

Name of Post:	Assistant Manager (Electrical & HR) in Assam Power Generation Corporation Limited (APGCL)
Advt. No.	11/2023 dated 25.04.2023
Date of Exam.	15.10.2023

AM/APGCL/II/23

ASKED TO DO SO

Test Booklet No. :

Series

00161

TEST BOOKLET
Paper—I
(HUMAN RESOURCE)



Time Allowed : 2 Hours

Full Marks : 100

Read the following instructions carefully before you begin to answer the questions :

1. The name of the Subject, Roll Number as mentioned in the Admission Certificate, Test Booklet No. and Series are to be written legibly and correctly in the space provided on the Answer-Sheet with Black/Blue ballpoint pen.
2. **Answer-Sheet without marking Series as mentioned above in the space provided for in the Answer-Sheet shall not be evaluated.**
3. All questions carry equal marks.

The Answer-Sheet should be submitted to the Invigilator.

Directions for giving the answers : Directions for answering questions have already been issued to the respective candidates in the 'Instructions for marking in the OMR Answer-Sheet' along with the Admit Card and Specimen Copy of the OMR Answer-Sheet.

Example :

Suppose the following question is asked :

The capital of Bangladesh is

- (A) Chennai
(B) London
(C) Dhaka
(D) Dhubri

You will have four alternatives in the Answer-Sheet for your response corresponding to each question of the Test Booklet as below :



In the above illustration, if your chosen response is alternative (C), i.e., Dhaka, then the same should be marked on the Answer-Sheet by blackening the relevant circle with a Black/Blue ballpoint pen only as below :



The example shown above is the only correct method of answering.

4. Use of eraser, blade, chemical whitener fluid to rectify any response is prohibited.
5. Please ensure that the Test Booklet has the required number of pages (16) and 100 questions immediately after opening the Booklet. In case of any discrepancy, please report the same to the Invigilator.
6. No candidate shall be admitted to the Examination Hall/Room 20 minutes after the commencement of the examination.
7. **No candidate shall leave the Examination Hall/Room** without prior permission of the Supervisor/Invigilator. No candidate shall be permitted to hand over his/her Answer-Sheet and leave the Examination Hall/Room before expiry of the full time allotted for each paper.
8. No Mobile Phone, Electronic Communication Device, etc., are allowed to be carried inside the Examination Hall/Room by the candidates. Any Mobile Phone, Electronic Communication Device, etc., found in possession of the candidate inside the Examination Hall/Room, even if on off mode, shall be liable for confiscation.
9. No candidate shall have in his/her possession inside the Examination Hall/Room any book, notebook or loose paper, except his/her Admission Certificate and other connected papers permitted by the Commission.
10. Complete silence must be observed in the Examination Hall/Room. No candidate shall copy from the paper of any other candidate, or permit his/her own paper to be copied, or give, or attempt to give, or obtain, or attempt to obtain irregular assistance of any kind.
11. This Test Booklet can be carried with you after answering the questions in the prescribed Answer-Sheet.
12. Noncompliance with any of the above instructions will render a candidate liable to penalty as may be deemed fit.
13. No rough work is to be done on the OMR Answer-Sheet. You can do the rough work on the space provided in the Test Booklet.

N.B. : There will be negative marking @ 0.25 per 1 (one) mark against each wrong answer.

/4-A

[No. of Questions : 100]

SEAL

1. The fundamental principles that Taylor saw underlying the scientific approach to management theory may be summarized as
 - (A) using rule of thumb
 - (B) obtaining discord in group action, rather than harmony
 - (C) working for restricted output, rather than maximum output
 - (D) None of the above

2. "A professor, with a view to play it safe, might give a class grade near the equal to 'B', regardless of the differences in individual performance." This is an example of ____ bias in performance appraisal.
 - (A) halo effect
 - (B) central tendency
 - (C) horn effect
 - (D) stereotyping

3. The horizontal expansion of a job is termed as
 - (A) job enlargement
 - (B) job enrichment
 - (C) job involvement
 - (D) job enhancement

4. Human resource management means
 - (A) a method in which an organization collects, maintains and reports information on people and jobs
 - (B) the process of integrating the employees' needs and aspirations with organizational needs
 - (C) the process of bringing people and organization together so that the goals of each are achieved
 - (D) the efforts to make life worth living for workers

5. 'Management by Objectives (MBO)' technique was first used in 1954 by
 - (A) Peter Drucker
 - (B) Karl Marx
 - (C) Max Weber
 - (D) Henri Fayol

6. In ____ training, a training centre is set up and actual job conditions are duplicated or simulated in it.
 - (A) classroom
 - (B) apprenticeship
 - (C) vestibule
 - (D) internship

7. Arrange the following in a sequence according to the year of their establishment from the earliest to latest :

- I. Madras Labour Union
- II. Bombay Mill Hands Association
- III. AITUC
- IV. Indian Federation of Labour

Select the correct option.

- (A) III, IV, II, I
- (B) I, III, IV, II
- (C) IV, II, III, I
- (D) II, I, III, IV

8. _____ is a performance appraisal technique in which appraisers rate critical employee behaviour.

- (A) MBO
- (B) BARS
- (C) BOS
- (D) BOSS

9. The common factor among the Factories Act, the Mines Act and the Plantations Labour Act is that

- (A) they are protective legislations
- (B) they are social security legislations
- (C) they are welfare legislations
- (D) they are wage legislations

10. The performance of an employee is judged in terms of costs and contribution under

- (A) Behaviourally Anchored Rating Scale
- (B) Human Resource Accounting Method
- (C) Management by Objectives
- (D) Assessment Centre

11. The wage system, where employee is paid a fixed amount irrespective of output, is called

- (A) time rate system
- (B) piece rate system
- (C) time cum bonus rate system
- (D) piece cum bonus rate system

12. _____ used the term 'industrial democracy' for the first time in 1897 in the book, *Industrial Democracy*.

- (A) Sidney Webb and Beatrice Webb
- (B) Vladimir Lenin
- (C) The International Labour Organization
- (D) The World Trade Organization

13. _____ developed Social Learning Theory into more comprehensive Social Cognitive Theory (SCT).
- (A) Bandura
 (B) Luthar
 (C) Sinner
 (D) Pavlov
14. Any casual emolument or profit attached to an office or position in addition to salaries or wages is
- (A) salary
 (B) compensation
 (C) fringe benefit
 (D) perquisite
15. The Indian National Trade Union Congress was founded in the year
- (A) 1947 (B) 1948
 (C) 1962 (D) 1990
16. The five personality traits as per 'Big Five Personality Traits' are
- (A) extroversion, agreeableness, conscientiousness, emotional stability, openness to experience
 (B) extroversion, agreeableness, amiability, emotional stability, openness to experience
 (C) extroversion, agreeableness, courage, amiability, openness to experience
 (D) extroversion, agreeableness, conscientiousness, emotional stability, easy going
17. Apprenticeship training is a type of
- (A) on-the-job training
 (B) off-the-job training
 (C) Both (A) and (B)
 (D) None of the above
18. _____ emphasizes that unsatisfied need can influence the behaviour while satisfied one will not act as motivator.
- (A) Maslow's theory
 (B) Herzberg's theory
 (C) Vroom's expectancy theory
 (D) Alderfer's ERG theory
19. A union meant to protect the interest and rights of the non-manual employees is called
- (A) white-collar union
 (B) brown-collar union
 (C) blue-collar union
 (D) None of the above
20. _____ is recognized as the father of 'human relations'.
- (A) William Gilbreth
 (B) Henri Fayol
 (C) F. W. Taylor
 (D) Elton Mayo

21. Which of the following statements is true?
- (A) Perception is the means by which stimuli affect an individual.
 - (B) Human behaviour is generally determined on the basis of 'what is perceived' rather than 'what is'.
 - (C) Behaviour is determined only by perceived stimuli, in other words, a stimulus that is not perceived has no effect on human behaviour.
 - (D) All of the above
22. Edward Tolman is related to
- (A) behaviouralistic framework
 - (B) cognitive approach
 - (C) social cognitive framework
 - (D) None of the above
23. Operant conditioning argues that
- (A) behaviour is reflexive
 - (B) behaviour is unlearned
 - (C) behaviour is a function of its consequences
 - (D) the tendency to repeat a behaviour is very strong
24. What is collective bargaining?
- (A) Consultation between the employer and all employees
 - (B) Debate between different organizations
 - (C) Negotiation between an employer and a recognized trade union
 - (D) A form of employee involvement
25. The conflict-handling intention that combines assertiveness and cooperation is
- (A) competing
 - (B) accommodating
 - (C) compromising
 - (D) collaborating
26. Which of the following is not a welfare provision under the Factories Act, 1948?
- (A) Canteen
 - (B) Crèche
 - (C) First aid
 - (D) Drinking water
27. The right sequence of steps in Kurt Lewin change procedure is
- (A) unfreezing, moving, freezing
 - (B) moving, unfreezing, freezing
 - (C) unfreezing, freezing, moving
 - (D) freezing, moving, unfreezing
28. Delphi technique is used in
- (A) planning
 - (B) promoting
 - (C) forecasting
 - (D) pricing

29. The stage which involves breaking down the existing status quo which implements change is called
- (A) refreezing
 - (B) unfreezing
 - (C) planned change
 - (D) mobilization
30. 'OCTAPACE', the concept for study of organizational climate, was developed by
- (A) Peter Drucker
 - (B) Peter Senge
 - (C) Udai Pareek and T. V. Rao
 - (D) Dharni P. Sinha
31. Under the Child Labour (Prohibition and Regulation) Act, 1986, a child is one who has not completed
- (A) 6 years
 - (B) 21 years
 - (C) 18 years
 - (D) 14 years
32. When the group energy is focused on the task at hand, the group has moved to the ____ stage.
- (A) storming
 - (B) norming
 - (C) maturation
 - (D) performing
33. Which of the following is true about virtual teams?
- (A) There is limited social contact.
 - (B) They have the ability to overcome time and space constraints.
 - (C) People collaborate online.
 - (D) All of the above
34. Which of the following is the manner in which divided tasks are combined and allocated to work groups?
- (A) Departmentalization
 - (B) Specialization
 - (C) Formalization
 - (D) Standardization
35. When individuals compare their outcomes and inputs against those of others, the framework is called
- (A) expectancy theory
 - (B) two-factor theory
 - (C) equity theory
 - (D) ERG theory
36. Aman is a manager of a small manufacturing company. He lets the employees know what is expected of them, scheduled work to be done, and gives specific guidelines as how to accomplish tasks. He observes which of the following leadership styles?
- (A) Supportive
 - (B) Participative
 - (C) Directive
 - (D) Achievement-oriented

37. The principle that a subordinate should receive order and be responsible to only one boss is known as
- (A) unity of command
 - (B) unity of direction
 - (C) span of control
 - (D) None of the above
38. Under what circumstances, the gratuity of an employee can be forfeited?
- (A) Wilful omission or negligence
 - (B) Termination for riotous or disorderly conduct
 - (C) Offence involving moral turpitude
 - (D) All of the above
39. Environmental uncertainty exists when managers
- (A) relax the constraints on product demand
 - (B) attempt to simplify the general environment
 - (C) attempt to stabilize the task environment
 - (D) have difficulty in predicting the impact of environmental factors
40. When authority rests solely with the management with no right to any one to challenge it, is the basis of
- (A) pluralist approach
 - (B) systems approach
 - (C) unitary approach
 - (D) social action approach
41. Which of the following approaches assumes that the understanding of industrial relations requires an understanding of the capitalized society?
- (A) Marxist approach
 - (B) Gandhian approach
 - (C) Human relations approach
 - (D) Giri approach
42. Trade union recognition means
- (A) identification of trade unions who are abiding by the law
 - (B) a formal argument that the employer will bargain with the trade union
 - (C) a way of identifying employers who treat employees well
 - (D) the pay review process

43. Which of the following is/are motivating factor(s) as per Herzberg's theory?
- (A) Salary and allowance
 - (B) Job design
 - (C) Work condition
 - (D) None of the above
44. Managerial grid model of leadership was developed by
- (A) Blake and Mouton
 - (B) Evans and House
 - (C) Fayol and Taylor
 - (D) Vroom and Fiedler
45. Hawthorne experiment was being conducted under the leadership of
- (A) F. W. Taylor
 - (B) Elton Mayo
 - (C) Pfiffner and Presthus
 - (D) Henri Fayol
46. The five-stage model of group formation has which of the following sequences?
- (A) Norming, forming, performing, storming, adjourning
 - (B) Storming, norming, forming, performing, adjourning
 - (C) Forming, norming, storming, performing, adjourning
 - (D) Forming, storming, norming, performing, adjourning
47. Which one of the following means a mandatory settlement of an industrial dispute by a Labour Court or a Tribunal?
- (A) Collective bargaining
 - (B) Arbitration
 - (C) Conciliation
 - (D) Adjudication
48. "Everyone benefits when the focus is on common interest and promotion of harmony" is the underlying assumption of which of the following approaches of industrial relations?
- (A) Unitary approach
 - (B) Pluralistic approach
 - (C) Marxist approach
 - (D) Human relations approach
49. A Conciliation Officer has the same power as are vested in a/an
- (A) Civil Court
 - (B) Labour Court
 - (C) Arbitrator
 - (D) None of the above
50. Which of the following persons has a statutory right to accompany someone at a disciplinary and/or grievance meeting?
- (A) The husband/wife
 - (B) The coworker
 - (C) Their lawyer
 - (D) A full-time union official

51. Under the Minimum Wages Act, the term 'wage' does not include
- (A) house rent allowance
 - (B) travelling allowance
 - (C) dearness allowance
 - (D) All of the above
52. Coercive power and reward power have a/an
- (A) opposite relationship
 - (B) independent relationship
 - (C) positive relationship
 - (D) negative relationship
53. When does any disciplinary action become ineffective or less effective?
- (A) Longer time spending in action
 - (B) Discipline is handled impersonally
 - (C) Aware of rules and performance criteria
 - (D) Both (A) and (B)
54. The Joint Management Council can be set up in the unit employing _____ or more persons and having a strong trade union.
- (A) 100 (B) 500
 - (C) 200 (D) 300
55. Which of the following is not a conflict resolution technique?
- (A) Appointing a devil's advocate
 - (B) Avoidance
 - (C) Authoritative command
 - (D) Superordinate goals
56. "Disciplinary action is contemplated" means
- (A) employee is suspended
 - (B) prima facie decision is taken on file to penalize the employee
 - (C) prima facie decision is taken on file to file charge against employee
 - (D) employee should be removed from service
57. According to the Payment of Bonus Act, 1965, bonus is payable to any employee who has worked in an establishment for not less than
- (A) 30 working days
 - (B) 60 working days
 - (C) 90 working days
 - (D) 180 working days
58. Under the Industrial Disputes Act, 1947, which of the following is an essential feature of 'retrenchment'?
- (A) Termination of service of the employee
 - (B) Voluntary retirement of the employee
 - (C) Termination of service on the ground of continued ill health
 - (D) Termination of service on non-renewal of contract
59. Which of the following is not a health provision under the Factories Act, 1948?
- (A) Maintenance of cleanliness
 - (B) Disposal of wastes and effluents
 - (C) Protection of eyes
 - (D) Prevention of overcrowding

60. Which of the following is not a characteristic of the 'Red Hot Stove Rule' of discipline?
- (A) Secrecy
 - (B) Immediacy
 - (C) Consistency
 - (D) Forewarning
61. Collaborating is the preferred conflict-handling orientation
- (A) when an issue is trivial
 - (B) to build social credits for later issue
 - (C) to gain consensus and commitment
 - (D) in emergencies
62. Which of the following is not an authority for adjudication under the Industrial Disputes Act, 1947?
- (A) Appellate Court
 - (B) Labour Court
 - (C) Industrial Tribunal
 - (D) National Tribunal
63. Under the Trade Unions Act, 1926, trade disputes mean any disputes
- (A) between employers and workmen
 - (B) between employers and employers
 - (C) between workmen and workmen
 - (D) All of the above
64. Under the Industrial Disputes Act, 1947, which of the following is not an essential feature of layoff?
- (A) The workman has not been retrenched.
 - (B) The name of the workman is borne on the muster roll of the industrial establishment.
 - (C) The workman's service has been terminated as punishment by way of disciplinary action.
 - (D) Failure, refusal or inability of an employer to give employment to his/her workman.
65. In the classical conditioning theory of learning given by Ivan Pavlov, the unconditional stimulus/stimuli was/were
- (A) the bell
 - (B) the piece of meat
 - (C) both the piece of meat and the bell
 - (D) None of the above
66. Which of the following is not a human resource forecasting technique?
- (A) Managerial judgement
 - (B) Chi-square test
 - (C) Regression analysis
 - (D) Ratio-trend analysis
67. Under which of the following legislations, there is a provision called 'protected workmen'?
- (A) The Trade Unions Act, 1926
 - (B) The Industrial Disputes Act, 1947
 - (C) The Industrial Employment (Standing Orders) Act, 1946
 - (D) The Factories Act, 1948

68. "First come last go and last come first go" is the principle of
- layoff
 - closure
 - retrenchment
 - dismissal
69. The list of unfair labour practices on the part of the trade unions and employers was included in
- the Factories Act, 1948
 - the Industrial Disputes Act, 1947
 - the Trade Unions Act, 1926
 - None of the above
70. As per the provision contained under the Industrial Disputes Act, 1947, the establishment employing _____ persons or more requires to seek prior permission of appropriate government before effecting layoff, retrenchment or closure.
- 50
 - 100
 - 250
 - 500
71. Which of the following is/are not external factor(s) influencing recruitment?
- Size of the firm
 - Unemployment rate
 - Supply and demand
 - Sons of the soil
72. 'Discharge simpliciter' is a term used when an employee is
- terminated from service by dismissal
 - terminated from service by punitive suspension
 - terminated from service for loss of confidence
 - censured in his/her service
73. Glass ceiling refers to
- a ceiling which is made of glass
 - discriminatory barriers preventing women and members of minorities from advancement in professions
 - unacknowledged barriers preventing women from rising to position of power
 - unseen barriers preventing under-privileged people from rising to position of power
74. The text of the certified standing orders shall be prominently posted by the employer in _____ and in the language understood by the majority of workmen.
- English
 - Hindi
 - Devanagari
 - the language specified in the 8th Schedule of the Constitution
75. Which of the following is not considered a fringe benefit?
- Provident fund
 - Group insurance
 - Furnished house
 - Canteen facility

- 76.** As per the Payment of Gratuity Act, 1972, gratuity is payable to an employee on the termination of employment after rendering service of
- (A) not less than 5 years
 - (B) not less than 10 years
 - (C) not less than 20 years
 - (D) not less than 25 years
- 77.** As per the provision of the Industrial Employment (Standing Orders) Act, 1946, if any workman is suspended by the employer, the employer shall pay to such workman subsistence allowance at the rate of ____ of the wages which the workman was entitled to immediately preceding the date of such suspension for the first 90 days of suspension.
- (A) 75% (B) 50%
 - (C) 60% (D) 70%
- 78.** A person who has ultimate control over the affairs of the factory under the Factories Act, 1948 is called as
- (A) Occupier
 - (B) Manager
 - (C) Chairman
 - (D) Managing Director
- 79.** If any factory employs more than 1000 workers, it should appoint a qualified ____ to carry out the prescribed duties.
- (A) Safety Officer
 - (B) Welfare Officer
 - (C) Security Officer
 - (D) None of the above
- 80.** The Contract Labour (Regulation and Abolition) Act, 1970 shall not apply to establishments in which work is of
- (A) intermittent or casual nature
 - (B) permanent nature
 - (C) Both (A) and (B)
 - (D) None of the above
- 81.** The maximum limit of tax-exempted gratuity payable under the Payment of Gratuity Act, 1972 is
- (A) ₹ 10 lakh (B) ₹ 15 lakh
 - (C) ₹ 20 lakh (D) ₹ 30 lakh
- 82.** Under the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, the employer's contribution to EPF is
- (A) 10% of Basic + DA + Retaining Allowance (if any)
 - (B) 12% of Basic + DA + Retaining Allowance (if any)
 - (C) 8% of Basic + DA + Retaining Allowance (if any)
 - (D) 10% of Basic Pay only
- 83.** A polycentric approach to IHRM requires
- (A) all key management positions to be held by home country nationals
 - (B) hiring of host country nationals to manage subsidiaries while key headquarters jobs are held by home country nationals
 - (C) hiring of best people for key job positions throughout the organization irrespective of nationality
 - (D) All of the above

84. Which of the following factors is included in the calculation of Human Development Index?
- (A) Life expectancy
(B) Adult literacy
(C) Decent standard of living
(D) All of the above
85. Rational decision-making requires sequential steps of
- (I) defining and diagnosing the problem
(II) looking at all the alternative available
(III) using analytical and quantitative tools in reaching a decision to solve a problem
(IV) critically looking at all the variables affecting the decision
(V) monitoring the implementation of the decision
- Choose the correct sequence of steps :
- (A) (I), (II), (III), (IV), (V)
(B) (I), (III), (II), (IV), (V)
(C) (I), (II), (IV), (III), (V)
(D) (I), (IV), (II), (III), (V)
86. Which of the following statements is/are correct about the wages that may be paid to the inter-State migrant workers?
- (I) They must be paid not less than the wages fixed under the Minimum Wages Act, 1948.
(II) The wages under the Section must be paid in cash.
- Select the correct option.
- (A) Only (I)
(B) Only (II)
(C) Both (I) and (II)
(D) None of the above
87. Violation of the Child Labour (Prohibition and Regulation) Act, 1986 shall be punishable with imprisonment for a term not less than
- (A) 1 month (B) 3 months
(C) 6 months (D) 1 year
88. The term 'same work or work of a similar nature' is mentioned in
- (A) the Payment of Bonus Act, 1965
(B) the Payment of Wages Act, 1936
(C) the Equal Remuneration Act, 1976
(D) the Minimum Wages Act, 1948
89. The appropriate government shall revise the minimum rates of wages under the Minimum Wages Act, 1948 at least once in every
- (A) 2 years (B) 3 years
(C) 4 years (D) 5 years
90. The maximum amount of gratuity payable under the Payment of Gratuity Act, 1972 is
- (A) ₹5,00,000 (B) ₹7,50,000
(C) ₹10,50,000 (D) ₹10,00,000
91. The Payment of Bonus Act, 1965 shall apply to every factory and every other establishment in which _____ are employed on any day during an accounting year.
- (A) 20 or more persons
(B) 25 or more persons
(C) 30 or more persons
(D) 50 or more persons

92. Under the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, 'Insurance Fund' means
- Unit-Linked Insurance Plan
 - Deposit-Linked Insurance Plan
 - Employees' Group Accident Insurance
 - Medical Insurance Fund
93. The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 is applicable to an establishment engaged in any industry specified in
- Schedule II
 - Hazardous Industries List
 - Schedule IX
 - Schedule I
94. The unemployment arising due to mismatch between job availability in the market and skills of available workers is called
- seasonal unemployment
 - structural unemployment
 - economical unemployment
 - frictional unemployment
95. Which Fundamental Right in the Indian Constitution prohibits trafficking, forced labour and children working under 14 years of age?
- Right to Equality
 - Right to Freedom
 - Right against Exploitation
 - Right to Freedom of Religion
96. The formulation and implementation of policies and programmes related to wages, salary and other forms of employees' compensation is called
- salary administration
 - compensation
 - supplementary compensation
 - None of the above
97. The 'Johari Window' concept is associated with
- motivation
 - leadership
 - communication
 - attitude
98. The 'Surplus Value Theory' was propounded by
- Karl Marx
 - David Ricardo
 - Adam Smith
 - None of them
99. Behaviourally Anchored Rating Scale is associated with
- training and development
 - performance appraisal system
 - planning
 - workers' participation in management
100. _____ encompasses a collection of planned change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee wellbeing.
- Action research
 - Process consultation
 - Organizational development
 - Change management

SPACE FOR ROUGH WORK

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SEAL

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16

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