

**UNIVERSITY OF CALICUT****SCHOOL OF DISTANCE EDUCATION****(2011 Admn. onwards)***VI Semester***B.B.A (HRM)-SPECIALISATION****INDUSTRIAL RELATIONS****QUESTION BANK & ANSWER KEY**

Choose the correct Answer from the bracket.

1. \_\_\_\_\_ can be defined as the relationship between the management and employees of an industry

A. Interpersonal relations

C. Organizational relations

B. Industrial relations

D. Employment relations

2. One of the major reasons for line staff conflict is

A. Empathy towards the limitations of each other

B. Complete understanding of the business by the staff function

C. Prejudice and bias against each other

D. Strategic orientation of the staff function

3. \_\_\_\_\_ is a continuous association of wage earners for the purpose of protecting and advancing the conditions of their working lives

A. Management

C. Quality circle

B. Trade union

D. Productivity circle

4. The first stage in grievance redressal is handled by the

A. Organizational head

C. Arbitrator

B. HR department

D. Supervisor

5. The method of smoothing out differences to resolve a conflict between two parties in view of larger interests is

A. Avoidance

C. Arbitration

B. Accommodation

D. Mediation

6. \_\_\_\_ is employee self control which prompts him to willingly cooperate with the organizational standards, rules, objectives etc

A. Culture

C. Discipline

B. Behavior

D. Trust

7. Corrective action should be immediate, impartial and consistent with a warning- this is called the
- A. Common disciplinary rule  
B. Red hot stove rule  
C. Ciscos disciplinary rule  
D. Yellow hot stove rule
8. In India, the regulation of employment and conditions of employment are governed by
- A. The Trade Unions Act, 1926  
B. The Industrial Disputes Act, 1947  
C. The Factories Act, 1948  
D. The Workmens Compensation Act, 1923
9. Human capital is \_\_\_\_\_.
- A. Knowledge and experience.  
B. Personal productivity.  
C. Personal creativity  
D. All the above.
10. Workman's compensation Act in.
- A. 1923  
B. 1924  
C. 1932  
D. 1933
11. Industrial relation sense is used in.
- A. USA  
B. India  
C. China  
D. Japan
12. Ratan got a shock when he was suspended for smoking in the office premises. He says he never knew a puff came with such a heavy tag attached to it. This is an example of
- A. Negative feedback  
B. Lack of communication  
C. Immediate action  
D. Late intervention
13. The object of trade union is to.
- A. Get higher wages  
B. To protect labour  
C. Get higher standard of living.  
D. To protect labour & society
14. Grievances affect the employees
- A. Promotion  
B. Training  
C. Wages  
D. Morale
15. Collective bargaining is an action of
- A. An individual  
B. Manager  
C. State  
D. Group
16. What does discipline mean in the context of the workplace?
- A. Enforcing compliance and order  
B. A system of rules designed to improve and correct behaviour through teaching or training  
C. Punishment  
D. Exercising control

17. What could be the best approach for an organization to sustain in a dynamic environment?
- A. Be stagnant  
B. Responsive to change  
C. Reluctant to change.  
D. Merge with others.
18. A practice used by companies to assign their costly activities to outside providers is known as:
- A. Planning.  
B. Decentralization.  
C. Restructuring  
D. Outsourcing
19. Leaders perform:
- A. Decisional roles.  
B. Informal roles.  
C. Informational roles.  
D. Interpersonal roles
20. Organizations take inputs from:
- A. Rules & policies.  
B. Internal environment  
C. External environment  
D. Legislations & litigations.
21. Brain drain is one of the:
- A. Organizational threat.  
B. Organizational opportunity.  
C. Organizational strength  
D. Organizational weakness.
22. Shifting from manual to computerized system is resulted due to:
- A. Workforce diversity.  
B. Technological advancement  
C. Stake holders involvement  
D. Globalization.
- 23 . 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
24. 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
25. In order to promote unbiased management, organizations should develop:
- A. Powerful union.  
B. Strategic alliance  
C. Legal compliance.  
D. Stakeholder influence.
26. 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

. 27. 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.

28. 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

29. All of the following types of organizations are covered by the Occupational Safety and Health Act except \_\_\_\_\_

- A. Hospitals.
- B. Schools.
- C. Self-employed persons.
- D. Manufacturing facilities.

30. 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

31. The conflict-handling intention of accommodating is \_\_\_\_\_

- A. assertive and uncooperative.
- B. assertive and cooperative
- C. . unassertive and uncooperative
- D. unassertive and cooperative.

32. Family issues, economic problems, and personality characteristics are examples of the \_\_\_\_\_ factor of potential stress

- A. Social.
- B. Environmental
- C. Personnel.
- D. Personal.

33. Appraisal of a worker's performance can be described as

- A. Planning Activity
- B. Organizing Activity.
- C. Controlling Activity.
- D. Leading Activity

34. 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.

35. 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



- 45 .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. C. Goal.  
B. . Mission. D. Declaration.
46. Reduced hours technique is used to
- A. increase layoffs C. initiate creative recruiting.  
B. cope with surplus. D. provide training.
47. The purpose of overtime is to
- A. restrict recruiting. C. . reduce variable cost.  
B. increase working hours. D. provide contingent workers
- 48 .\_\_\_\_\_are programs designed to help employees whose job performance is suffering because of physical, mental, or emotional problems.
- A. Employee Assistance Programs C. Safety Programs  
B. Wellness Programs. D. Managed health.
49. 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.
50. Upward appraisal is done by
- A. Immediate Supervisor. C. Subordinates.  
B. Peers. D. None of the given options.
- 51 .\_\_\_\_\_ exists when individuals performing similar jobs for the same firm are paid according to factors unique to the employee
- A. . Employee Equity. C. Internal Equity.  
B. Team Equity. D. . All of the given options.
52. Which of these refers to the temporary, part-time and self-employed workers
- A. Internal labor force. C. . High-performance work systems.  
B. Contingent work force. D. Downsized employees
53. One of the most popular methods of increasing employee responsibility and control is \_\_\_\_\_.
- A. Outsourcing. C. HRIS.  
B. Military model of management D. Work teams.
54. 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.
55. 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.
56. 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.
57. Which of these decreases in the labor supply is the easiest to predict
- A. Transfers-in
- B. Retirements.
- C. Voluntary quits.
- D . Prolonged illnesses
58. 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
- 59 . \_\_\_\_\_ 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.
60. 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
61. 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.
- 62 .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

63. The \_\_\_\_ trust is based on the behavioral predictability that comes from a history of interaction
- A. Deterrence-based. C. Identification-based.  
B. Knowledge-based D. None of the given options
64. 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 C. Collective bargaining  
B. Executing authority D. . Position power.
65. Protection from discrimination, safe working conditions and union formulation are \_\_\_\_\_ rights, provided to employees
- A. Contractual. C. . Statutory.  
B. Individual. D. Organizational.
66. A situation in labor – management negotiation whereby management prevents union members from returning to work is called \_\_\_\_\_.
- A. Grievance C. Arbitration.  
B. Strike. D. Lockout.
67. 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 C. Autocratic.  
B. Charismatic. D. Transactional.
68. To manage employees in a manner that allows human capital to develop as a source of competitive advantage, managers need to be sure to do all of the following except:
- A. . provide training programs that provide skill enhancement  
B. identify, recruit, and hire the best talent available.  
C. attach pay to productivity  
D. provide opportunities for development on the job
69. To build human capital in organizations, managers should rely upon staffing programs that focus on:
- A. identifying cheap sources of qualified labour.  
B. identifying and hiring the best and brightest talent available.  
C. identifying college graduates with the requisite skills.  
D. identifying individuals with highly specialized skills
70. An employee's Human Capital belongs to \_\_\_\_.
- A. His/her employer.  
B. The Employee.  
C. The Government  
D. None of these; Human Capital is not proprietary



71. Historically, which of the following workers have been hit the hardest by layoffs
- A. Line workers.
  - B. Secretarial and clerical workers
  - C. White-collar and managerial workers.
  - D. Service workers
72. The project manager's leadership style should be matched to the corresponding developmental level of the project team and should move through successive steps in the following order
- A. . Disciplinary, autocratic, participative
  - B. Staff planning, team training, performance monitoring
  - C. Team building, team development, responsibility assignment
  - D. Directing, coaching, supporting, delegating.
- 73 . Legitimate power is
- A. . Power derived from a person's formal position in the organization.
  - B. . Power bestowed due to a person's personal qualities and abilities
  - C. Power earned based on a person's technical knowledge, skill, or expertise in a particular area.
  - D. Power to distribute information as one sees fit.
74. A technique for resolving conflict in which the parties agree to have a neutral third party hear the dispute and make a decision is called:
- A. Negotiation
  - B. Arbitration.
  - C. Smoothing.
  - D. Forcing.
- 75 . If more than several departments must be involved in a decision, use of a task force
- A. will undermine the authority and power of the project manager
  - B. should be considered
  - C. can work as long as those on the task force are experts on the issue
  - D. all of the above.
76. The key to achieving and maintaining success in the role of a project manager is the use of
- A. formal authority
  - B. reward power.
  - C. expert power.
  - D. referent power.
77. W. Edwards Deming would likely say that a policy of ranking employees violates which basic quality principle
- A. Focus on the process and not the individual
  - B. Guarantee lifetime employment.
  - C. Establish objectives and goals
  - D. Assign 85% of the responsibility to management

78. You have just been assigned as the project manager of a 15 year, 200 trillion dollar project to marry the first couple on Mars. In addition to buying a wedding present, you will probably want to describe which type of project organization in your management plan

- A. Functional.
- B. Expeditor.
- C. Catering.
- D. Projectized.

79. Team building, with all of its success orientation, may have some limitations under certain identified conditions. Two such conditions are \_\_\_\_\_

- A. poor project tools and lack of project planning
- B. . lack of top management support and too much supervision by top management.
- C. lack of top management support and an inept project manager
- D. unproductive people on the project team and an inept project manager.

80. In building team confidence in himself, a project manager should \_\_\_\_\_ with team members and avoid \_\_\_\_\_.

- A. set limited times and opportunities for discussions; social contracts
- B. encourage open conversations; politics.
- C. practice what he preaches; social contracts.
- D. encourage frank discussions; making promises.

81. Pay-For-Performance System

- A. Seeks to acknowledge differences in employee or group contributions.
- B. Responds to the fact that organizational performance is a function of individual or group performance
- C. Uses pay to attract, retain and motivate employees relative to their performance and contribution
- D. All of the Above

82. A cultural dimension that affects the success of HRM practices in most countries where relative emphasis is on hierarchical status is called

- A. Individualism.
- B. Power Distance
- C. Uncertainty.
- D. b. Avoidance

83. A staff management strategy that hires management from home country to manage a non-home country operation is known as the

- A. Geocentric Approach
- B. Ethnocentric Approach.
- C. Polycentric Approach.
- D. Nationalistic Approach

84. \_\_\_\_\_ is an ongoing and formalized effort that recognizes employees as valuable organizational resources and focuses on developing them to their fullest, practical performance potential.

- A. Performance appraisal
- B. Potential appraisal
- C. OD.
- D. HRD.

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

- A. Cultivating learning culture within the organization
- B. Determining deficiency that require training
- C. Developing career development plans for employees
- D. Identifying training outcomes through evaluation.

86. 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

- A. Gender discrimination
- B. Legal consideration
- C. Repeat discrimination
- D. Glass ceiling effect

87. Management developed by Manager who actively seek a strong cooperative relationship with their employees are

- A. Knowledge Management
- B. Learning Management
- C. Participative Management.
- D. Proactive Management.

88. Labor union might affect the \_\_\_\_\_ by stressing seniority as the basis for promotions and pay increases

- A. training
- B. appraisal process
- C. allotment
- D. amendment

89. \_\_\_\_\_ requires that supervisors and employees determine objectives for employees to meet during the rating period and the employees appraise how well they have achieved their objectives.

- A. MBO
- B. BPO
- C. RPO
- D. APO

90. 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.

91. When the firm changes the way it operates, the process is known as

- A. Downsizing
- B. Brain drain
- C. Restructuring
- D. Outsourcing

92. Extents of individual freedom and discretion employees have in performing their jobs is Known as \_\_\_\_\_

- A. Capititation
- B. Flextime
- C. Empowerment
- D. Autonomy

93. 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

94. \_\_\_\_\_ communication is honest, accurate interpersonal communication that focuses on building and enhancing relationships.

A. Supportive

C. lateral

B. grape wine

D. vertical

95. 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

C. Dissatisfaction with a job

B. Ongoing money problems

D. All of the given options

96. \_\_\_\_\_ is the description of the emotions, attitude, satisfaction, and overall outlook of employees during their time in a workplace environment

A. Employee rights

C. Employee turnover

B. Employee description

D. Employee morale

97. A process for managing employee performance and for aligning all employees with key objectives, by assigning financial and nonfinancial goals, monitoring and assessing performance, and quickly taking corrective action.

A. Balanced score card

C. HR Scorecard

B. employee drum card

D. goal card

98. An information technology tool that presents the manager with desktop graphs and charts, so he or she gets a picture of where the company has been and where it's going, in terms of each activity in the strategy map.

A. digital notice board

C. Digital announcement

B. Digital Dashboard

D. Digitalisation

99. \_\_\_\_\_ entails developing skills to discover new products and processes and designing adaptable structures and cultures

A. Innovation

C. stubbornness

B. creativity

D. Assertiveness

100. Striking gear or devices for cutting off power is a provision relating to

A. . health of workers.

C. safety of workers .

B. wealth of workers.

D. welfare of workers.

101. Self acting machine provision comfort of

A. health of workers.

C. safety of workers .

B. wealth of workers.

D. welfare of workers.

102. First aid appliance in a provision relates to labour under the provision of

A. health of workers .

C. safety of workers .

B. wealth of workers .

D. welfare of workers.

103. The minimum numbers and workers required for the provision of canteen facilities under the factories act 1948

- A. 250 workers .
- B. 275 workers .
- C. 300 workers.
- D. 325 workers .

104. First aid box with prescribed canteen shall be maintaining for

- A. every 150 workers.
- B. every 200 workers .
- C. every 250 workers .
- D. every 300 workers .

105. The crèche facilities provision for

- A. young workers
- B. child workers
- C. adult workers .
- D. women workers.

106. The minimum number of women workers required for the provision of crèche under the factories act 1948

- A. more than 30 women workers
- B. more than 40 women workers .
- C. more than 50 women workers.
- D. more than 60 women workers .

107. The minimum number of workers required under the factories act the occupier the welfare officers

- A. 500 workers.
- B. 550 workers .
- C. 575 workers.
- D. 600 workers .

108. Weekly hour's means

- A. 48 hours .
- B. 54 hours.
- C. 60 hours .
- D. 72 hours .

Answer key:

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

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