Kerala Public Enterprises (Selection and Recruitment)Board
Opposite KELTRON, Vellayambalam, Thiruvananthapuram
Website: kpesrb.kerala.gov.in, Email: kpesrb@gmail.com
Tel: 0471 - 2995042

Version: A **Question Booklet No:** 12946

Name of Examination: Management Trainee (HR) **Date:** 31/10/2026

Written examination for:

(1) 012-2026-Management Trainee HR – Kerala State Electronics Development Corporation Limited
(2) 094-2025-Management Trainee (Human Resources)-Transformers and Electricals Kerala Limited (TELK)

Instructions to Candidates:

1. Candidate should not start writing answers until the indication is given to start answering.
2. The question paper contains 100 questions. Each question is provided with four choices (A), (B), (C) and (D) having one correct answer. Choose the correct answer and darken the Bubble corresponding to the question number using Blue or Black ball point pen in the OMR Sheet.
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Total number of questions: **100** Maximum marks: **100** Time: **90 Minutes**

1	Which of the following are core disciplines contributing to Human Resources and Organizational Behavior			
	(A)	Economics, Semanitics and Physiology	(B)	Psychology, Sociology and Anthropology
	(C)	Political Science, Economics and History	(D)	None of these
2	Motivation is an element of			

	(A)	Planning function	(B)	Organisation function
	(C)	Direction function	(D)	Coordination function

3	According to Maslow's need-hierarchy theory, the low level needs are			
	(A)	Physiological	(B)	Security
	(C)	Self-esteem	(D)	All of these

4	A leader who possess special and unique skill and experience is said to have			
	(A)	Monopoly power	(B)	Coercive power
	(C)	Autocratic power	(D)	Dominant power

5	Which of the following is considered as the first principle of management			
	(A)	Coordination	(B)	Delegation
	(C)	Line, staff, auxiliary agencies	(D)	Supervision

6	Two factor theory was prepared by			
	(A)	Herzberg	(B)	Porter and Lawler
	(C)	Maslow	(D)	McGregor

7	Which of the following theories of motivation classifies persons as 'intrinsically motivated' and extrinsically motivated'			
	(A)	Reinforcement Theory	(B)	Alderfer's ERG Theory
	(C)	Adam's Equity Theory	(D)	Cognitive Evaluation Theory

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8	In a way Alderfer's ERG Theory is an extension of Maslow's Theory. Alderfer suggested three categories of needs rather than five. The needs suggested by Alderfer are			
	(A)	Emotion, Rationality, Growth	(B)	Efficacy, Reasoning, Giving
	(C)	Existence, Relatedness, Growth	(D)	Exclusion, Relevance, Giving.

9	When did The Industrial Employment (Standing Orders)Act 1946, come into force

	(A)	21st November 2025	(B)	1st January-2026
	(C)	30th October-2025	(D)	25th June-2025

10	Net human resoruce requirement is calculated by comparing			
	(A)	Demand forecast and existing workforce	(B)	Training cost and production output
	(C)	Recruitment cost and salary	(D)	Labour turnover and absenteeism

11	Reduction of labour force is called			
	(A)	Termination	(B)	Retrenchment
	(C)	Layoff	(D)	Right sizing

12	The integration of technology into Indian HRM processes for tasks like payroll, data analytics, and recruitment is known as			
	(A)	Green HR	(B)	E-HRM (Electronic HRM)
	(C)	Industrial engineering	(D)	Taylorism

13	The primary objective of a modern performance appraisal system is			
	(A)	Punishing underperformers	(B)	Developmental feedback and growth
	(C)	Reducing workforce size automatically	(D)	Fulfilling legal formalities only

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14	A lateral shift of an employee from one job, department or location to another is			
	(A)	Promotion	(B)	Transfer
	(C)	Demotion	(D)	Retrenchment

15	The method of evaluating training effectiveness that measures reaction, learning, behaviour and results is credited to			
	(A)	Maslow	(B)	Kirkpatrick
	(C)	Vroom	(D)	Herzberg

16	Development focuses primarily on

	(A)	Current job skills	(B)	Long term growth and overall capabilities of managers
	(C)	Manual dexterityfor factory workers	(D)	Immediate error reduction

17	A common error in performance appraisal where a manager rates an employee high or low across all areas based on a single prominent trait is called			
	(A)	Leniency error	(B)	Halo effect
	(C)	Central tendency error	(D)	Recency effect

18	Which pair in order of sequences represents the first and last steps in a T&D programme			
	(A)	Determination of T&D needs and evaluation of T&D programme	(B)	Determination of T&D needs and designing the T&D programme
	(C)	Designing T&D programme and implementing it	(D)	Evaluating of T&D programme and implementing it

19	The father of modern management theory is			
	(A)	Henry Fayol	(B)	Taylor
	(C)	Elton Mayo	(D)	None of these

20	Dearness Allowance (DA) in India is designed to counter			
	(A)	Deflation	(B)	Inflation and rising cost of living
	(C)	Low Productivity	(D)	High taxation

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21	Under self-determination theory, which of the following is a fundamental psychological need			
	(A)	Autonomy	(B)	Organisational rank
	(C)	Financial wealth	(D)	Job title

22	Co-determination is a strong form of WPM most famously practised in			
	(A)	Germany	(B)	United States
	(C)	Brazil	(D)	Singapore

23	Concept of MBO was first developed by

	(A)	Peter Drucker	(B)	Douglas McGregor
	(C)	Henry Fayol	(D)	Clayton P Alderfer

24	When employees resort to unauthorized strike in violation of the labour contract agreement it is called			
	(A)	Pen down	(B)	Tools down
	(C)	Sit in Strike	(D)	Wild cat strike

25	Closed shop means which of the following			
	(A)	Joining union first and then employment	(B)	Employment first and joining union later
	(C)	Not joining any union after employment	(D)	A shop which is closed

26	TQM's major emphasis is on			
	(A)	Product quality	(B)	Company profitability
	(C)	Customer delight	(D)	Employee training

27	To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge etc is known as			
	(A)	Work load analysis	(B)	Workforce analysis
	(C)	Job analysis	(D)	Forecasting

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28	Kirkpatrick's training evaluation model includes			
	(A)	Recruitment, selection , dismissal and retirement	(B)	Needs, wants, sales and profit
	(C)	Planning, budgeting, auditing and taxation	(D)	Reaction, learning behaviour and results

29	Equity theory focuses on employee's perception of

	(A)	Recruitment advertising	(B)	Fairness in the ratio of inputs to outcomes
	(C)	Training duration	(D)	Office layout

30	The halo effect occurs when			
	(A)	One positive characteristic influences the overall rating	(B)	Every performance dimension is rated independently
	(C)	Employees assess their own salaries	(D)	An appraiser rates everyone poorly

31	What techniques are used while analysing the internal supply			
	(A)	Inflows and Outflows	(B)	Turnover rate
	(C)	Conditions of work and absenteeism	(D)	All of these

32	Leadership is the			
	(A)	Ability to influence other people	(B)	Ability to create within people an urge to do
	(C)	Ability to obtain willing co-operation of the followers	(D)	All of the above

33	How the conflicts within employers and employees can be settled or prevented			
	(A)	Voluntary method	(B)	Government machinery
	(C)	Statutory measures	(D)	All of these

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34	Promotion is basically a reward for			
	(A)	Efficiency	(B)	Seniority
	(C)	Physical fitness	(D)	Retention

35	In Lewins's three-stage model of organisational change, What is the correct sequence			
	(A)	Change-Unfreeze-Refreeze	(B)	Refreeze-Change-Unfreeze
	(C)	Unfreeze-Change-Refreeze	(D)	Unfreeze-Refreeze-Change

36	Industrial action generally does not include

	(A)	Strike	(B)	Lock out
	(C)	Demonstration	(D)	Bandh

37	Which of the forecasting technique is the fastest			
	(A)	Work study technique	(B)	Flow models
	(C)	Ratio trend analysis	(D)	HR demand Forecast

38	Elton Mayo and his team believed in the positive nature of			
	(A)	Managers	(B)	Management
	(C)	Employees	(D)	All of these

39	Human Resource Information system			
	(A)	Integrates core process into streamline systems	(B)	Colloborates core process into streamline systems
	(C)	Plans core process into streamline systems	(D)	All of these

40	The actual achievements compared with the objectives of the job is			
	(A)	Job Performance	(B)	Job Evaluation
	(C)	Job description	(D)	None of these

41	The process of gathering information about job			
	(A)	Job Analysis	(B)	Job Description
	(C)	Job Simplification	(D)	Job Enrichment

42	Which of these is the benefit of needs assessment			
	(A)	Assessment makes training department more accountable	(B)	Higher training costs
	(C)	Loss of business	(D)	Increased overtime working

43	Which of the following is a barrier while doing human resource planning

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	(A)	HR information often is incompatible with the information used in strategy formulation	(B)	Implementing human resource information system
	(C)	Managing inventories	(D)	Supply forecast

44	.....refers to the learning opportunities designed to help employees grow			
	(A)	Training	(B)	Development
	(C)	Education	(D)	All of these

45	Performance development plan is set for the employee by			
	(A)	Employer	(B)	Departmental Head
	(C)	Immediate boss	(D)	None of these

46	Which of these is one of the seven criteria for assessing performance			
	(A)	Community service	(B)	Interpersonal contact
	(C)	Need for supervision	(D)	All of these

47	.....seeks to examine the goals of the organisation and the trends that are likely to affect these goals			
	(A)	Organisational support	(B)	Organisational analysis
	(C)	Person analysis	(D)	Key skill abilities analysis

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48	What do you understand “S” in the defining SMART goals			
	(A)	Solution	(B)	Specific
	(C)	Standard	(D)	Soft

49	The voluntary and involuntary permanent withdrawal from an organisation is called			
	(A)	Turnover	(B)	Behaviour
	(C)	Misbehaviour	(D)	None of these

50	A realistic job preview gives candidates

	(A)	Balanced information about positive and challenging aspects of a job	(B)	A guaranteed salary increase
	(C)	Only promotional claims	(D)	confidential information about other applicants

51	Natural justice in workplace decisions includes			
	(A)	A fair opportunity to respond to allegations	(B)	Punishment before hearing evidence
	(C)	Refusal to consider relevant facts	(D)	Automatic guilt based on rumour

52	A high voluntary turnover rate may indicate			
	(A)	Retention or job-quality concerns	(B)	Guaranteed high morale
	(C)	Perfect Recruitment	(D)	No need for employee feedback

53	If an employer is forcing a labourer to work without remuneration, the action is violation of the fundamental right guaranteed to the labourer under			
	(A)	Article 23 of the Constitution of India	(B)	Article 14 of the Constitution of India
	(C)	Article 18 of the Constitution of India	(D)	Article 19 of the Constitution of India

54	Dispute between employees at different levels in an organization is known as			
	(A)	Horizontal conflict	(B)	Overall conflict
	(C)	Vertical conflict	(D)	Organizational conflict

55	A portrayal of replacing the employees is			
	(A)	Job chart	(B)	Replacement chart
	(C)	Worker’s chart	(D)	Employees chart

56	Which test is conducted to measure the likes, dislikes & habits			
	(A)	Vocational test	(B)	Temperament test
	(C)	Skills test	(D)	Interest test

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57	WAB's Refers to			
	(A)	Weighted allotment blanks	(B)	Weighted application blanks
	(C)	Weighted average blanks	(D)	Weighted assimilation blanks
58	The role in which a manager leads his subordinates and motivating them for willing cooperation is called as			
	(A)	Monitoring role	(B)	Disseminator role
	(C)	Entrepreneur role	(D)	Leader role
59	Who proposed the three-tier structure of industrial relations activity			
	(A)	John T Dunlop	(B)	Kochan, Katz and McKersie
	(C)	JH Richardson	(D)	HA Clegg
60	In a SWOT analysis, which two elements represent the internal environment of the organization			
	(A)	Opportunities and Threats	(B)	Strengths and Weaknesses
	(C)	Strengths and Opportunities	(D)	Weaknesses and Threats
61	Sensitivity training is also known as			
	(A)	S-group training	(B)	T-group training
	(C)	P-group training	(D)	L-group training
62	Violation of established rules			
	(A)	Misconduct	(B)	Dismissal
	(C)	Memo	(D)	Bad behaviour
63	Who is known as 'safety valve' in the field of industrial relations			
	(A)	Employer	(B)	Trade Union
	(C)	Safety officer	(D)	Welfare officer
64	HR plans should be .....with the corporate plans of the enterprise			

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	(A)	Balanced	(B)	Not related
	(C)	Mixed	(D)	Not balanced

65	If a factory employs more than 1000 workers, they should appoint qualified .....to carry out the prescribed activities			
	(A)	Safety officer	(B)	Welfare officer
	(C)	Security officer	(D)	None of these

66	Traditional and direct method of instruction			
	(A)	Programme	(B)	Demonstration
	(C)	Lecture	(D)	Role playing

67	Adding more responsibilities, autonomy and control of a job			
	(A)	Job enrichment	(B)	Job design
	(C)	Job requirement	(D)	Job analysis

68	Which of the following is the cause of unemployment			
	(A)	Rapid technological changes	(B)	Recessions
	(C)	Seasonal factors	(D)	All of these

69	The anxiety a person experiences when two sets of knowledge are contradictory or incongruent lead to			
	(A)	Cognitive Dissonance	(B)	Negative Attitude
	(C)	Stress	(D)	Perception disorder

70	Wage fund theory is given by			
	(A)	David Richard	(B)	Karl Marx
	(C)	Adam Smith / J.S Mill	(D)	Clark

71	Rotation is otherwise called as

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	(A)	Replacement transfer	(B)	Shift transfer
	(C)	Versatility transfer	(D)	Remedial transfer

72	Voluntary retirement is also known as			
	(A)	Silver hand shake	(B)	Golden hand shake
	(C)	Diamond hand shake	(D)	Crystal hand shake

73	..... are the rules of pattern and behaviour that are expected from all team members			
	(A)	Norms	(B)	Policies
	(C)	Procedures	(D)	Role

74	A test which measures employees' honesty			
	(A)	Simulator tests	(B)	Integrity tests
	(C)	Polygraph tests	(D)	Graph tests

75	Flexitime work system is a .....system			
	(A)	Operational	(B)	Logical
	(C)	Functional	(D)	Scheduling

76	The time required to complete every task in the job			
	(A)	Job ratio	(B)	Job design
	(C)	Job cycles	(D)	Job phase

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77	Prohibiting an employee from attending work			
	(A)	Suspension	(B)	Dismissal
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78	A situation that occurs when it is unclear or uncertain what behaviour is expected of role occupants			
	(A)	Role conflict	(B)	Role ambiguity
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79	.....is a test which helps to predict whether a person will be successful in a given job			
	(A)	Validity	(B)	Reliability
	(C)	Authenticity	(D)	None of these
80	.....generally focus on emotional issues rather than actual ones			
	(A)	Role playing	(B)	Vestibule training
	(C)	Case study	(D)	Sensitivity training
81	The first and foremost objective of a welfare state is			
	(A)	Welfare facilities	(B)	Full employment
	(C)	Both A & B	(D)	All of these
82	..... is used to weekly and monthly rates paid to clerical, administrative, and professional employees			
	(A)	Wage	(B)	Wage fund
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83	How many new Labour Codes has the Governemnt of India introduced to consolidate central labour laws			
	(A)	Three	(B)	Six
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84	WPM aims to foster			
	(A)	Industrial democracy and industrial harmony	(B)	Union dictatorship
	(C)	Higher absenteeism	(D)	Managerial autocracy
85	Assigning a specific job to a selected candidate is called			
	(A)	Induction	(B)	Placement
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86	The subject of 'Labour' is included in the .....list of Constitution of India			

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	(A)	State List	(B)	Central List
	(C)	Concurrent List	(D)	Other list

87	The first organized trade union in India was formed in			
	(A)	1884	(B)	1890
	(C)	1918	(D)	1920

88	Personnel Management is essentiallly a			
	(A)	Matrix function	(B)	Line function
	(C)	Staff function	(D)	Line and staff function

89	Which of the following is a common barrier to effective communication			
	(A)	Active listening	(B)	Feedback
	(C)	Clear language	(D)	Appropriate choice of communication channel

90	When an employee expresses organisationally desired emotions during interpersonal transactions, then it is known as			
	(A)	Emotional labour	(B)	Displayed emotions
	(C)	Felt emotions	(D)	Moods

91	Collective bargaining is a procedure regulated by agreements between their			
	(A)	Bargaining agents and employers	(B)	Employees and Employees
	(C)	Employers and Employers	(D)	Labour officer and Trade Unions

92	Strategic Human Resource Management is			
	(A)	Proactive	(B)	Reactive
	(C)	Both A & B	(D)	None of therse

93	A supervisor evaluates an employee primarily on events that occurred during the last two weeks, ignoring performance throughout the year. This is an example of

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	(A)	Halo effect	(B)	Leniency error
	(C)	Recency effect	(D)	Central tendency

94	Which of the following is an internal source of recruitment			
	(A)	Campus interview	(B)	Employment Exchanges
	(C)	Promotions and transfers	(D)	Advertisements

95	Job enlargement expands			
	(A)	Upward	(B)	Downward
	(C)	Horizontally	(D)	Vertically

96	Which of the following is a fringe benefit			
	(A)	Provident fund and health insurance	(B)	Basic wage
	(C)	Piece-rate payment	(D)	Commission on sales

97	Systematic method of determining value/ worth of a job			
	(A)	Job description	(B)	Job design
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98	The STAR method structures interview examples as Situation, Task, Action and			
	(A)	Review	(B)	Rating
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99	Formulation of policies, programmes and procedures is the primary concern of			
	(A)	Top management	(B)	Middle management
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100	Joint Management councils (JMCs) operate at the			
	(A)	Enterprise level	(B)	Floor level only
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	(C)	Polygraph tests	(D)	Graph tests

28	..... are the rules of pattern and behaviour that are expected from all team members			
	(A)	Norms	(B)	Policies
	(C)	Procedures	(D)	Role

29	Voluntary retirement is also known as			
	(A)	Silver hand shake	(B)	Golden hand shake
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30	Rotation is otherwise called as			
	(A)	Replacement transfer	(B)	Shift transfer
	(C)	Versatility transfer	(D)	Remedial transfer

31	Wage fund theory is given by			
	(A)	David Richard	(B)	Karl Marx
	(C)	Adam Smith / J.S Mill	(D)	Clark

32	The anxiety a person experiences when two sets of knowledge are contradictory or incongruent lead to			
	(A)	Cognitive Dissonance	(B)	Negative Attitude
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33	Which of the following is the cause of unemployment			
	(A)	Rapid technological changes	(B)	Recessions
	(C)	Seasonal factors	(D)	All of these
34	Adding more responsibilities, autonomy and control of a job			
	(A)	Job enrichment	(B)	Job design
	(C)	Job requirement	(D)	Job analysis
35	Traditional and direct method of instruction			
	(A)	Programme	(B)	Demonstration
	(C)	Lecture	(D)	Role playing
36	If a factory employs more than 1000 workers, they should appoint qualified .....to carry out the prescribed activities			
	(A)	Safety officer	(B)	Welfare officer
	(C)	Security officer	(D)	None of these
37	HR plans should be .....with the corporate plans of the enterprise			
	(A)	Balanced	(B)	Not related
	(C)	Mixed	(D)	Not balanced
38	Who is known as ‘safety valve’ in the field of industrial relations			
	(A)	Employer	(B)	Trade Union
	(C)	Safety officer	(D)	Welfare officer
39	Violation of established rules			

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	(A)	Misconduct	(B)	Dismissal
	(C)	Memo	(D)	Bad behaviour

40	Sensitivity training is also known as			
	(A)	S-group training	(B)	T-group training
	(C)	P-group training	(D)	L-group training

41	In a SWOT analysis, which two elements represent the internal environment of the organization			
	(A)	Opportunities and Threats	(B)	Strengths and Weaknesses
	(C)	Strengths and Opportunities	(D)	Weaknesses and Threats

42	Who proposed the three-tier structure of industrial relations activity			
	(A)	John T Dunlop	(B)	Kochan, Katz and McKersie
	(C)	JH Richardson	(D)	HA Clegg

43	The role in which a manager leads his subordinates and motivating them for willing cooperation is called as			
	(A)	Monitoring role	(B)	Disseminator role
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	(A)	Weighted allotment blanks	(B)	Weighted application blanks
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45	Which test is conducted to measure the likes, dislikes & habits			
	(A)	Vocational test	(B)	Temperament test
	(C)	Skills test	(D)	Interest test

46	A portrayal of replacing the employees is

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

	(A)	Job chart	(B)	Replacement chart
	(C)	Worker's chart	(D)	Employees chart

47	Dispute between employees at different levels in an organization is known as			
	(A)	Horizontal conflict	(B)	Overall conflict
	(C)	Vertical conflict	(D)	Organizational conflict

48	If an employer is forcing a labourer to work without remuneration, the action is violation of the fundamental right guaranteed to the labourer under			
	(A)	Article 23 of the Constitution of India	(B)	Article 14 of the Constitution of India
	(C)	Article 18 of the Constitution of India	(D)	Article 19 of the Constitution of India

49	A high voluntary turnover rate may indicate			
	(A)	Retention or job-quality concerns	(B)	Guaranteed high morale
	(C)	Perfect Recruitment	(D)	No need for employee feedback

50	Natural justice in workplace decisions includes			
	(A)	A fair opportunity to respond to allegations	(B)	Punishment before hearing evidence
	(C)	Refusal to consider relevant facts	(D)	Automatic guilt based on rumour

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51	A realistic job preview gives candidates			
	(A)	Balanced information about positive and challenging aspects of a job	(B)	A guaranteed salary increase
	(C)	Only promotional claims	(D)	confidential information about other applicants

52	The voluntary and involuntary permanent withdrawal from an organisation is called			
	(A)	Turnover	(B)	Behaviour
	(C)	Misbehaviour	(D)	None of these

53	What do you understand “S” in the defining SMART goals			
	(A)	Solution	(B)	Specific
	(C)	Standard	(D)	Soft
54	.....seeks to examine the goals of the organisation and the trends that are likely to affect these goals			
	(A)	Organisational support	(B)	Organisational analysis
	(C)	Person analysis	(D)	Key skill abilities analysis
55	Which of these is one of the seven criteria for assessing performance			
	(A)	Community service	(B)	Interpersonal contact
	(C)	Need for supervision	(D)	All of these
56	Performance development plan is set for the employee by			
	(A)	Employer	(B)	Departmental Head
	(C)	Immediate boss	(D)	None of these
57	.....refers to the learning opportunities designed to help employees grow			
	(A)	Training	(B)	Development
	(C)	Education	(D)	All of these
58	Which of the following is a barrier while doing human resource planning			
	(A)	HR information often is incompatible with the information used in strategy formulation	(B)	Implementing human resource information system
	(C)	Managing inventories	(D)	Supply forecast
59	Which of these is the benefit of needs assessment			
	(A)	Assessment makes training department more accountable	(B)	Higher training costs
	(C)	Loss of business	(D)	Increased overtime working

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60	The process of gathering information about job			
	(A)	Job Analysis	(B)	Job Description
	(C)	Job Simplification	(D)	Job Enrichment
61	The actual achievements compared with the objectives of the job is			
	(A)	Job Performance	(B)	Job Evaluation
	(C)	Job description	(D)	None of these
62	Human Resource Information system			
	(A)	Integrates core process into streamline systems	(B)	Colloborates core process into streamline systems
	(C)	Plans core process into streamline systems	(D)	All of these
63	Elton Mayo and his team believed in the positive nature of			
	(A)	Managers	(B)	Management
	(C)	Employees	(D)	All of these
64	Which of the forecasting technique is the fastest			
	(A)	Work study technique	(B)	Flow models
	(C)	Ratio trend analysis	(D)	HR demand Forecast
65	Industrial action generally does not include			
	(A)	Strike	(B)	Lock out
	(C)	Demonstration	(D)	Bandh
66	In Lewins's three-stage model of organisational change, What is the correct sequence			
	(A)	Change-Unfreeze-Refreeze	(B)	Refreeze-Change-Unfreeze
	(C)	Unfreeze-Change-Refreeze	(D)	Unfreeze-Refreeze-Change
67	Promotion is basically a reward for			

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	(A)	Efficiency	(B)	Seniority
	(C)	Physical fitness	(D)	Retention

68	How the conflicts within employers and employees can be settled or prevented			
	(A)	Voluntary method	(B)	Government machinery
	(C)	Statutory measures	(D)	All of these

69	Leadership is the			
	(A)	Ability to influence other people	(B)	Ability to create within people an urge to do
	(C)	Ability to obtain willing co-operation of the followers	(D)	All of the above

70	What techniques are used while analysing the internal supply			
	(A)	Inflows and Outflows	(B)	Turnover rate
	(C)	Conditions of work and absenteeism	(D)	All of these

71	The halo effect occurs when			
	(A)	One positive characteristic influences the overall rating	(B)	Every performance dimension is rated independently
	(C)	Employees assess their own salaries	(D)	An appraiser rates everyone poorly

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72	Equity theory focuses on employee's perception of			
	(A)	Recruitment advertising	(B)	Fairness in the ratio of inputs to outcomes
	(C)	Training duration	(D)	Office layout

73	Kirkpatrick's training evaluation model includes			
	(A)	Recruitment, selection , dismissal and retirement	(B)	Needs, wants, sales and profit
	(C)	Planning, budgeting, auditing and taxation	(D)	Reaction, learning behaviour and results

74	To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge etc is known as			
	(A)	Work load analysis	(B)	Workforce analysis
	(C)	Job analysis	(D)	Forecasting

75	TQM's major emphasis is on			
	(A)	Product quality	(B)	Company profitability
	(C)	Customer delight	(D)	Employee training

76	Closed shop means which of the following			
	(A)	Joining union first and then employment	(B)	Employment first and joining union later
	(C)	Not joining any union after employment	(D)	A shop which is closed

77	When employees resort to unauthorized strike in violation of the labour contract agreement it is called			
	(A)	Pen down	(B)	Tools down
	(C)	Sit in Strike	(D)	Wild cat strike

78	Concept of MBO was first developed by			
	(A)	Peter Drucker	(B)	Douglas McGregor
	(C)	Henry Fayol	(D)	Clayton P Alderfer

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79	Co-determination is a strong form of WPM most famously practised in			
	(A)	Germany	(B)	United States
	(C)	Brazil	(D)	Singapore

80	Under self-determination theory, which of the following is a fundamental psychological need			
	(A)	Autonomy	(B)	Organisational rank
	(C)	Financial wealth	(D)	Job title

81	Dearness Allowance (DA) in India is designed to counter			
	(A)	Deflation	(B)	Inflation and rising cost of living
	(C)	Low Productivity	(D)	High taxation
82	The father of modern management theory is			
	(A)	Henry Fayol	(B)	Taylor
	(C)	Elton Mayo	(D)	None of these
83	Which pair in order of sequences represents the first and last steps in a T&D programme			
	(A)	Determination of T&D needs and evaluation of T&D programme	(B)	Determination of T&D needs and designing the T&D programme
	(C)	Designing T&D programme and implementing it	(D)	Evaluating of T&D programme and implementing it
84	A common error in performance appraisal where a manager rates an employee high or low across all areas based on a single prominent trait is called			
	(A)	Leniency error	(B)	Halo effect
	(C)	Central tendency error	(D)	Recency effect
85	Development focuses primarily on			
	(A)	Current job skills	(B)	Long term growth and overall capabilities of managers
	(C)	Manual dexterityfor factory workers	(D)	Immediate error reduction
86	The method of evaluating training effectiveness that measures reaction, learning, behaviour and results is credited to			
	(A)	Maslow	(B)	Kirkpatrick
	(C)	Vroom	(D)	Herzberg
87	A lateral shift of an employee from one job, department or location to another is			
	(A)	Promotion	(B)	Transfer
	(C)	Demotion	(D)	Retrenchment

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88	The primary objective of a modern performance appraisal system is			
	(A)	Punishing underperformers	(B)	Developmental feedback and growth
	(C)	Reducing workforce size automatically	(D)	Fulfilling legal formalities only

89	The integration of technology into Indian HRM processes for tasks like payroll, data analytics, and recruitment is known as			
	(A)	Green HR	(B)	E-HRM (Electronic HRM)
	(C)	Industrial engineering	(D)	Taylorism

90	Reduction of labour force is called			
	(A)	Termination	(B)	Retrenchment
	(C)	Layoff	(D)	Right sizing

91	Net human resoruce requirement is calculated by comparing			
	(A)	Demand forecast and existing workforce	(B)	Training cost and production output
	(C)	Recruitment cost and salary	(D)	Labour turnover and absenteeism

92	When did The Industrial Employment (Standing Orders)Act 1946, come into force			
	(A)	21st November 2025	(B)	1st January-2026
	(C)	30th October-2025	(D)	25th June-2025

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93	In a way Alderfer's ERG Theory is an extension of Maslow's Theory. Alderfer suggested three categories of needs rather than five. The needs suggested by Alderfer are			
	(A)	Emotion, Rationality, Growth	(B)	Efficacy, Reasoning, Giving
	(C)	Existence, Relatedness, Growth	(D)	Exclusion, Relevance, Giving.

94	Which of the following theories of motivation classifies persons as 'intrinsically motivated' and extrinsically motivated'			
	(A)	Reinforcement Theory	(B)	Alderfer's ERG Theory
	(C)	Adam's Equity Theory	(D)	Cognitive Evaluation Theory

95	Two factor theory was prepared by			
	(A)	Herzberg	(B)	Porter and Lawler
	(C)	Maslow	(D)	McGregor
96	Which of the following is considered as the first principle of management			
	(A)	Coordination	(B)	Delegation
	(C)	Line, staff, auxiliary agencies	(D)	Supervision
97	A leader who possess special and unique skill and experience is said to have			
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98	According to Maslow's need-hierarchy theory, the low level needs are			
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99	Motivation is an element of			
	(A)	Planning function	(B)	Organisation function
	(C)	Direction function	(D)	Coordination function
100	Which of the following are core disciplines contributing to Human Resources and Organizational Behavior			
	(A)	Economics, Semanitics and Physiology	(B)	Psychology, Sociology and Anthropology
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KERALA PUBLIC ENTERPRISES
SELECTION & RECRUITMENT BOARD

Kerala Public Enterprises (Selection and Recruitment)Board
Opposite KELTRON, Vellayambalam, Thiruvananthapuram
Website: kpesrb.kerala.gov.in, Email: kpesrb@gmail.com
Tel: 0471 - 2995042

Version: C **Question Booklet No:** 12946

Name of Examination: Management Trainee (HR) **Date:** 31/10/2026

Written examination for:

(1) 012-2026-Management Trainee HR – Kerala State Electronics Development Corporation Limited
(2) 094-2025-Management Trainee (Human Resources)-Transformers and Electricals Kerala Limited (TELK)

Instructions to Candidates:

1. Candidate should not start writing answers until the indication is given to start answering.
2. The question paper contains 100 questions. Each question is provided with four choices (A), (B), (C) and (D) having one correct answer. Choose the correct answer and darken the Bubble corresponding to the question number using Blue or Black ball point pen in the OMR Sheet.
3. Each correct answer carries 1 mark. There will be no negative mark for wrong answers or unattended questions.
4. Do not write anything else on the question paper. Sheet for rough work is appended to the question paper in the end.
5. No candidate will be allowed to leave the examination hall till the end of the session and without handing over his/her Answer Sheet to the Invigilator. Candidates should ensure that the Invigilator has verified all the entries in the 'Basic Data' portion and that the Invigilator has affixed his/her signature in the space provided in the OMR sheet.

Total number of questions: **100** Maximum marks: **100** Time: **90 Minutes**

1	Natural justice in workplace decisions includes			
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7	WAB's Refers to			
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8	The role in which a manager leads his subordinates and motivating them for willing cooperation is called as			
	(A)	Monitoring role	(B)	Disseminator role
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9	Who proposed the three-tier structure of industrial relations activity

	(A)	John T Dunlop	(B)	Kochan, Katz and McKersie
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10	In a SWOT analysis, which two elements represent the internal environment of the organization			
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	(C)	Strengths and Opportunities	(D)	Weaknesses and Threats

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	(A)	S-group training	(B)	T-group training
	(C)	P-group training	(D)	L-group training

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	(A)	Misconduct	(B)	Dismissal
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15	If a factory employs more than 1000 workers, they should appoint qualified .....to carry out the prescribed activities			
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24	A test which measures employees' honesty			
	(A)	Simulator tests	(B)	Integrity tests
	(C)	Polygraph tests	(D)	Graph tests
25	Flexitime work system is a .....system			
	(A)	Operational	(B)	Logical
	(C)	Functional	(D)	Scheduling
26	The time required to complete every task in the job			
	(A)	Job ratio	(B)	Job design
	(C)	Job cycles	(D)	Job phase
27	Prohibiting an employee from attending work			
	(A)	Suspension	(B)	Dismissal
	(C)	Exit	(D)	Retrenchment
28	A situation that occurs when it is unclear or uncertain what behaviour is expected of role occupants			
	(A)	Role conflict	(B)	Role ambiguity
	(C)	Role analysis	(D)	Role overload
29	.....is a test which helps to predict whether a person will be successful in a given job			
	(A)	Validity	(B)	Reliability
	(C)	Authenticity	(D)	None of these
30	.....generally focus on emotional issues rather than actual ones			
	(A)	Role playing	(B)	Vestibule training
	(C)	Case study	(D)	Sensitivity training
31	The first and foremost objective of a welfare state is			

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	(A)	Welfare facilities	(B)	Full employment
	(C)	Both A & B	(D)	All of these

32	..... is used to weekly and monthly rates paid to clerical, administrative, and professional employees			
	(A)	Wage	(B)	Wage fund
	(C)	salary	(D)	All of these

33	How many new Labour Codes has the Governemnt of India introduced to consolidate central labour laws			
	(A)	Three	(B)	Six
	(C)	Four	(D)	None of these

34	WPM aims to foster			
	(A)	Industrial democracy and industrial harmony	(B)	Union dictatorship
	(C)	Higher absenteeism	(D)	Managerial autocracy

35	Assigning a specific job to a selected candidate is called			
	(A)	Induction	(B)	Placement
	(C)	Recruitment	(D)	Promotion

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36	The subject of 'Labour' is included in the .....list of Constitution of India			
	(A)	State List	(B)	Central List
	(C)	Concurrent List	(D)	Other list

37	The first organized trade union in India was formed in			
	(A)	1884	(B)	1890
	(C)	1918	(D)	1920

38	Personnel Management is essentiallly a

	(A)	Matrix function	(B)	Line function
	(C)	Staff function	(D)	Line and staff function

39	Which of the following is a common barrier to effective communication			
	(A)	Active listening	(B)	Feedback
	(C)	Clear language	(D)	Appropriate choice of communication channel

40	When an employee expresses organisationally desired emotions during interpersonal transactions, then it is known as			
	(A)	Emotional labour	(B)	Displayed emotions
	(C)	Felt emotions	(D)	Moods

41	Collective bargaining is a procedure regulated by agreements between their			
	(A)	Bargaining agents and employers	(B)	Employees and Employees
	(C)	Employers and Employers	(D)	Labour officer and Trade Unions

42	Strategic Human Resource Management is			
	(A)	Proactive	(B)	Reactive
	(C)	Both A & B	(D)	None of therse

43	A supervisor evaluates an employee primarily on events that occurred during the last two weeks, ignoring performance throughout the year. This is an example of			
	(A)	Halo effect	(B)	Leniency error
	(C)	Recency effect	(D)	Central tendency

44	Which of the following is an internal source of recruitment			
	(A)	Campus interview	(B)	Employment Exchanges
	(C)	Promotions and transfers	(D)	Advertisements

45	Job enlargement expands

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	(A)	Upward	(B)	Downward
	(C)	Horizontally	(D)	Vertically

46	Which of the following is a fringe benefit			
	(A)	Provident fund and health insurance	(B)	Basic wage
	(C)	Piece-rate payment	(D)	Commission on sales

47	Systematic method of determining value/ worth of a job			
	(A)	Job description	(B)	Job design
	(C)	Job evaluation	(D)	Job Simplification

48	The STAR method structures interview examples as Situation, Task, Action and			
	(A)	Review	(B)	Rating
	(C)	Recruitment	(D)	Result

49	Formulation of policies, programmes and procedures is the primary concern of			
	(A)	Top management	(B)	Middle management
	(C)	Operating management	(D)	Both A&B

50	Joint Management councils (JMCs) operate at the			
	(A)	Enterprise level	(B)	Floor level only
	(C)	Parliamentary level	(D)	Global level

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51	Which of the following are core disciplines contributing to Human Resources and Organizational Behavior			
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	(C)	Adam's Equity Theory	(D)	Cognitive Evaluation Theory

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58	In a way Alderfer's ERG Theory is an extension of Maslow's Theory. Alderfer suggested three categories of needs rather than five. The needs suggested by Alderfer are			
	(A)	Emotion, Rationality, Growth	(B)	Efficacy, Reasoning, Giving
	(C)	Existence, Relatedness, Growth	(D)	Exclusion, Relevance, Giving.

59	When did The Industrial Employment (Standing Orders)Act 1946, come into force

	(A)	21st November 2025	(B)	1st January-2026
	(C)	30th October-2025	(D)	25th June-2025

60	Net human resoruce requirement is calculated by comparing			
	(A)	Demand forecast and existing workforce	(B)	Training cost and production output
	(C)	Recruitment cost and salary	(D)	Labour turnover and absenteeism

61	Reduction of labour force is called			
	(A)	Termination	(B)	Retrenchment
	(C)	Layoff	(D)	Right sizing

62	The integration of technology into Indian HRM processes for tasks like payroll, data analytics, and recruitment is known as			
	(A)	Green HR	(B)	E-HRM (Electronic HRM)
	(C)	Industrial engineering	(D)	Taylorism

63	The primary objective of a modern performance appraisal system is			
	(A)	Punishing underperformers	(B)	Developmental feedback and growth
	(C)	Reducing workforce size automatically	(D)	Fulfilling legal formalities only

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

64	A lateral shift of an employee from one job, department or location to another is			
	(A)	Promotion	(B)	Transfer
	(C)	Demotion	(D)	Retrenchment

65	The method of evaluating training effectiveness that measures reaction, learning, behaviour and results is credited to			
	(A)	Maslow	(B)	Kirkpatrick
	(C)	Vroom	(D)	Herzberg

66	Development focuses primarily on

	(A)	Current job skills	(B)	Long term growth and overall capabilities of managers
	(C)	Manual dexterityfor factory workers	(D)	Immediate error reduction

67	A common error in performance appraisal where a manager rates an employee high or low across all areas based on a single prominent trait is called			
	(A)	Leniency error	(B)	Halo effect
	(C)	Central tendency error	(D)	Recency effect

68	Which pair in order of sequences represents the first and last steps in a T&D programme			
	(A)	Determination of T&D needs and evaluation of T&D programme	(B)	Determination of T&D needs and designing the T&D programme
	(C)	Designing T&D programme and implementing it	(D)	Evaluating of T&D programme and implementing it

69	The father of modern management theory is			
	(A)	Henry Fayol	(B)	Taylor
	(C)	Elton Mayo	(D)	None of these

70	Dearness Allowance (DA) in India is designed to counter			
	(A)	Deflation	(B)	Inflation and rising cost of living
	(C)	Low Productivity	(D)	High taxation

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

71	Under self-determination theory, which of the following is a fundamental psychological need			
	(A)	Autonomy	(B)	Organisational rank
	(C)	Financial wealth	(D)	Job title

72	Co-determination is a strong form of WPM most famously practised in			
	(A)	Germany	(B)	United States
	(C)	Brazil	(D)	Singapore

73	Concept of MBO was first developed by

	(A)	Peter Drucker	(B)	Douglas McGregor
	(C)	Henry Fayol	(D)	Clayton P Alderfer

74	When employees resort to unauthorized strike in violation of the labour contract agreement it is called			
	(A)	Pen down	(B)	Tools down
	(C)	Sit in Strike	(D)	Wild cat strike

75	Closed shop means which of the following			
	(A)	Joining union first and then employment	(B)	Employment first and joining union later
	(C)	Not joining any union after employment	(D)	A shop which is closed

76	TQM's major emphasis is on			
	(A)	Product quality	(B)	Company profitability
	(C)	Customer delight	(D)	Employee training

77	To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge etc is known as			
	(A)	Work load analysis	(B)	Workforce analysis
	(C)	Job analysis	(D)	Forecasting

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

78	Kirkpatrick's training evaluation model includes			
	(A)	Recruitment, selection , dismissal and retirement	(B)	Needs, wants, sales and profit
	(C)	Planning, budgeting, auditing and taxation	(D)	Reaction, learning behaviour and results

79	Equity theory focuses on employee's perception of

	(A)	Recruitment advertising	(B)	Fairness in the ratio of inputs to outcomes
	(C)	Training duration	(D)	Office layout

80	The halo effect occurs when			
	(A)	One positive characteristic influences the overall rating	(B)	Every performance dimension is rated independently
	(C)	Employees assess their own salaries	(D)	An appraiser rates everyone poorly

81	What techniques are used while analysing the internal supply			
	(A)	Inflows and Outflows	(B)	Turnover rate
	(C)	Conditions of work and absenteeism	(D)	All of these

82	Leadership is the			
	(A)	Ability to influence other people	(B)	Ability to create within people an urge to do
	(C)	Ability to obtain willing co-operation of the followers	(D)	All of the above

83	How the conflicts within employers and employees can be settled or prevented			
	(A)	Voluntary method	(B)	Government machinery
	(C)	Statutory measures	(D)	All of these

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

84	Promotion is basically a reward for			
	(A)	Efficiency	(B)	Seniority
	(C)	Physical fitness	(D)	Retention

85	In Lewins's three-stage model of organisational change, What is the correct sequence			
	(A)	Change-Unfreeze-Refreeze	(B)	Refreeze-Change-Unfreeze
	(C)	Unfreeze-Change-Refreeze	(D)	Unfreeze-Refreeze-Change

86	Industrial action generally does not include

	(A)	Strike	(B)	Lock out
	(C)	Demonstration	(D)	Bandh

87	Which of the forecasting technique is the fastest			
	(A)	Work study technique	(B)	Flow models
	(C)	Ratio trend analysis	(D)	HR demand Forecast

88	Elton Mayo and his team believed in the positive nature of			
	(A)	Managers	(B)	Management
	(C)	Employees	(D)	All of these

89	Human Resource Information system			
	(A)	Integrates core process into streamline systems	(B)	Colloborates core process into streamline systems
	(C)	Plans core process into streamline systems	(D)	All of these

90	The actual achievements compared with the objectives of the job is			
	(A)	Job Performance	(B)	Job Evaluation
	(C)	Job description	(D)	None of these

91	The process of gathering information about job			
	(A)	Job Analysis	(B)	Job Description
	(C)	Job Simplification	(D)	Job Enrichment

92	Which of these is the benefit of needs assessment			
	(A)	Assessment makes training department more accountable	(B)	Higher training costs
	(C)	Loss of business	(D)	Increased overtime working

93	Which of the following is a barrier while doing human resource planning

KERALA PUBLIC ENTERPRISES SELECTION & RECRUITMENT BOARD

	(A)	HR information often is incompatible with the information used in strategy formulation	(B)	Implementing human resource information system
	(C)	Managing inventories	(D)	Supply forecast

94	.....refers to the learning opportunities designed to help employees grow			
	(A)	Training	(B)	Development
	(C)	Education	(D)	All of these

95	Performance development plan is set for the employee by			
	(A)	Employer	(B)	Departmental Head
	(C)	Immediate boss	(D)	None of these

96	Which of these is one of the seven criteria for assessing performance			
	(A)	Community service	(B)	Interpersonal contact
	(C)	Need for supervision	(D)	All of these

97	.....seeks to examine the goals of the organisation and the trends that are likely to affect these goals			
	(A)	Organisational support	(B)	Organisational analysis
	(C)	Person analysis	(D)	Key skill abilities analysis

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98	What do you understand “S” in the defining SMART goals			
	(A)	Solution	(B)	Specific
	(C)	Standard	(D)	Soft

99	The voluntary and involuntary permanent withdrawal from an organisation is called			
	(A)	Turnover	(B)	Behaviour
	(C)	Misbehaviour	(D)	None of these

100	A realistic job preview gives candidates

	(A)	Balanced information about positive and challenging aspects of a job	(B)	A guaranteed salary increase
	(C)	Only promotional claims	(D)	confidential information about other applicants

KERALA PUBLIC ENTERPRISES
SELECTION & RECRUITMENT BOARD

Kerala Public Enterprises (Selection and Recruitment)Board
Opposite KELTRON, Vellayambalam, Thiruvananthapuram
Website: kpesrb.kerala.gov.in, Email: kpesrb@gmail.com
Tel: 0471 - 2995042

Version: D **Question Booklet No:** 12946

Name of Examination: Management Trainee (HR) **Date:** 31/10/2026

Written examination for:

(1) 012-2026-Management Trainee HR – Kerala State Electronics Development Corporation Limited
(2) 094-2025-Management Trainee (Human Resources)-Transformers and Electricals Kerala Limited (TELK)

Instructions to Candidates:

1. Candidate should not start writing answers until the indication is given to start answering.
2. The question paper contains 100 questions. Each question is provided with four choices (A), (B), (C) and (D) having one correct answer. Choose the correct answer and darken the Bubble corresponding to the question number using Blue or Black ball point pen in the OMR Sheet.
3. Each correct answer carries 1 mark. There will be no negative mark for wrong answers or unattended questions.
4. Do not write anything else on the question paper. Sheet for rough work is appended to the question paper in the end.
5. No candidate will be allowed to leave the examination hall till the end of the session and without handing over his/her Answer Sheet to the Invigilator. Candidates should ensure that the Invigilator has verified all the entries in the 'Basic Data' portion and that the Invigilator has affixed his/her signature in the space provided in the OMR sheet.

Total number of questions: **100** Maximum marks: **100** Time: **90 Minutes**

1	Which of the forecasting technique is the fastest			
	(A)	Work study technique	(B)	Flow models
	(C)	Ratio trend analysis	(D)	HR demand Forecast
2	.....refers to the learning opportunities designed to help employees grow			

	(A)	Training	(B)	Development
	(C)	Education	(D)	All of these

3	Which pair in order of sequences represents the first and last steps in a T&D programme			
	(A)	Determination of T&D needs and evaluation of T&D programme	(B)	Determination of T&D needs and designing the T&D programme
	(C)	Designing T&D programme and implementing it	(D)	Evaluating of T&D programme and implementing it

4	Wage fund theory is given by			
	(A)	David Richard	(B)	Karl Marx
	(C)	Adam Smith / J.S Mill	(D)	Clark

5	A portrayal of replacing the employees is			
	(A)	Job chart	(B)	Replacement chart
	(C)	Worker's chart	(D)	Employees chart

6	Performance development plan is set for the employee by			
	(A)	Employer	(B)	Departmental Head
	(C)	Immediate boss	(D)	None of these

7	Dispute between employees at different levels in an organization is known as			
	(A)	Horizontal conflict	(B)	Overall conflict
	(C)	Vertical conflict	(D)	Organizational conflict

8	Under self-determination theory, which of the following is a fundamental psychological need			
	(A)	Autonomy	(B)	Organisational rank
	(C)	Financial wealth	(D)	Job title

9	Equity theory focuses on employee's perception of

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	(A)	Recruitment advertising	(B)	Fairness in the ratio of inputs to outcomes
	(C)	Training duration	(D)	Office layout

10	Personnel Management is essentiallly a			
	(A)	Matrix function	(B)	Line function
	(C)	Staff function	(D)	Line and staff function

11	The voluntary and involuntary permanent withdrawal from an organisation is called			
	(A)	Turnover	(B)	Behaviour
	(C)	Misbehaviour	(D)	None of these

12	Kirkpatrick's training evaluation model includes			
	(A)	Recruitment, selection , dismissal and retirement	(B)	Needs, wants, sales and profit
	(C)	Planning, budgeting, auditing and taxation	(D)	Reaction, learning behaviour and results

13	Prohibiting an employee from attending work			
	(A)	Suspension	(B)	Dismissal
	(C)	Exit	(D)	Retrenchment

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14	WAB's Refers to			
	(A)	Weighted allotment blanks	(B)	Weighted application blanks
	(C)	Weighted average blanks	(D)	Weighted assimilation blanks

15	Rotation is otherwise called as			
	(A)	Replacement transfer	(B)	Shift transfer
	(C)	Versatility transfer	(D)	Remedial transfer

16	Which of the following is a common barrier to effective communication

	(A)	Active listening	(B)	Feedback
	(C)	Clear language	(D)	Appropriate choice of communication channel

17	The first organized trade union in India was formed in			
	(A)	1884	(B)	1890
	(C)	1918	(D)	1920

18	Sensitivity training is also known as			
	(A)	S-group training	(B)	T-group training
	(C)	P-group training	(D)	L-group training

19	A leader who possess special and unique skill and experience is said to have			
	(A)	Monopoly power	(B)	Coercive power
	(C)	Autocratic power	(D)	Dominant power

20	Voluntary retirement is also known as			
	(A)	Silver hand shake	(B)	Golden hand shake
	(C)	Diamond hand shake	(D)	Crystal hand shake

21	Adding more responsibilities, autonomy and control of a job			
	(A)	Job enrichment	(B)	Job design
	(C)	Job requirement	(D)	Job analysis

22	The STAR method structures interview examples as Situation, Task, Action and			
	(A)	Review	(B)	Rating
	(C)	Recruitment	(D)	Result

23	The first and foremost objective of a welfare state is			
	(A)	Welfare facilities	(B)	Full employment
	(C)	Both A & B	(D)	All of these

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24	Who proposed the three-tier structure of industrial relations activity			
	(A)	John T Dunlop	(B)	Kochan, Katz and McKersie
	(C)	JH Richardson	(D)	HA Clegg
25	Motivation is an element of			
	(A)	Planning function	(B)	Organisation function
	(C)	Direction function	(D)	Coordination function
26	.....is a test which helps to predict whether a person will be successful in a given job			
	(A)	Validity	(B)	Reliability
	(C)	Authenticity	(D)	None of these
27	Which of these is one of the seven criteria for assessing performance			
	(A)	Community service	(B)	Interpersonal contact
	(C)	Need for supervision	(D)	All of these
28	Dearness Allowance (DA) in India is designed to counter			
	(A)	Deflation	(B)	Inflation and rising cost of living
	(C)	Low Productivity	(D)	High taxation
29	How many new Labour Codes has the Governemnt of India introduced to consolidate central labour laws			
	(A)	Three	(B)	Six
	(C)	Four	(D)	None of these
30	Traditional and direct method of instruction			
	(A)	Programme	(B)	Demonstration
	(C)	Lecture	(D)	Role playing
31	Violation of established rules			

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	(A)	Misconduct	(B)	Dismissal
	(C)	Memo	(D)	Bad behaviour

32	Who is known as 'safety valve' in the field of industrial relations			
	(A)	Employer	(B)	Trade Union
	(C)	Safety officer	(D)	Welfare officer

33	A realistic job preview gives candidates			
	(A)	Balanced information about positive and challenging aspects of a job	(B)	A guaranteed salary increase
	(C)	Only promotional claims	(D)	confidential information about other applicants

34	Closed shop means which of the following			
	(A)	Joining union first and then employment	(B)	Employment first and joining union later
	(C)	Not joining any union after employment	(D)	A shop which is closed

35	.....seeks to examine the goals of the organisation and the trends that are likely to affect these goals			
	(A)	Organisational support	(B)	Organisational analysis
	(C)	Person analysis	(D)	Key skill abilities analysis

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36	Elton Mayo and his team believed in the positive nature of			
	(A)	Managers	(B)	Management
	(C)	Employees	(D)	All of these

37	Which of the following is the cause of unemployment			
	(A)	Rapid technological changes	(B)	Recessions
	(C)	Seasonal factors	(D)	All of these

38	The integration of technology into Indian HRM processes for tasks like payroll, data analytics, and recruitment is known as			
	(A)	Green HR	(B)	E-HRM (Electronic HRM)
	(C)	Industrial engineering	(D)	Taylorism
39	The subject of 'Labour' is included in the .....list of Constitution of India			
	(A)	State List	(B)	Central List
	(C)	Concurrent List	(D)	Other list
40	The method of evaluating training effectiveness that measures reaction, learning, behaviour and results is credited to			
	(A)	Maslow	(B)	Kirkpatrick
	(C)	Vroom	(D)	Herzberg
41	When did The Industrial Employment (Standing Orders)Act 1946, come into force			
	(A)	21st November 2025	(B)	1st January-2026
	(C)	30th October-2025	(D)	25th June-2025
42	The process of gathering information about job			
	(A)	Job Analysis	(B)	Job Description
	(C)	Job Simplification	(D)	Job Enrichment
43	What techniques are used while analysing the internal supply			
	(A)	Inflows and Outflows	(B)	Turnover rate
	(C)	Conditions of work and absenteeism	(D)	All of these
44	Which test is conducted to measure the likes, dislikes & habits			
	(A)	Vocational test	(B)	Temperament test
	(C)	Skills test	(D)	Interest test
45	Systematic method of determining value/ worth of a job			

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	(A)	Job description	(B)	Job design
	(C)	Job evaluation	(D)	Job Simplification

46	Assigning a specific job to a selected candidate is called			
	(A)	Induction	(B)	Placement
	(C)	Recruitment	(D)	Promotion

47	Collective bargaining is a procedure regulated by agreements between their			
	(A)	Bargaining agents and employers	(B)	Employees and Employees
	(C)	Employers and Employers	(D)	Labour officer and Trade Unions

48	Which of the following theories of motivation classifies persons as 'intrinsically motivated' and extrinsically motivated'			
	(A)	Reinforcement Theory	(B)	Alderfer's ERG Theory
	(C)	Adam's Equity Theory	(D)	Cognitive Evaluation Theory

49	If a factory employs more than 1000 workers, they should appoint qualified .....to carry out the prescribed activities			
	(A)	Safety officer	(B)	Welfare officer
	(C)	Security officer	(D)	None of these

50	In Lewins's three-stage model of organisational change, What is the correct sequence			
	(A)	Change-Unfreeze-Refreeze	(B)	Refreeze-Change-Unfreeze
	(C)	Unfreeze-Change-Refreeze	(D)	Unfreeze-Refreeze-Change

51	The actual achievements compared with the objectives of the job is			
	(A)	Job Performance	(B)	Job Evaluation
	(C)	Job description	(D)	None of these

52	Concept of MBO was first developed by

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	(A)	Peter Drucker	(B)	Douglas McGregor
	(C)	Henry Fayol	(D)	Clayton P Alderfer

53	HR plans should be .....with the corporate plans of the enterprise			
	(A)	Balanced	(B)	Not related
	(C)	Mixed	(D)	Not balanced

54	The time required to complete every task in the job			
	(A)	Job ratio	(B)	Job design
	(C)	Job cycles	(D)	Job phase

55	To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge etc is known as			
	(A)	Work load analysis	(B)	Workforce analysis
	(C)	Job analysis	(D)	Forecasting

56	Industrial action generally does not include			
	(A)	Strike	(B)	Lock out
	(C)	Demonstration	(D)	Bandh

57	A supervisor evaluates an employee primarily on events that occurred during the last two weeks, ignoring performance throughout the year. This is an example of			
	(A)	Halo effect	(B)	Leniency error
	(C)	Recency effect	(D)	Central tendency

58	Reduction of labour force is called			
	(A)	Termination	(B)	Retrenchment
	(C)	Layoff	(D)	Right sizing

59	A test which measures employees' honesty

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	(A)	Simulator tests	(B)	Integrity tests
	(C)	Polygraph tests	(D)	Graph tests

60	..... is used to weekly and monthly rates paid to clerical, administrative, and professional employees			
	(A)	Wage	(B)	Wage fund
	(C)	salary	(D)	All of these

61	A high voluntary turnover rate may indicate			
	(A)	Retention or job-quality concerns	(B)	Guaranteed high morale
	(C)	Perfect Recruitment	(D)	No need for employee feedback

62	A situation that occurs when it is unclear or uncertain what behaviour is expected of role occupants			
	(A)	Role conflict	(B)	Role ambiguity
	(C)	Role analysis	(D)	Role overload

63	.....generally focus on emotional issues rather than actual ones			
	(A)	Role playing	(B)	Vestibule training
	(C)	Case study	(D)	Sensitivity training

64	Which of the following is considered as the first principle of management			
	(A)	Coordination	(B)	Delegation
	(C)	Line, staff, auxiliary agencies	(D)	Supervision

65	The primary objective of a modern performance appraisal system is			
	(A)	Punishing underperformers	(B)	Developmental feedback and growth
	(C)	Reducing workforce size automatically	(D)	Fulfilling legal formalities only

66	..... are the rules of pattern and behaviour that are expected from all team members

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	(A)	Norms	(B)	Policies
	(C)	Procedures	(D)	Role

67	When employees resort to unauthorized strike in violation of the labour contract agreement it is called			
	(A)	Pen down	(B)	Tools down
	(C)	Sit in Strike	(D)	Wild cat strike

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69	Leadership is the			
	(A)	Ability to influence other people	(B)	Ability to create within people an urge to do
	(C)	Ability to obtain willing co-operation of the followers	(D)	All of the above

70	The anxiety a person experiences when two sets of knowledge are contradictory or incongruent lead to			
	(A)	Cognitive Dissonance	(B)	Negative Attitude
	(C)	Stress	(D)	Perception disorder

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71	The role in which a manager leads his subordinates and motivating them for willing cooperation is called as			
	(A)	Monitoring role	(B)	Disseminator role
	(C)	Entrepreneur role	(D)	Leader role

72	In a SWOT analysis, which two elements represent the internal environment of the organization			
	(A)	Opportunities and Threats	(B)	Strengths and Weaknesses
	(C)	Strengths and Opportunities	(D)	Weaknesses and Threats

73	Two factor theory was prepared by			
	(A)	Herzberg	(B)	Porter and Lawler
	(C)	Maslow	(D)	McGregor

74	If an employer is forcing a labourer to work without remuneration, the action is violation of the fundamental right guaranteed to the labourer under			
	(A)	Article 23 of the Constitution of India	(B)	Article 14 of the Constitution of India
	(C)	Article 18 of the Constitution of India	(D)	Article 19 of the Constitution of India

75	Human Resource Information system			
	(A)	Integrates core process into streamline systems	(B)	Colloborates core process into streamline systems
	(C)	Plans core process into streamline systems	(D)	All of these

76	When an employee expresses organisationally desired emotions during interpersonal transactions, then it is known as			
	(A)	Emotional labour	(B)	Displayed emotions
	(C)	Felt emotions	(D)	Moods

77	Which of these is the benefit of needs assessment			
	(A)	Assessment makes training department more accountable	(B)	Higher training costs
	(C)	Loss of business	(D)	Increased overtime working

78	Which of the following is a fringe benefit			
	(A)	Provident fund and health insurance	(B)	Basic wage
	(C)	Piece-rate payment	(D)	Commission on sales

79	How the conflicts within employers and employees can be settled or prevented

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	(A)	Voluntary method	(B)	Government machinery
	(C)	Statutory measures	(D)	All of these

80	Flexitime work system is a .....system

	(A)	Operational	(B)	Logical
	(C)	Functional	(D)	Scheduling

81	Formulation of policies, programmes and procedures is the primary concern of

	(A)	Top management	(B)	Middle management
	(C)	Operating management	(D)	Both A&B

82	In a way Alderfer's ERG Theory is an extension of Maslow's Theory. Alderfer suggested three categories of needs rather than five. The needs suggested by Alderfer are

	(A)	Emotion, Rationality, Growth	(B)	Efficacy, Reasoning, Giving
	(C)	Existence, Relatedness, Growth	(D)	Exclusion, Relevance, Giving.

83	What do you understand "S" in the defining SMART goals

	(A)	Solution	(B)	Specific
	(C)	Standard	(D)	Soft

84	Job enlargement expands

	(A)	Upward	(B)	Downward
	(C)	Horizontally	(D)	Vertically

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85	WPM aims to foster

	(A)	Industrial democracy and industrial harmony	(B)	Union dictatorship
	(C)	Higher absenteeism	(D)	Managerial autocracy

86	Net human resoruce requirement is calculated by comparing

	(A)	Demand forecast and existing workforce	(B)	Training cost and production output
	(C)	Recruitment cost and salary	(D)	Labour turnover and absenteeism

87	Development focuses primarily on			
	(A)	Current job skills	(B)	Long term growth and overall capabilities of managers
	(C)	Manual dexterityfor factory workers	(D)	Immediate error reduction

88	The father of modern management theory is			
	(A)	Henry Fayol	(B)	Taylor
	(C)	Elton Mayo	(D)	None of these

89	A lateral shift of an employee from one job, department or location to another is			
	(A)	Promotion	(B)	Transfer
	(C)	Demotion	(D)	Retrenchment

90	Co-determination is a strong form of WPM most famously practised in			
	(A)	Germany	(B)	United States
	(C)	Brazil	(D)	Singapore

91	Joint Management councils (JMCs) operate at the			
	(A)	Enterprise level	(B)	Floor level only
	(C)	Parliamentary level	(D)	Global level

92	A common error in performance appraisal where a manager rates an employee high or low across all areas based on a single prominent trait is called			
	(A)	Leniency error	(B)	Halo effect
	(C)	Central tendency error	(D)	Recency effect

93	Strategic Human Resource Management is

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	(A)	Proactive	(B)	Reactive
	(C)	Both A & B	(D)	None of therse

94	Which of the following are core disciplines contributing to Human Resources and Organizational Behavior			
	(A)	Economics, Semanitics and Physiology	(B)	Psychology, Sociology and Anthropology
	(C)	Political Science, Economics and History	(D)	None of these

95	Which of the following is a barrier while doing human resource planning			
	(A)	HR information often is incompatible with the information used in strategy formulation	(B)	Implementing human resource information system
	(C)	Managing inventories	(D)	Supply forecast

96	Natural justice in workplace decisions includes			
	(A)	A fair opportunity to respond to allegations	(B)	Punishment before hearing evidence
	(C)	Refusal to consider relevant facts	(D)	Automatic guilt based on rumour

97	The halo effect occurs when			
	(A)	One positive characteristic influences the overall rating	(B)	Every performance dimension is rated independently
	(C)	Employees assess their own salaries	(D)	An appraiser rates everyone poorly

98	Which of the following is an internal source of recruitment			
	(A)	Campus interview	(B)	Employment Exchanges
	(C)	Promotions and transfers	(D)	Advertisements

99	TQM’s major emphasis is on

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	(A)	Product quality	(B)	Company profitability
	(C)	Customer delight	(D)	Employee training

100	According to Maslow’s need-hierarchy theory, the low level needs are			
	(A)	Physiological	(B)	Security
	(C)	Self-esteem	(D)	All of these

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