums of training?**

- ▶ **Designing phase of training**
- ▶ Training Need Analysis
- ▶ Determining training objectives
- ▶ Training evaluation

**Previous company records & customer satisfaction surveys may serve as a source for:**

- ▶ Cultivating learning culture within the organization
- ▶ **Determining deficiencies that require training**
- ▶ Developing career development plans for employees
- ▶ Identifying training outcomes through evaluation

**'Due to lack of knowledge among employees, they are unable to operate the computerized MIS', which of the following addresses this problem?**

- ▶ Provision of new computers
- ▶ **Conduct relevant training**
- ▶ Supply input devices
- ▶ Supply output devices

**What could be the main consideration of an HR manager during recruitment?**

- ▶ Outsource the employee selection to recruiting agencies
- ▶ **Screen the pool of appropriate applicants**
- ▶ Attract a large number of applicants
- ▶ Only hire the experienced candidates

**Term used to refer the potential employees available for work within the geographic area from which employees are recruited is:**

- ▶ **Labor market**
- ▶ Employment market
- ▶ Employee market
- ▶ Job market

**Ufone, appointed Mr. Ali just to develop training modules for its employees. In such a case Mr. Ali is said to be a/an:**

- ▶ HR executive
- ▶ HR generalist
- ▶ **HR specialist**
- ▶ None of the given options

**HR managers who are close & answerable to top management/CEO, and perform one or more HR functions are titled as;**

- ▶ HR specialists

- ▶ Functional managers
- ▶ HR generalists
- ▶ **HR executives**

**Unilever is serving all around the world with its diversified products, it is said to be practicing:**

- ▶ Technological advancements
- ▶ Rapid changes
- ▶ Stakeholders' management
- ▶ **Business globalization**

**Entrepreneurs are said to perform the:**

- ▶ Interpersonal role
- ▶ Informational role
- ▶ Supportive role
- ▶ **Decisional role**

**Good judgment, creativity, and the ability to see the big picture are the abilities of managers having:**

- ▶ Technical skills
- ▶ Interpersonal skills
- ▶ **Conceptual skills**
- ▶ Practical skills

**Which of the following abilities are categorized as the Technical skill of an individual?**

- ▶ Judgment & creativity
- ▶ Analysis & communication
- ▶ **Knowledge & proficiency**
- ▶ Innovation & advancement

**Resources are allocated & assigned while:**

- ▶ **Planning & Organizing**
- ▶ Leading & Controlling
- ▶ Organizing & Controlling
- ▶ Controlling & Planning

**Which of the following statement represents "effectiveness"?**

- ▶ Achieve most output with less time
- ▶ Achieve mass production
- ▶ Achieve most output with least input
- ▶ **Achieve organizational goals**

**“A person is known by the company he/she keeps”; is well described by which of the term?**

- ▶ Prejudice
- ▶ **Stereotype**
- ▶ Introversion
- ▶ Extroversion

**A special form of recruitment that involves placing a student in a temporary job with no obligation either by the company to hire the student permanently or by the student to accept a permanent position with the firm following graduation, is known as:**

- ▶ Cooperative work
- ▶ Student placement
- ▶ **Internship program**
- ▶ Student leasing

**According to which act, pay discrimination on the basis of gender for same position & performance is prohibited?**

- ▶ Civil rights
- ▶ **Equal pay**
- ▶ Worker compensation
- ▶ Age discrimination

**Which of the following had gained importance during 1970s to save the organizations from courts?**

- ▶ Trade unions
- ▶ Human relation movement
- ▶ Employment legislations
- ▶ **None of the given options**

**HR department became the main force behind all changes during:**

- ▶ **Mechanistic period**
- ▶ Catalytic period
- ▶ Organistic period
- ▶ Strategic period

**For which of the following employees' participation plays a vital role?**

- ▶ Enhance goals' complexity
- ▶ Develop tools for measurable goals
- ▶ Redefine goals frequently
- ▶ **Ensure goals attainment**

**HR department maintains \_\_\_\_\_ records.**

- ▶ **Employee**
- ▶ Sales
- ▶ Production
- ▶ Inventory

**By retrieving required information timely, organizations are in the position to:**

- ▶ Take critical decisions
- ▶ Support organizational activities
- ▶ Facilitate organizational people
- ▶ **Implement strategies more efficiently**

**The thorough & detailed study regarding jobs within an organization is termed as:**

- ▶ **Job analysis**
- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation

**Which of the following condition stimulates the need of Job analysis within an organization?**

- ▶ Creation of New jobs
- ▶ Prior to job specification
- ▶ While modifying existing jobs
- ▶ **All of the given options**

**The set of tasks & duties assigned to a particular person is said to be his/her:**

- ▶ Position
- ▶ **Duty**

- ▶ Responsibility
- ▶ Work

**In order to ensure better compensation & salary packages for employees, organization should develop:**

- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation
- ▶ **All of the given options**

**Which of the following defines the levels of authority to perform the assigned tasks?**

- ▶ Labor union
- ▶ Competitor's threat
- ▶ **Organizational structure**
- ▶ Pressure group

**Question No: 41 ( Marks: 10 )**

**Your company is going to launch a new product. For this purpose you have formed a team within an organization. The performance of team is decreasing day by day.**

- 1. State reasons why team is not performing well?**
- 2. What steps you should take to resolve this problem?**

)  
**Organizational Behavior is a study of investigating the impact of:**

- ▶ **Employees' behavior in an organization**
- ▶ Societal behavior on an organization
- ▶ Country's culture on an organization
- ▶ Country's economy on an organization

**Which of the following term is used to identify, "what the job holder does"? "how it is done"? & "why it is done"?**

- ▶ Job specification
- ▶ Job evaluation
- ▶ **Job description**
- ▶ Job title

**Which of the following term is used to identify the physical & mental skills, required to perform by an individual within a particular position in an organization?**

- ▶ Job title
- ▶ Job specification
- ▶ **Job description**
- ▶ Job evaluation

**Jobs are compensated on the basis of:**

- ▶ Job analysis
- ▶ Job specification
- ▶ **Job worth**
- ▶ Job description

\_\_\_\_\_ is the main source of innovations.

- ▶ Upgraded technology
- ▶ **Human mind**
- ▶ Competitors' pressure
- ▶ Research & Development

**Which of the following HR function is the basic element of recruitment?**

▶ **Attract the job applicants for the particular post**

- ▶ Select the best one among all applicants
- ▶ Train the people as per organizational requirements
- ▶ Fire the non-performing employees

**“A person is known by the company he/she keeps”; is well described by which of the term?**

- ▶ Prejudice
- ▶ **Stereotype**
- ▶ Introversion
- ▶ Extroversion

**Terms "Interpersonal skills" and "Human skills" are used for:**

- ▶ Two different skills
- ▶ Different managerial skills
- ▶ Operational skills
- ▶ **Same managerial skills**

**Which of the following abilities are categorized as the Technical skill of an individual?**

- ▶ Judgment & creativity
- ▶ Analysis & communication
- ▶ **Knowledge & proficiency**
- ▶ Innovation & advancement

**The intellectual & mechanical process used by an organization to transform inputs into outputs is termed as:**

- ▶ Task
- ▶ People
- ▶ Structure
- ▶ **Technology**

**Under which of the following authority, an HR manager took the decision to provide training to its employees regarding the operations of newly installed machine?**

- ▶ **Staff**
- ▶ Functional
- ▶ Line
- ▶ Implied

**Which one of the following is NOT the benefit of making teams?**

- ▶ **Every member is mutually accountable within a team**
- ▶ Teams enable organizations to better utilize employees' talents
- ▶ Teams create trust and a collaborative culture
- ▶ Teams always perform better than individuals

in all situations

**Which one of the following is NOT the characteristic of a Virtual Team?**

- ▶ Lack of nonverbal signals
- ▶ Limited social contact
- ▶ **Increased social relationship**
- ▶ Ability to overcome time and space constraints

**Which of the following functions of HRM deals with 'Collective Bargaining'?**

- ▶ Staffing
- ▶ Forecasting
- ▶ Employee-assistance management
- ▶ **Employee-relations management**

**'There is no need to make any new appointment'; therefore, the organization has transferred Mr. Azam to another branch. This step of the organization is taken to:**

- ▶ Increase the labor supply than demand
- ▶ Maintain the balance of labor supply and demand
- ▶ **Decrease the labor supply than demand**
- ▶ Devastate the balance of labor supply and demand

**A test conducted to ensure the biological fitness of an individual by identifying the presence of any inherited diseases like diabetes, heart diseases, neurological disorders etc, is termed as:**

- ▶ Hereditary testing
- ▶ **Gene testing**
- ▶ Instinct testing
- ▶ Genetic testing

**Which of the given employment testing approach requires individuals to perform activities similar to those they might encounter in an actual job?**

- ▶ In-basket technique
- ▶ **Role playing**
- ▶ Interview simulations
- ▶ Case study

**According to which of the following interview type, several applicants are being interviewed by one or more company representatives?**

- ▶ One-to-one interview
- ▶ Panel interview
- ▶ **Group interview**
- ▶ Stress interview

**'Material wastage has increased to greater extent due to using outdated machinery'. This issue can be resolved by:**

- ▶ Train machine operators regarding its operations
- ▶ **Replacing the existing machinery with the new one**
- ▶ Using new raw material in production

▶ No action is required as it is not a noticeable issue

**Previous company records & customer satisfaction surveys may serve as a source for:**

▶ Cultivating learning culture within the organization

▶ **Determining deficiencies that require training**

▶ Developing career development plans for employees

▶ Identifying training outcomes through evaluation

**Question No: 21 -**

**Evaluation of training program is conducted:**

▶ At the initial stage while design a training

▶ Prior to need assessment phase

▶ Parallel to design a training content

▶ **At the last stage of training**

**HR managers play vital role in:**

▶ Setting production targets

▶ **Formulating strategies**

▶ Publishing financial statements

▶ Preparing reports for shareholders

**Which of the following are the groups of social nature that are formed around friendship and common interests?**

▶ Formal

▶ Structured

▶ **Informal**

▶ Unstructured

**Initially the personnel department was only involved in:**

▶ Recruitment & selection

▶ Compensation & benefits

▶ Training & development

▶ **Scheduling vacations**

**'Career counseling' is part of which of the following functions of HRM?**

▶ Compensation & benefits

▶ Planning & selection

▶ **Training & development**

▶ Maintenance of HRIS

**'Fair employment legislation' is applicable to which of the following?**

▶ Collective bargaining

▶ **Planning & selection**

▶ Training & development

▶ Grapevine network

**Which one of the following is NOT included in 'Training and Development'?**

▶ Orientation

▶ Career development

▶ Employee education

▶ **Recruitment**

**Jamal Enterprises' top management refused to consider its female marketing manager for the post of Vice President. This action of the company is representing which of the following?**

- ▶ Gender discrimination
- ▶ Legal consideration
- ▶ Reverse discrimination
- ▶ **Glass ceiling effect**

**The process of discovering potential candidates for actual or anticipated organizational vacancies is known as:**

- ▶ HR planning
- ▶ Job analysis
- ▶ Recruitment
- ▶ **Selection**

**The hiring process comprises which of the following steps?**

- ▶ Selection, Recruitment & performance appraisals
- ▶ **Recruitment, Selection & Socialization**
- ▶ Selection, Orientation & Development
- ▶ Job analysis, Selection & Training

**Which of the following defines the process of 'Recruitment'?**

- ▶ Forecasting the demand of human resources
- ▶ Forecasting the supply of human resources
- ▶ **Discovering potential job candidates for a particular position**
- ▶ Making a "hire" or "no hire" decisions

**The number of people hired for a particular job compared to the number of individuals in the applicant pool is often expressed as:**

- ▶ Application ratio
- ▶ Recruitment ratio
- ▶ **Selection ratio**

**Employee ment ratio**

**The extent to which an employment selection test provides consistent results is known as:**

- ▶ **Reliability**
- ▶ Dependability
- ▶ Consistency
- ▶ Trustworthiness

**Which of the following test indicates the person's inclination towards a particular occupation that provides satisfaction to that individual?**

- ▶ **Vocational interest test**
- ▶ Cognitive aptitude test
- ▶ Personality test
- ▶ Psychomotor abilities test

**Question No: 35 -**

**All of the following areas are covered in an employee orientation program, EXCEPT:**

- ▶ Organizational history
- ▶ Employee benefits
- ▶ Organizational issues
- ▶ **Organizational politics**

**Which of the following term reflects the process of preparing organizational people according to the future needs?**

- ▶ Learning
- ▶ **Training**
- ▶ Development
- ▶ Need analysis

**Which of the following term best represents the individuals who have interests in an organization and are influenced by it?**

- ▶ Workforce
- ▶ **Stakeholders**
- ▶ Customers
- ▶ Stockholders

**Mr. Ahmed was working as a computer operator, but he was unable to work in Ms Excel with the required speed. Due to this reason management has forcefully retired him & appointed a new person to replace him, the company is said to be indulged in:**

- ▶ **Rightsizing**
- ▶ Affirmative action
- ▶ Downsizing
- ▶ Discrimination

**“Self-motivated & result oriented individuals with sound knowledge of combined cycle gas turbine power plant operations and practical experience of mechanical, electrical and I&C maintenance of plant.”**

**This section of job advertisement represents which of the given term?**

- ▶ Job analysis
- ▶ **Job description**
- ▶ Job specification
- ▶ Job evaluation

**Which of the following statement represents "effectiveness"?**

- ▶ Achieve most output in less time
- ▶ Achieve mass production
- ▶ Achieve most output with least input
- ▶ **Achieve organizational goals**

**Question No: 41 ( Marks: 10 )**

**How hesitation among newly hired employees can be eliminated through socialization within an organization?**

**Mr. Ahmed was working as a computer operator, but he was unable to work in Ms Excel with the required speed. Due to this reason management has forcefully retired him & appointed a new person to replace him, the company is said to be indulged in:**

- ▶ **Rightsizing**
- ▶ Affirmative action
- ▶ Downsizing
- ▶ Discrimination

**Which of the following component of attitude represents a person's opinions, knowledge, and information?**

- ▶ Affective component
- ▶ **Cognitive component**
- ▶ Behavioral component
- ▶ Objective component

**Which of the following term best represents the individuals who have interests in an organization and are influenced by it?**

- ▶ Workforce
- ▶ **Stakeholders**
- ▶ Customers
- ▶ Stockholders

**Decision regarding the delivery medium for training is made prior to which of the following step?\**

- ▶ **Evaluating the training program**
- ▶ Designing the contents of training to be delivered
- ▶ Identifying whether the training is required or not
- ▶ Conducting need assessment to identify issues

**The screening used to reduce absenteeism on the basis of medical problems and to establish a baseline for future health insurance claims, is:**

- ▶ Physical examination
- ▶ Physical examination
- ▶ Personality test
- ▶ Polygraph test
- ▶ Substance abuse

**Which of the following test is used to measure a candidate's knowledge regarding job duties he/she is supposed to perform in a particular job position?**

- ▶ Work knowledge test
- ▶ Trade knowledge test
- ▶ **Job knowledge test**
- ▶ Position knowledge test

**Which of the following is a goal-directed summary of a person's experience, education and training developed for use in the selection process?**

- ▶ **Curriculum vitae**
- ▶ Educational record
- ▶ Career goal
- ▶ Interview questioning

**Which of the following information is NOT collected through observation method while conducting job analysis?**

- ▶ **Who is monitoring the task?**
- ▶ What task has done?

- ▶ How task has done?
- ▶ How long a task has taken to complete?

'Fair employment legislation' is applicable to which of the following?

- ▶ Collective bargaining
- ▶ **Planning & selection**
- ▶ Training & development
- ▶ Grapevine network

'Career counseling' is part of which of the following functions of HRM?

- ▶ Compensation & benefits
- ▶ Planning & selection
- ▶ **Training & development**
- ▶ Maintenance of HRIS

The emigration of trained and talented individuals to other nations mostly due to lack of opportunities is known as:

- ▶ Job insecurity
- ▶ Outsourcing
- ▶ Workforce diversity
- ▶ **Brain drain**

\_\_\_\_\_ refers to a set of expected behavior patterns attributed to someone who occupies a given position in a social unit.

- ▶ Norm
- ▶ Perception
- ▶ **Role**
- ▶ Stereotyping

Which of the following skills are required most by the Top-level managers?

- ▶ Technical skills
- ▶ Interpersonal skills
- ▶ **Conceptual skills**
- ▶ All of the given options

Which of the following involves channeling the behavior of all personnel to accomplish the organization's mission and objectives while simultaneously helping them accomplish their own career objectives?

- ▶ Planning
- ▶ Organizing
- ▶ **Leading**
- ▶ Controlling

Which of the following stage of training module identifies the mediums of training?

- ▶ **Designing phase of training**
- ▶ Training Need Analysis
- ▶ Determining training objectives
- ▶ Training evaluation

Previous company records & customer satisfaction surveys may serve as a source for:

- ▶ Cultivating learning culture within the organization
- ▶ **Determining deficiencies that require training**

- ▶ Developing career development plans for employees
- ▶ Identifying training outcomes through evaluation

**'Due to lack of knowledge among employees, they are unable to operate the computerized MIS', which of the following addresses this problem?**

- ▶ Provision of new computers
- ▶ **Conduct relevant training**
- ▶ Supply input devices
- ▶ Supply output devices

**What could be the main consideration of an HR manager during recruitment?**

- ▶ Outsource the employee selection to recruiting agencies
- ▶ **Screen the pool of appropriate applicants**
- ▶ Attract a large number of applicants
- ▶ Only hire the experienced candidates

**Term used to refer the potential employees available for work within the geographic area from which employees are recruited is:**

- ▶ **Labor market**
- ▶ Employment market
- ▶ Employee market
- ▶ Job market

**Ufone, appointed Mr. Ali just to develop training modules for its employees. In such a case Mr. Ali is said to be a/an:**

- ▶ HR executive
- ▶ HR generalist
- ▶ **HR specialist**
- ▶ None of the given options

**HR managers who are close & answerable to top management/CEO, and perform one or more HR functions are titled as;**

**HRM SPECIALIST**

- ▶ Functional managers
- ▶ HR generalists
- ▶ **HR executives**

**Unilever is serving all around the world with its diversified products, it is said to be practicing:**

- ▶ Technological advancements
- ▶ Rapid changes
- ▶ Stakeholders' management
- ▶ **Business globalization**

**Entrepreneurs are said to perform the:**

- ▶ Interpersonal role
- ▶ Informational role
- ▶ Supportive role
- ▶ **Decisional role**

**Good judgment, creativity, and the ability to see the big picture are the abilities of managers having:**

- ▶ Technical skills
- ▶ **Interpersonal skills**

▶ **Conceptual skills**

▶ Practical skills

**Which of the following abilities are categorized as the Technical skill of an individual?**

▶ Judgment & creativity

▶ Analysis & communication

▶ **Knowledge & proficiency**

▶ Innovation & advancement

**Resources are allocated & assigned while:**

▶ **Planning & Organizing**

▶ Leading & Controlling

▶ Organizing & Controlling

▶ Controlling & Planning

**Which of the following statement represents**

**"effectiveness"?**

▶ Achieve most output with less time

▶ Achieve mass production

▶ Achieve most output with least input

▶ **Achieve organizational goals**

**"A person is known by the company he/she keeps"; is well described by which of the term?**

▶ Prejudice

▶ **Stereotype**

▶ Introversion

▶ Extroversion

**A special form of recruitment that involves placing a student in a temporary job with no obligation either by the company to hire the student permanently or by the student to accept a permanent position with the firm following graduation, is known as:**

▶ Cooperative work

▶ Student placement

▶ **Internship program**

▶ Student leasing

**According to which act, pay discrimination on the basis of gender for same position & performance is prohibited?**

▶ Civil rights

▶ **Equal pay**

▶ Worker compensation

▶ Age discrimination

**Which of the following had gained importance during 1970s to save the organizations from courts?**

▶ Trade unions

▶ Human relation movement

▶ Employment legislations

▶ **None of the given options**

**HR department became the main force behind all changes during:**

▶ **Mechanistic period**

▶ Catalytic period

▶ Organistic period

- ▶ Strategic period

**For which of the following employees' participation plays a vital role?**

- ▶ Ensure goals attainment
- ▶ Enhance goals' complexity
- ▶ Develop tools for measurable goals
- ▶ Redefine goals frequently
- ▶ Ensure goals attainment

**HR department maintains \_\_\_\_\_ records.**

- ▶ Employee
- ▶ Sale
- ▶ Production
- ▶ Inventory

**By retrieving required information timely, organizations are in the position to:**

- ▶ Implement strategies more efficiently
- ▶ Take critical decisions
- ▶ Support organizational activities
- ▶ Facilitate organizational people
- ▶ Implement strategies more efficiently

**The thorough & detailed study regarding jobs within an organization is termed as:**

- ▶ Job analysis
- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation

**The set of tasks & duties assigned to a particular person is said to be his/her:**

- ▶ Position
- ▶ Duty
- ▶ Responsibility
- ▶ Work

**In order to ensure better compensation & salary packages for employees, organization should develop:**

- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation
- ▶ All of the given options

**Which of the following defines the levels of authority to perform the assigned tasks?**

- ▶ Labor union
- ▶ Competitor's threat
- ▶ Organizational structure
- ▶ Pressure group

**Question No: 41 ( Marks: 10 )**

**Your company is going to launch a new product. For this purpose you have formed a team within an organization. The performance of team is decreasing day by day.**

- 1. State reasons why team is not performing well?**
- 2. What steps you should take to resolve this problem?**

**The re-arrangement of organizational structure & change in organizational culture is accomplished**

**during:**

- ▶ Task analysis
- ▶ Organizational analysis
- ▶ Person analysis
- ▶ **Management analysis**

**Decision regarding the delivery medium for training is made prior to which of the following step?**

- ▶ Evaluating the training program
- ▶ **Designing the contents of training to be delivered**
- ▶ Identifying whether the training is required or not
- ▶ Conducting need assessment to identify issues

**Organization, where employees are provided with the opportunity to learn on continuous basis is known as:**

- ▶ Formal
- ▶ Informal
- ▶ Bureaucratic
- ▶ **Learning**

**Which of the following statement defines 'Socialization'?**

- ▶ **The formation of an attachment bond between an infant and its career**
- ▶ The tendency of social theorists to explain everything in terms of social causes
- ▶ The process of becoming part of a society by learning its norms and values
- ▶ The historical process by which societies change from traditional to modern ones

**The screening used to reduce absenteeism on the basis of medical problems and to establish a baseline for future health insurance claims, is:**

- ▶ **Physical examination**
- ▶ Personality test
- ▶ Polygraph test
- ▶ Substance abuse

**In order to appoint a lecturer for management, the senior faculty asked Mr. Ali to deliver a sample lecture to one of the MBA batch. The evaluation form is provided to students to grade Mr. Ali as a competent teacher in terms of his communication & convincing abilities. What type of test is said to be conducted for the evaluation of Mr. Ali?**

- ▶ Reliable test
- ▶ Content-valid test
- ▶ Face-valid test
- ▶ **Construct-valid test**

**What measure should be needed to ensure effective recruitment?**

- ▶ **Keep pool of large size to get best out of it**
- ▶ Address personnel needs of applicants

- ▶ Meet economies of scale for an organization
- ▶ Clearly understand organizational goals

**Which of the following identifies the minimum acceptable qualification that the incumbent must possess to perform a particular job successfully?**

- ▶ Job analysis
- ▶ **Job specification**
- ▶ Job description
- ▶ Job evaluation

**SWOT Analysis is a tool for:**

- ▶ Determining the mission
- ▶ Dividing missions into goals
- ▶ **Scanning the environment**
- ▶ Monitoring frequent performances

**People within a group who initiate the work, give new ideas and also collect information about the task, are actually performing:**

- ▶ Information collector roles
- ▶ **Task oriented roles**
- ▶ Relationship oriented roles
- ▶ Individual roles

**Individual's behavior comprises of:**

- ▶ Heritage
- ▶ Perception
- ▶ Emotions
- ▶ **All of the given options**

**Which of the following term is used to study the collective behavior of individuals within an organization?**

- ▶ Organizational culture
- ▶ Organizational norms
- ▶ **Organizational behavior**
- ▶ Organizational rules

**Which of the following skills are required most by the Top-level managers?**

- ▶ Technical skills
- ▶ Interpersonal skills
- ▶ **Conceptual skills**
- ▶ All of the given options

**Which of the following department of an organization perform the managerial function of matching organizational needs with the skills & abilities of the employees?**

- ▶ Finance department
- ▶ Marketing department
- ▶ Production department
- ▶ **Human Resource department**

**A practice used by different companies to reduce costs by transferring portions of work to outside provider rather than completing it internally is termed as:**

- ▶ Planning
- ▶ **Decentralization**

- ▶ Restructuring
- ▶ Outsourcing

**Which of the following aspect should be considered during task analysis, before conducting the training in an organization?**

- ▶ Individuals who require training
- ▶ Shortcomings in existing technology
- ▶ Ineffective feedback system of organization
- ▶ Areas where training is required

**As an HR manager you have collected and reviewed the information\data related to a particular job, while conducting the job analysis.**

**What will be your next step in this situation?**

- ▶ Maintaining and updating the jobs
- ▶ Identify objectives of job analysis
- ▶ Identify the job to be analyzed
- ▶ Draft job description & job specification

**Which of the following step is MOST important in creating job-fit?**

- ▶ An effective selection process
- ▶ Promotion and transfer of existing employees
- ▶ Training of employees
- ▶ Competitive compensation packages

**Members of an effective team should be more:**

- ▶ Extrovert
- ▶ Homogeneous
- ▶ Inflexible
- ▶ Introvert

**\_\_\_\_\_ team allows groups to meet without concern for space or time and enables organizations to link workers together.**

- ▶ Process
- ▶ Self-managed
- ▶ Virtual
- ▶ Cross-functional

**Which one of the following is NOT the characteristic of a Virtual Team?**

- ▶ Lack of nonverbal signals
- ▶ Limited social contact
- ▶ Increased social relationship
- ▶ Ability to overcome time and space constraints

**\_\_\_\_\_ is an attribute of work teams which results in a level of performance that is greater than the sum of the individual inputs.**

- ▶ Synergy
- ▶ Enthusiasm
- ▶ Energy
- ▶ Initiative

**Which is NOT a weakness of group decisionmaking?**

- ▶ Group decisions are time-consuming
- ▶ Groups enhance creativity through diverse views
- ▶ Group members suffer from ambiguous

responsibilities

- ▶ Groups can be dominated by one or a few members

**Managers who are indulged in establishing policies & procedures are fall under which category?**

- ▶ Staff
- ▶ **Line**
- ▶ Functional
- ▶ Operational

**Which of the following term best represents the individuals who have interests in an organization and influenced by it?**

- ▶ Workforce

STACK HOLDERS

- ▶ Customers
- ▶ Stockholders

**Who collects information from institutions & organizations outside their own, and facilitate the organizational personnels with that gathered information?**

- ▶ Monitor
- ▶ Liaison
- ▶ **Disseminator**
- ▶ Figurehead

**Being a Figurehead, manager has to perform which of the following role?**

- ▶ Informational roles
- ▶ Decisional roles
- ▶ **Interpersonal roles**
- ▶ Sequential roles

**How many levels of management are in a traditional organization?**

- ▶ 5
- ▶ 3
- ▶ 8
- ▶ 4

**The ability to think about abstract & complex situations is referred to as:**

- ▶ Mechanical skill
- ▶ Technical skill
- ▶ Interpersonal skill
- ▶ **Conceptual skill**

**Controlling is mandatory to:**

- ▶ Large organizations
- ▶ Small & medium enterprises
- ▶ **All of the given options**
- ▶ Private organizations

**"Management" is concerned with the administration of:**

- ▶ Human resource
- ▶ Financial resource
- ▶ Physical resource
- ▶ **All of the given options**

**A special form of recruitment that involves placing a student in a temporary job with no obligation either by the company to hire the student permanently or by the student to accept a permanent position with the firm following graduation, is known as:**

- ▶ Cooperative work
- ▶ Student placement
- ▶ **Internship program**
- ▶ Student leasing

**Which of the following terminology describes the legal legislation in which job applicant should not be rejected on the basis of discriminatory practices?**

- ▶ Affirmative action
- ▶ Legal compliance
- ▶ **Equal employment opportunity**
- ▶ Stereotype

**If the workforce of an organization represents true proportion of the community sectors in all its job classifications, it represents the \_\_\_\_\_ of its affirmative action.**

- ▶ Performance
- ▶ Gaps
- ▶ **Effectiveness**
- ▶ Discrepancies

**Which of the following emerged when individuals realized the strength they could gain by joining together to negotiate with employers?**

- ▶ **Trade unions**
- ▶ Human relation movement
- ▶ Employment legislations
- ▶ None of the given options

**HR department became the main force behind all changes during:**

- ▶ Mechanistic period
- ▶ **Catalytic period**
- ▶ Organistic period
- ▶ Strategic period

**As a result of which of the following activity, HRIS is gaining popularity day by day?**

- ▶ Generating organizational reports
- ▶ **Managing resources effectively**
- ▶ Retrieving timely information
- ▶ Handling bundles of data

**Achievable & quality performance standards can be set with the help of accurate:**

- ▶ **Job analysis**
- ▶ Job description
- ▶ Job specification
- ▶ Job evaluation

**Organizational Behavior is a study of investigating the impact of:**

- ▶ **Employees' behavior in an organization**
- ▶ Societal behavior on an organization
- ▶ Country's culture on an organization
- ▶ Country's economy on an organization

**Explain the following terms:**

**Personality**

**Perception**

**Attitude**

**Values**

**Ethics**

**ANSWER:**

**PERSONALITY:** Personality is a combination of psychological traits that describes a person.

**PERCEPTION:** Perception is the mental process to pay attention selectively to some stimuli in the environment.

**ATTITUDE:** Attitude comprises of feelings, beliefs and behaviors.

**VALUES:** Values are the basic conviction about what is right and wrong.

**ETHICS:** Ethics are the rules and principles that tell what is right and wrong.

**Socialization:** In order to reduce the anxiety that new employees may experience, attempts should be made to integrate the person into the informal organization. HRM department can conduct the orientation in order to socialize the newly hired employees with the working environment of the organization. HRM plays a major role in new employee orientation-the role of coordination, which ensures that the appropriate components are in place. In addition HRM also serves as a participant in program. As job offers are made and accepted, HRM should instruct the new employee when to report to work. However, before the employee formally arrives, HRM must be prepared to handle some of the more routine needs of these individuals.

The basic OB model suggests study of organization at all of the following levels except

- ▶ organization
- ▶ groups
- ▶ individuals
- ▶ shareholders

Taking action in anticipation of environmental changes called

- ▶ corrective action
- ▶ proactive response
- ▶ reactive response
- ▶ none of the given options

The systematic exploration of activities within a job is

called

- ▶ job analysis
- ▶ job design
- ▶ job description
- ▶ job specification

All of the individuals and groups that are directly or indirectly affected by an organization decisions are its\_\_\_\_\_.

- ▶ consumers
- ▶ suppliers
- ▶ stakeholders
- ▶ stock holders

Firms using \_\_\_\_\_ make an extra effort to hire and promote those in protected groups.

- ▶ ethical hiring practices
- ▶ affirmative actions
- ▶ diversity management
- ▶ network groups

What can be a quick, efficient way of gathering information from a large number of employees?

- ▶ research
- ▶ interview
- ▶ observation
- ▶ questionnaire

Which basic function of management includes setting standards such a sales quotas and quality standards?

- ▶ staffing
- ▶ planning
- ▶ controlling
- ▶ organizing

Periodic reductions in a company's work force to improve its bottom line is often called

- ▶ downsizing
- ▶ decentralization:
- ▶ outsourcing
- ▶ restructuring

A group of employees who have joined together for the purpose of dealing collectively with their employer is known as

- ▶ shareholders
- ▶ the labor force
- ▶ competitors
- ▶ union

Who is in charge of accomplishing the organization's basic goals?

- ▶ HR executive
- ▶ HR specialist
- ▶ line manager
- ▶ staff manager

Question No: 11 ( Marks: 5 )

Why do you think that Strategic Managers of a company should consult HR Manager in planning process?

Question No: 12 ( Marks: 5 )

Differentiate between HR Executives, HR Generalists and HR Specialist.

Question No: 13 ( Marks: 5 )

Describe how job analysis permeates all aspects of HRM.

Question No: 14 ( Marks: 10 )

What is the difference between Personnel Management and Human Resource Management? How the concept of today's Human Resource Management is evolved?

All of the following are the basic principles or conditions that facilitate learning except:

- ▶ Participation
- ▶ Training
- ▶ Transference
- ▶ Feedback

All of the individuals and groups that are directly or indirectly affected by an organization's decisions are called:

- ▶ Stock holders
- ▶ Consumers
- ▶ Suppliers
- ▶ Stakeholders

The loss of intellectual property that results when competitors lure away key employees is called:

- ▶ Brain Drain
- ▶ Hiring
- ▶ Firing
- ▶ Brainstorming

External Environmental factors that affect a firm's human resources from outside the organization's boundaries are all except:

- ▶ Economic conditions
- ▶ Legal consideration
- ▶ Society
- ▶ Corporate Culture

Document that provides information regarding the tasks, duties and responsibilities of a job is called:

- ▶ Job Identification.
- ▶ Job Specification.
- ▶ Job Description.
- ▶ Job Evaluation

A formal approach taken by an organization to help people acquire the skills and experiences needed to perform current and future jobs is termed as:

- ▶ Career planning
- ▶ Career paths
- ▶ Dual career path
- ▶ Career development

A process that significantly affects organizational success by having managers and employees work together to set expectations, review results and reward performance is:

- ▶ Performance Management
- ▶ Performance appraisal
- ▶ Decentralization
- ▶ MBO

Applying a valued consequence that increases the likelihood that the person will repeat the behavior that led to it is termed as:

- ▶ Self Management
- ▶ Positive reinforcement
- ▶ Employee's Assistance Programs
- ▶ Appraisal system

Method in which Raters assign numerical values to specific job components, and the sum of these values provides a quantitative assessment of job's relative worth is known as:

- ▶ Point method
- ▶ Classification method
- ▶ Ranking method
- ▶ Positive reinforcement

Work arrangement whereby employees are able to remain at home, or otherwise away from the office and perform their work over telephone lines tied to a computer called:

- ▶ Flextime
- ▶ Scanlon plan
- ▶ Telecommuting
- ▶ Autonomy

Managers face following pressing issues that complicate the challenges of motivating their employees except:

- ▶ Work force diversity
- ▶ Organizational restructuring
- ▶ Fewer entry-level employees
- ▶ Reinforcement

A system of retirement benefits that provides benefits like disability insurance, survivor's benefits and most recently, Medicare is called:

- ▶ Workers' retirement compensation
- ▶ Employees' pension
- ▶ Social security
- ▶ Health and security benefits

A formal, systematic process that permits employees to complain about matters affecting them and their work is called:

- ▶ Grievance procedure
- ▶ Collective bargaining
- ▶ Boycotts
- ▶ Arbitration

Alderfer focuses on three needs:

- ▶ Physiological, Safety and Ego
- ▶ Expectancy, Instrumentality and Valance
- ▶ Existence, Relatedness and Growth
- ▶ Affiliation, Power and Achievement

Employees seek to join a union because:

- ▶ They are dissatisfied with aspects of their job.
- ▶ Feel a lack of power or influence with management in terms of making changes.
- ▶ All the given options
- ▶ See unionization as a solution to their problems.

Effective training can raise performance, improve morale, and increase an organization's potential.

- ▶ True ▶ False

Demographic component consists of a person's beliefs, opinions, knowledge and information.

- ▶ True ▶ False

McGregor's Theory-X states that under the right circumstances, employees would willingly contribute their ingenuity and their talents for the benefits of the organization.

- ▶ True ▶ False

Job rotation involves moving employees to various positions in organization in an effort to expand their skills, knowledge and abilities.

- ▶ True ▶ False

Autocratic leaders share the problem with subordinates as a group.

- ▶ True ▶ False

\_\_\_\_\_ are those firms that recognize the critical importance of continuous performance-related training and development and take appropriate action.

\_\_\_\_\_ is a technique for experimenting with a real-world situation through a mathematical model representing that situation. A model is an abstraction of the real world.

\_\_\_\_\_ is an employee working in a firm who is not a citizen of the country in which the firm is located but is a citizen of the country in which the organization is headquartered.

\_\_\_\_\_ are activities that allow people in organizations to achieve goals without going through formal channels.

When the evaluator perceives one factor as being of paramount importance and gives a good or bad overall rating to an employee based on this factor is called \_\_\_\_\_.

How is coaching related to leadership?

What is the impact of globalization on HRM regarding personal skills of employees?

Describe the role of HR department in Employee Safety and Health Programs.

How can we use appraisal as a motivational tool?

When is the whistle-blowing justified outside the organization?

How could we use job descriptions to drive our recruiting?

What are the pros and cons of switching to lump-sum

payments as compensation instead of base-pay increases?

Question1: Which of the following personality characteristics are associated with people who are likely to exhibit violent behavior on the job?

**A: Neurotic**

B: Optimistic

C: Extraverted

D: Type A

Question2: Which of these suggestions is an effective way to deal with stress?

A: Meditation

B: Exercise

C: Talking with others

**D: All of the given options**

Question3: In most large facilities, who is responsible for reducing unsafe working conditions and reducing unsafe acts by employees?

A: Chief executive officer

**B: Chief safety officer**

C: Occupational safety and health officer

D: Chief operations officer

Question:4 Who distinguished between intrinsic motivation and extrinsic motivation?

A: Frederick Taylor

B: Frederick Herzberg

C: David McClelland

**D: Edward Deci**

Question5: Which of the following is categorized as an indirect payment portion of employee compensation?

A: Wages

B: Salaries

**C: Employer-paid insurance**

D: Commissions

Question6: Stress can affect not only your health, but also other aspects of your life. What else can be affected by stress?

A: Family relationships

B: Work performance

C: Your attention to safety

**D: All of the given options**

Question7: Unemployment benefits are typically about \_\_\_\_\_ percent of a person's earnings and last for \_\_\_\_\_.

**A: 50; 26 weeks**

B: 75; 1 year

C: 100; 2 years

D: 25; 4 weeks

Question8: Unsafe acts can be reduced through all of the following methods except:

**A: Job rotation**

B: Screening

C: Training

D: Incentive programs

Question9: Which of these is the most common type of retirement plan?

**A: Defined benefit**

B: ERISA

C: Defined contribution

D: Money purchase plan

Question10: Which one of the following statements is correct in relation to monetary rewards in accordance with Herzberg's Two-Factor theory?

A: Pay increases are a powerful long-term motivator

**B: Inadequate monetary rewards are a powerful dissatisfier**

C: Monetary rewards are more important than non-monetary rewards

D: Pay can never be used as a motivator

Question11: Which pattern of communication is the quickest way to send a message?

A: The circle

B: The chain

C: The Y

**D: The wheel**

Question12: Chronic stress is the stress that wears at people day after day. Which of these is an example of chronic stress?

A: An unhappy marriage

B: Ongoing money problems

C: Dissatisfaction with a job

**D: All of the given options**

Question13: The relative position of an organization's pay incentives compared to other companies in the same industry is known as:

A: Pay structure

B: Pay appraisal

**C: Pay level**

D: Pay feedback

Question14: Poor quality lateral communication will result in which of the following?

A: Lack of direction

**B: Lack of coordination**

C: Lack of delegation

D: Lack of control

Question15: 1Which of the following is a health hazard in the work place?

A: Uncollected waste paper

B: Heavy object

C: Frayed crypt

**D: All of the given options**

Question16: Managers can motivate people to

avoid performing dysfunctional behaviors by using: I. Extinction. II. Punishment. III. Negative reinforcement.

A: I, II, III

B: I and III

C: II and III

**D: I and II**

Question17: Workers' compensation benefits fall into all of these major categories except:

A: Medical care

**B: Retirement benefits**

C: Disability income

D: Death benefits

Question18: Expectancy theory focuses on the relationships between which three factors?

A: Needs, effort and persistence

B: Needs, performance and inputs

C: Inputs, performance and outcomes

**D: Needs, performance and outcomes**

Question19: A horizontal extension of the object to increase task variety is called:

A: Job evaluation

B: Job enrichment

**C: Job enlargement**

D: Job rotation

Question20: Communication between two members of a project team from different function, but the same level of authority is \_\_\_\_\_ communication.

A: UP ward

B: Downward

**C: Lateral**

D: Diagonal

Question21: McClelland believes the needs for \_\_\_\_\_ are most important.

A: expectancy, instrumentality, and valance

B: existence, relatedness, and growth

C: positive reinforcement, negative reinforcement, and punishment

**D: affiliation, power, and achievement**

Question22: \_\_\_\_\_ are programs designed to help employees whose job performance is suffering because of physical, mental, or emotional problems.

**A: Employee Assistance Programs**

B: Wellness Programs

C: Safety Programs

D: Managed health

Question23: The 360 degree appraisal

A: works best in large organizations.

**B: provides feedback from a verity of individuals.**

C: aids in developing competitive intelligence.

D: diminishes the effect of development in the appraisal process.

Question24: Following are the phases of the Motivational Process except

A: Need Identification

B: Selecting Goals

**C: Extinction**

D: Consequences of performance

Reward/punishments

Question25: Placing a dollar value on the worth of a job is known as

**A: Job Pricing**

B: Pay Grades

C: Pay Ranges

D: Single-Rate System

Question26: Total compensation constitutes of

A: direct rewards

B: indirect rewards

**C: both of the given options**

D: none of the given options

Question27: Following ways can be used to avoid the high turnover of employees except

A: Use Recognition

**B: Use money**

C: Use Positive Reinforcement

D: Empower Employees

Question28: A system of retirement benefits that provides benefits like disability insurance, survivor's benefits, and Medicare is called

**A: Social Security**

B: Unemployment Compensation

C: Workers' Compensation

D: Security benefit

Question29: Upward appraisal is done by

A: Immediate Supervisor

B: Peers

**C: Subordinates**

D: None of the given options

Question30: \_\_\_\_\_ exists when individuals performing similar jobs for the same firm are paid according to factors unique to the employee

**A: Employee Equity**

B: Team Equity

C: Internal Equity

D: All of the given options

Question31: A process that significantly affects organizational success by having managers and employees work together to set expectations, review results, and reward performance.

A: Management by Objectives

B: Performance Appraisal

**C: Performance Management**

D: Organizational Planning

Question32: \_\_\_\_\_ is solely responsible for managing individual's career.

**A: Individual**

B: Team

C: Organization

D: HR Manager

Question33: The evaluator uses a list of behavioral descriptions and checks off those behaviors that apply to the employee. This method of appraisal is called

A: Forced-Choice Appraisal

B: Forced Distribution Appraisal

**C: Checklist Appraisal**

D: Behaviorally Anchored Rating Scales

Question34 Any compensation method that ties pay to the quantity or quality of work the person produces is called

A: Gain-sharing Plan

B: Incentive Plan

C: Compensation Plan

**D: Pay for performance Plan**

Question35: Employee evaluations are directly affected by a "supervisor's perceptions of who is believed to be in control of the employee's performance – the employer or the manager."

This theory is known as

**A: Attribution Theory**

B: Stereotype

C: Halo Effect

D: None of above options

Question36: The \_\_\_\_\_ trust is based on the behavioral predictability that comes from a history of interaction

A: Deterrence-based

**B: Knowledge-based**

C: Identification-based

D: None of the given options

Question37 \_\_\_\_\_ is the process whereby union members vote out their union as their representative.

A: Authorization card

B: Representation certification

**C: Representation decertification**

D: Trade union election

Question38: We can define \_\_\_\_\_ as activities people perform to acquire, enhance, and use power and other resources to obtain their preferred outcomes in a situation of uncertainty or

disagreement.

**A: Organizational politics**

B: Executing authority

C: Collective bargaining

D: Position power

Question39: Protection from discrimination, safe working conditions and union formulation are \_\_\_\_\_ rights, provided to employees.

A: Contractual

B: Individual

**C: Statutory**

D: Organizational

Question40: A situation in labor – management negotiation whereby management prevents union members from returning to work is called \_\_\_\_\_.

A: Grievance

B: Strike

C: Arbitration

**D: Lockout**

Question41: The \_\_\_\_\_ leadership is a set of abilities that allows the leader to recognize the need for change, to create a vision to guide that change, and to execute that change effectively.

**A: Transformational**

B: Charismatic

C: Autocratic

D: Transactional

Question42: The first formal stage of the disciplinary procedure is

A: Written Verbal Warning

**B: Written Warning**

C: Suspension

D: Dismissal

Question43: The cost associated with employee separations and turnover includes:

A: Recruitment & Selection costs

B: Training cost

C: Separation cost

**D: All of the given options**

Question44: According to \_\_\_\_\_, leaders may use different styles with different members of the same work group.

A: Path-goal leadership

B: Vroom-Jago-Yetton model

**C: Leader-member exchange theory**

D: The situational leadership theory

Question45: Following the \_\_\_\_\_, discipline should be immediate, provide ample warning, be consistent, and be impersonal.

A: Disciplinary rules

B: Corrective action

C: Punitive action

**D: Hot-stove rule**

Question46: Which has an impact on job pricing and the ultimate determination of an individual's financial compensation?

A: The Organization

B: The Job

C: The Employee

**D: All of the above options**

Question47: Office environment that contain

harmful airborne chemicals, asbestos, or indoor pollution is referred to

A: Homicide

**B: Sick Building**

C: Green Environment

D: Environment pollution

Question48: Benefits offered to employees reflect many of the trends existing in our

A: Country

B: Environment

C: Organization

**D: Labor Force**

Question49: Recognition, positive reinforcement and employees' empowerment can be used to avoid the

**A: Turnover**

B: Conflict

C: Accident

D: Frustration

Question50 Not giving a compliment for a job done very well can cause

A: Punishment

**B: Extinction**

C: Negative Reinforcement

D: De-motivation

Question51 Which is a common law doctrine stating that employers have the right to hire, fire, demote, or promote whomever they choose, unless there is a law or contract to the contrary .

A: Management Rights

**B: Employment at Will**

C: Statutory Rights

D: Contractual Rights

Question52: The ability of one person to influence another is

**A: Power**

B: Responsibility

C: Authority

D: All given options

Question53: The first formal stage of the disciplinary procedure is

A: Written Verbal Warning

B: Written Warning

**C: Employee Separation**

D: Show-Cause Notice

Question54: A worker surplus forecasted results in

A: Creative Recruiting

B: Special Training Programs

**C: Reduced Hours**

D: Succession Planning

Question55: Which theory suggests that a leader should adapt his/her leadership style to the task?

A: Path-Goal Leadership Theory

B: Vroom-Jago-Yetton Model

C: LMX Theory

**D: The Situational Leadership Model**

Question56: To be effective, leaders must provide a \_\_\_\_\_ that is a general statement of the organization's intended direction that evokes positive emotional feelings in organization members.

**A: Vision**

B: Mission

C: Goal

D: Declaration

Question57 These rights Protect employees from discrimination, Safe working conditions, Right to form unions

**A: Statutory Rights**

B: Contractual Rights

C: Employment policies

D: Civil Rights

Question58: For simplicity's sake, we can classify the most frequent violations of discipline into \_\_\_\_\_ categories.

A: Two

B: Three

**C: Four**

D: Six

Question59: To Becoming a Leader do all except

A: Build Your Power

B: Develop Your Judgmentase

C: Use Your Management Skills

**D: Do Not Trust Anyone**

Question60: A forecasting tool that uses mathematical equations to predict the behavior of one variable on the basis of other known variable/s is known as

A: Managerial judgment

**B: Regression analysis**

C: Trend analysis

D: Ratio analysis

Question61: One reason for falling union membership in recent years is that \_\_\_\_\_

**A: Legislation protects workers in a way that was once only offered by the unions**

B: Unions have been seen as largely ineffectual

C: Union membership is too expensive

D: Manufacturers will not hire union members

Question62: All of the following types of organizations are covered by the Occupational Safety and Health Act except \_\_\_\_\_

A: Federal agencies

B: Hospitals

C: Schools

**D: Self-employed persons**

Question63: There is fairly strong evidence that traits can predict \_\_\_\_\_ more accurately than leadership effectiveness

**A: Leadership emergence**

B: Extraversion in leaders

C: Leadership awareness

D: Leadership competence

Question64: Which one of the following is not implied in the definition of power?

A: Influence

B: Potential

C: Dependency

**D: Actualization**

Question65: The conflict-handling intention of accommodating is \_\_\_\_\_

A: assertive and uncooperative

B: assertive and cooperative

C: unassertive and uncooperative

**D: unassertive and cooperative**

Question66: Which department enforces the standards set out in the Occupational Safety and Health Act?

A: Department of Health Services

**B: Department of Labor**

C: Department of Defense

D: Department of Financial Services

Question67: Family issues, economic problems, and personality characteristics are examples of the \_\_\_\_\_ factor of potential stress

A: Social

B: Environmental

C: Personnel

**D: Personal**

Question68: The \_\_\_\_\_ form of union security means that it is up to the workers whether or not they join the union and only those who join must pay dues.

A: Closed shop

B: Union shop

C: Agency shop

**D: Open shop**

Question69: The dimension of assertiveness refers to situations \_\_\_\_\_

**A: in which one party attempts to satisfy his/her own concerns**

B: in which there is an expression of competition

C: involving a major behavior change

D: that lead to conflict

Question70: Which of the following benefits could be awarded as workers' compensation?

A: Cash benefit

B: Medical services

C: Time off with pay

**D: a and b**

Question71: Rewards offered to labors involved in production, are categorized as;

A: Salary

B: Fringe benefits

**C: Wage**

D: Commission

Question72: The goal of pre-retirement educational programs is to;

A: Improve job satisfaction

B: Increase employee commitment

C: Minimize medical claims from retirees

**D: Ease the transition from working life to retirement**

Question73: Organizations put maximum effort in measuring performance of organizational people because;

A: It makes procedures cost effective

**B: It helps in detecting the problems**

C: It leads to product innovation

D: It assists in implementing new technology

Question74: Willingness, capacity & opportunity to perform are said to be;

A: Performance outcomes

**B: Determinants of performance**

C: Performance appraisals

D: Types of performance standards

Question75: One of the major barriers to career advancement experiencing by working ladies is:

**A: Difficulty in balancing work and family life**

B: Top management is usually male oriented

C: Lack of educational opportunities

D: Common perception that woman can not be better boss

Question76: Alternative work arrangements include all of the following EXCEPT;

A: Part-time work

B: Flexible hours

**C: On-site child care**

D: Job sharing

Question77: Mr. Ahmed is a cashier and he feels dissatisfied at work. What best justifies this situation?

**A: His job may not be structured to suit his preferences**

B: It involves physical toughness

C: It requires mental toughness

D: It involves too much customer interaction

Question78: The \_\_\_\_\_ problem occurs when supervisors tend to rate all their subordinates consistently high.

A: Central tendency

**B: Leniency**

C: Strictness

D: Halo effect

Question79: The relationship between critical incident method & BARS (behaviorally anchored rating scale) is;

A: No relationship exists

B: Different methods to evaluate performance

**C: Both are similar PA methods**

D: Comparison method is used for PA, while BARS is related to training evaluation

Question80: What is another term for 360-degree feedback?

A: Feedback loop

**B: Multi-source assessment**

C: Upward feedback

D: Circle feedback

Question81: Standards are established to;

**A: Achieve desired outcomes**

B: Meet legal compliance

C: Achieve competitive advantage

D: Promote goodwill in market

Question82: The point method to evaluate job is an extension of;

A: Ranking method

**B: Factor comparison method**

C: Classification method

D: Point factor method

Question83: Job evaluation is based on the;

A: Physical skills required by the job

**B: Relative job worth for an organization**

C: Complexity of the job to perform

D: Conceptual skill required by the job

Question84: Who is in the best position to observe and evaluate an employee's

performance for the purposes of a performance

appraisal?

A: Peers

B: Customers

C: Top management

**D: Immediate supervisor**

Question85: Groups are called \_\_\_\_\_ if jobs are similar.

**A: Classes**

B: Grades

C: Scales

D: Roles

Question86: Train the raters prior to conduct the performance appraisal is an important responsibility of;

A: Top management

**B: HR department**

C: Line managers

D: Production department

Question87: Currently Organizations are providing benefits to their employees;

**A: To attract new blood in the organization**

B: To create stronger customer relationship

C: To enhance the market share

D: All of the above

Question88: Following are all examples of direct compensation EXCEPT;

**A: Pension**

B: Salary

C: Bonus

D: Income

Question89: One of the main flaws of Classification method to evaluate the jobs is;

A: It is an expensive method

B: Only beneficial for small organizations

C: Maximum probability of biasness

**D: Not useful when jobs are different**

Question90: Which of the following measurement methods rates employee performance relative to other employees?

A: Graphic rating scale

**B: Comparative method**

C: Essay method

D: Critical incident method

Question91: Which of the following statement reflects the 'Age Discrimination Act' for workers?

**A: At the age of 40 to 70, workers can not be retired by force**

B: At the age below 18, workers can never be hired

C: Having 10 years of experience, workers should be promoted

D: Workers can never be rehired if retired

once

Question92: Reactive approach to overcome the influence of discriminatory practices occurred in the past is referred as:

A: Equal employment opportunity

**B: Affirmative action**

C: HR planning

D: Litigation process

Question93: Organizations put maximum effort in measuring performance of organizational people because:

A: It makes procedures cost effective

**B: It helps in detecting the problems**

C: It leads to product innovation

D: It assists in implementing new technology

Question94: In order to promote unbiased management, organizations should develop:

A: Powerful union

B: Strategic alliance

**C: Legal compliance**

D: Stakeholder influence

Question95: Following are all included in 'Statistical Approach' of forecasting, EXCEPT:

A: Trend analysis

**B: Sensitivity analysis**

C: Ratio analysis

D: Regression analysis

Question96: Alternative work arrangements include all of the following, EXCEPT:

A: Part-time work

B: Flexible hours

**C: On-site child care**

D: Job sharing

Question97: How often HR planning process is implemented within an organization?

**A: Continuously**

B: Annually

C: Bi-annually

D: Quarterly

Question98: Which of the following reflects the relationship between MIS & HRIS?

A: Both are same

B: MIS is one aspect of HRIS

**C: HRIS is one aspect of MIS**

D: No relationship exists

Question99: 'Strengths' & 'Weaknesses' are \_\_\_\_\_ to an organization.

A: Important

**B: Internal**

C: External

D: Central

Question100: Which of the following statement best reflects the Job analysis?

**A: Conceptual process**

B: Written statement

C: Recruitment method

D: Legal clause

Question101: Standards are established to:

**A: Achieve desired outcomes**

B: Meet legal compliance

C: Achieve competitive advantage

D: Promote goodwill in market

Question102: Which of the following constraint does NOT affect the recruiting efforts?

A: Compensation of the job

B: Image of the organization

C: Internal organizational policies

**D: None of the given options**

Question103: Job evaluation is based on the:

A: Physical skills required by the job

**B: Relative job worth for an organization**

C: Complexity of the job to perform

D: Conceptual skill required by the job

Question104: Who is in the best position to observe and evaluate an employee's performance for the purposes of a performance appraisal?

A: Peers

B: Customers

C: Top management

**D: Immediate supervisor**

Question105: Which of the following is a stated outcome of 'Job Analysis'?

A: Job description

B: Job specification

C: Job evaluation

**D: All of the given options**

Question106: Which of the following term is used as an indicator of missing information by the applicant while making selection decision?

**A: Red flag**

B: Red alert

C: High alert

D: Alarming situation

Question107: Which of the following best defines recruitment in an organization?

A: Forecast the supply of outside candidates

**B: Develop an appropriate applicant pool**

C: Determine the importance of job applicants

D: All of the given options

Question108: Which of the following term is used for choosing the individual who is best suited to a particular position and to the organization from a group of potential applicants?

A: Recruitment

B: Staffing  
C: Enrollment

**D: Selection**

Question109: Followings are included in contingent workers, EXCEPT:

A: Part-timers

B: Contractors

**C: Directors**

D: Temporaries

Question110: Which of the following term contains information regarding machines & equipments used at workplace?

A: Job analysis

B: Job specification

**C: Job description**

D: Job evaluation